



TRANSPORTATION AUTHORITY OF MARIN COMMUNITY OVERSIGHT COMMITTEE MEETING

MAY 18, 2026
5:00 P.M.

**TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA**

900 Fifth Avenue
Suite 100
San Rafael
California 94901

Phone: 415-226-0815
Fax: 415-226-0816

www.tam.ca.gov

Belvedere
Peter Mark

Corte Madera
Rosa Thomas

Fairfax
Lisel Blash

Larkspur
Gabe Paulson

Mill Valley
Urban Carmel

Novato
Kevin Jacobs

Ross
Teri Dowling

San Anselmo
Yoav Schlesinger

San Rafael
Kate Colin

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Melissa Blaustein

Tiburon
Alice Fredericks

County of Marin
Mary Sackett
Brian Colbert
Stephanie Moulton-Peters
Dennis Rodoni
Eric Lucan

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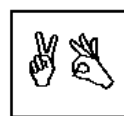
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How to provide public comment (limited to 3 minutes or less):

Before the meeting: Email your comments to info@tam.ca.gov. Please email your comments no later than 1:00 p.m. on the meeting date to facilitate timely distribution to Committee members. Please include the agenda item number you are addressing and your name and address. Your comments will be forwarded to the Committee members and will be placed into the public record.

During the meeting: For members of the public participating in-person, the Committee Chair will recognize persons from the audience who wish to address the Committee during public open time or on a particular agenda item at the time that item is considered by the Committee.

If watching this meeting online, click the "raise hand" feature in the webinar controls. This will notify TAM staff that you would like to comment. If participating by phone, "raise hand" by pressing *9 and wait to be called upon by the Chair or the Clerk. You will be asked to unmute your device when it is your turn to speak and your comments will become part of the public record.



Late agenda material can be inspected in TAM's office between the hours of 9:00 a.m. and 4:00 p.m.
The TAM Office is located at 900 Fifth Avenue, Suite, 100, San Rafael.

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AGENDA

1. Call to Order (2 minutes)
2. Chair's Report (15 minutes)
3. Open time for public expression, up to three minutes per speaker, on items not on the agenda that are within the subject matter of the agency's jurisdiction (public is welcome to address the Committee, but according to the Brown Act, the Committee may not deliberate or take action on items not on the agenda)
4. Review and Approval of Meeting Minutes from March 16, 2026 (Action) (5 minutes)
5. TAM Staff Report (Discussion) (10 minutes)
6. Review the Draft TAM FY2026-27 Annual Budget (Action) (15 minutes)
7. Review the Draft 2026 Measure AA Strategic Plan (Discussion) (10 minutes)

Break – 15 minutes

8. Marin Commutes Program Update (Discussion) (15 minutes)
9. 2026-2030 Crossing Guard Evaluation (Discussion) (15 minutes)
10. Committee Member Hot Items Report (Discussion) (5 minutes)
11. Discussion of Next Meeting Date and Recommended Items for the Agenda (5 minutes)



MEETING OF THE
TRANSPORTATION AUTHORITY OF MARIN
COMMUNITY OVERSIGHT COMMITTEE

MARCH 16, 2026
5:00 PM

TAM CONFERENCE ROOM
900 FIFTH AVENUE, SUITE 100
SAN RAFAEL, CALIFORNIA

MEETING MINUTES

Members Present: Charley Vogt, Northern Marin Planning Area
Dave Rhoads, Bicycle and Pedestrian Groups
Kate Powers, Environmental Groups
Kevin Hagerty, League of Women Voters (Chair)
Peter Pelham, Major Marin Employers (Vice-Chair)

Alternates Present: Charlie Vogelheim, Southern Marin Planning Area
Jane Gould, Marin County Paratransit Coordinating Council
Jessica Deakyne, Northern Marin Planning Area
Nancy Okada, Environmental Organizations
Philip Mooney, Central Marin Planning Area
Susan Clark, League of Women Voters
Susannah Saunders, Ross Valley Planning Area

Staff Members Present: Anne Richman, Executive Director
Audrey Veyssiere, Assistant Project Delivery Manager
Dan Cherrier, Director of Project Delivery
Emily Tong, Senior Accountant
Grace Zhuang, Accounting and Payroll Specialist
Jennifer Doucette, Executive Assistant/Clerk of the Board
Melanie Purcell, Director of Finance and Administration
Mikaela Hiatt, Senior Transportation Planner
Molly Graham, Public Outreach Coordinator
Ray Rodriguez, Assistant Project Delivery Manager

Chair Hagerty called the Community Oversight Committee (COC) meeting to order at 5:01 p.m.

1. Introductions and Welcome

Chair Hagerty asked Executive Assistant/Clerk of the Board Jennifer Doucette to conduct a roll call to ensure a quorum. A quorum of the COC was confirmed and detailed information about how the public may participate was provided.

2. Open Time for Public Expression

San Anselmo resident Bridget Clark encouraged the COC to support allocating funding from the budget to improve transit shelters, ensuring protection for riders with disabilities during extreme weather; and urged continued funding and advocacy to educate bicyclists and enforcement personnel about the types of electric bicycles (e-bikes) that are legal.

3. Review and Approval of Meeting Minutes from January 20, 2026 (Action)

Vice-Chair Pelham moved to approve the January 20, 2026 Meeting Minutes. Alternate Mooney seconded the motion, which passed unanimously.

4. TAM Staff Report

Executive Director (ED) Anne Richman provided highlights from the TAM Staff Report, which was distributed to the COC and posted on the TAM website prior to the meeting.

In response to Vice-Chair Pelham, ED Richman explained that currently, funds from Local Transportation Infrastructure under Category 2.1 are distributed after collection, rather than through reimbursement.

In response to Member Powers, ED Richman stated that staff recommends allocating all FY2025/26 Category 2.1 (Local Streets and Roads) funding to jurisdictions; additionally, jurisdictions will be permitted to request FY2026/27 funding on a reimbursement basis for funds that may not yet have accumulated; and noted that Senate Bill (SB) 1 funds are expected to increase by approximately 6% next year.

In response to Alternate Deakyne and Alternate Clark, ED Richman confirmed that Local Streets and Roads funding will continue to accumulate until a jurisdiction submits a funding request; that the funds are not typically left unused; and that the funds must be used for eligible projects, which may be selected for audit.

In response to Member Rhoads, ED Richman stated that the Marin Commutes Program is funded by Measure AA and Measure B, which provides between \$350,000 and \$400,000 in funding annually; and an analysis of the program, including the number of users and website traffic, was included in a presentation to the Funding, Program & Legislation Executive Committee at its March 9, 2026 meeting. ED Richman added that TAM works with other transit agencies to promote the Program and that there was a significant promotion in the fall of 2025.

In response to Chair Hagerty, ED Richman stated that the Marin Commutes Program's success is measured through website tracking and trip logs; that these metrics demonstrate increasing use over time; and that they help evaluate overall program participation.

In response to Vice-Chair Pelham, Member Vogt, and Alternate Mooney, ED Richman stated that the Vanpool Program provides a subsidy toward rental of the vans; and that the Highway 101 Interchange Improvement workshops briefed affected jurisdictions on the three projects.

ED Richman concluded her report with an update on TAM's community activities.

5. Review and Approval of the Draft 2025 TAM/COC Annual Report (Action)

Public Outreach Coordinator Molly Graham presented this item, which recommends that the COC reviews and approves the combined 2025 TAM/COC Annual Report and authorizes Chair Hagerty or his designee to present the report to the TAM Board for acceptance at its March 26, 2026 meeting.

Chair Hagerty stated that the 2025 TAM/COC Annual Report subcommittee requested that the next annual report process begin earlier in the year.

In response to Alternate Deakyne, Ms. Graham confirmed that staff would review and incorporate feedback from COC members, as warranted, prior to submitting the 2025 TAM/COC Annual Report to the TAM Board.

Alternate Clark encouraged staff to create a more engaging introduction to the report that could be accessed with a QR code, so that it is as visually engaging as the full report.

Member Vogt moved to approve the Draft 2025 TAM/COC Annual Report and authorize Chair Hagerty to present the report to the TAM Board for acceptance at the March 26 meeting. Member Powers seconded the motion, which passed unanimously.

6. Review the Measure A/AA and Measure B Revenue Projections and the FY2026-27 Annual Budget Development Schedule (Discussion)

Director of Finance and Administration Melanie Purcell presented this item for discussion, which included an overview of the Measure A/AA and the Measure B revenue projections; budget development schedule; and a summary of economic projections.

In response to Alternate Mooney, ED Richman stated that the agency does not have data on the number of cars registered per household, but that trip data will be available through the VMT Toolkit.

In response to Member Powers, Ms. Purcell stated that Measure AA funding for Marin Transit is adjusted in the following year's budget to ensure it receives the correct allocation.

In response to Member Vogt, ED Richman stated that the \$10 Vehicle Registration Fee amount was authorized by state legislation and cannot be changed solely through voter approval in the County.

The Committee recessed for a dinner break at 5:58 p.m. and reconvened with all members present.

7. Crossing Guard Funding (Discussion)

Assistant Project Delivery Manager Ray Rodriguez presented this item for discussion, which included an overview of the Program's costs; the 2026 Board-approved funding framework; and upcoming staffing levels.

In response to Alternate Gould, Director of Project Delivery Dan Cherrier confirmed that the Crossing Guard Program was evaluated approximately one year ago; a separate evaluation was conducted for individual sites; and each site costs approximately \$132 per day to manage.

In response to Vice-Chair Pelham and Alternate Mooney, Mr. Cherrier stated that some crossing guard locations are funded by school districts; that program reserves accumulated from earlier sales tax revenues, Measure B funds, and reduced pandemic-era costs; and that the Board directed staff to use a 10-year horizon to guide future financial analyses for the program. In response to Member Powers, Mr. Rodriguez stated that new practice is to provide two guards at certain multi-lane locations; that nine locations are likely to meet the criteria; and that proposed Measure AA amendments would increase funding to maintain 96 guards through FY2026–27.

In response to Vice-Chair Pelham and Alternate Gould, Mr. Cherrier confirmed that public works directors from each jurisdiction select sites that are evaluated by criteria; placement is based on a scoring system; and there is insufficient funding to provide guards for all selected intersections. ED Richman added that each location is evaluated for accident history and traffic control devices, in addition to the number of students and other factors.

In response to Chair Hagerty, Mr. Cherrier stated that the scoring system was devised in 2009 with input from the Marin Public Works Association and is based on the California Manual on Uniform Traffic Control Devices (CA MUTCD) standards.

ED Richman noted that the TAM Board is required to approve the selection of crossing guard locations.

8. TAM Website Update (Discussion)

Director of Finance and Administration Melanie Purcell presented this item for discussion, which included an overview of the TAM website project; the Request for Proposals (RFP); timeline; and project costs.

In response to Chair Hagerty and Vice-Chair Pelham, Ms. Doucette stated that a stakeholder survey would be released in the coming weeks including to the COC; and Ms. Purcell added that website updates will improve usability, transparency, and ADA compliance; and that the agency is developing an Artificial Intelligence (AI) policy.

Member Vogt suggested adding links to electric vehicle (EV) information on the new website; Alternate Clark encouraged making TAM's activities easier to find; and Ms. Graham noted that the site will continue to link to specific projects and programs, including Marin Commutes.

In response to Member Powers, Ms. Purcell stated that the two-year contract, with an option to extend, will assess long-term suitability and allow a consultant transition if needed; and that a key goal is to make archived information easily accessible.

9. Committee Members Hot Items Report (Discussion)

In response to Member Vogt, Ms. Graham stated that staff are pursuing the recruitment of an intern through the Marin County Office of Education.

Alternate Saunders announced that Marin Ride and Drive Clean is offering incentives for EV purchases in March; and that a Ross Valley EV and e-bike show is scheduled for May 3.

Member Powers reported that Sonoma-Marín Area Rail Transit (SMART) General Manager Eddy Cumins will address the Marin Conservation League on April 1.

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

The next meeting was scheduled for May 18, 2026.

The meeting was adjourned at 7:01 p.m.



DATE: May 18, 2026

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
Melanie Purcell, Director of Finance and Administration

SUBJECT: Review the Draft TAM FY2026-27 Annual Budget (Action), Agenda Item No. 6

RECOMMENDATION

The Community Oversight Committee reviews the Draft FY2026-27 Annual Budget and provides input.

After the review by the Administration, Projects & Planning Executive Committee, staff will post the Draft FY2026-27 Annual Budget on TAM's website for public inspection at least 30 days prior to the scheduled June 25, 2026 budget adoption as required by TAM's Administrative Code.

BACKGROUND

Pursuant to Article VI, Section 106.1 of the TAM Administrative Code, no later than its June meeting of each year, the TAM Board shall adopt the annual budget for the following fiscal year. A minimum thirty-day public inspection period and a public hearing are also required as part of the budget approval process.

Staff started the development process for the FY2026-27 Annual Budget in January, and the TAM Board approved the recommended Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee (VRF) revenue levels and the budget development schedule at its February 26, 2026 meeting. Prior to the final adoption of the Budget, the budget will be made available for public inspection. The Draft FY2026-27 Annual Budget will also be shared with the Marin Managers Association (MMA) for its review and comment during May 2026. The TAM Board is scheduled to review and adopt the Proposed FY2026-27 Annual Budget at its June 25, 2026 meeting.

DISCUSSION/ANALYSIS

FY2026-27 Annual Budget Report Structure:

TAM's annual budget report includes four main sections, which along with the appendices, provide the Board and the public in Marin a comprehensive picture of all revenue and expenditure activities related to work items planned for the upcoming year, and gives the readers an overview of the agency's short-term financial situation and project and program delivery priorities.

The four main sections of the annual budget report are:

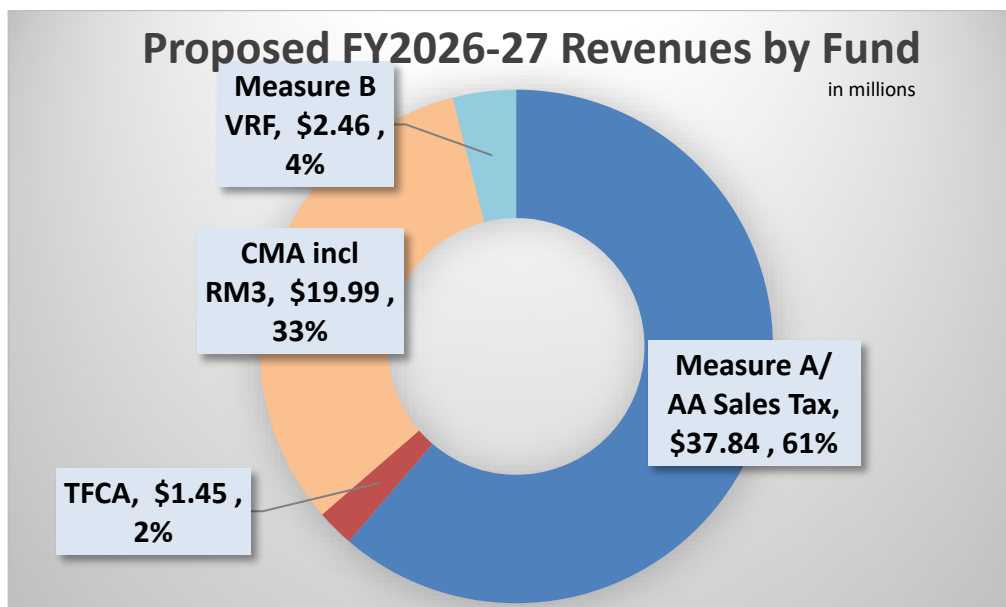
- Executive Director’s Message – overview of TAM’s budget situation and highlighting major goals and work anticipated for the upcoming year;
- TAM Budget Process General Overview – overview of TAM’s budget process and related policies;
- FY2026-27 Annual Budget Highlights – overview of all revenue and expenditure budget line items that are proposed for the fiscal year. This section also includes staffing details;
- FY2026-27 Work Plans by Function – overview and highlighted work items for the fiscal year period for each functional group in the agency.

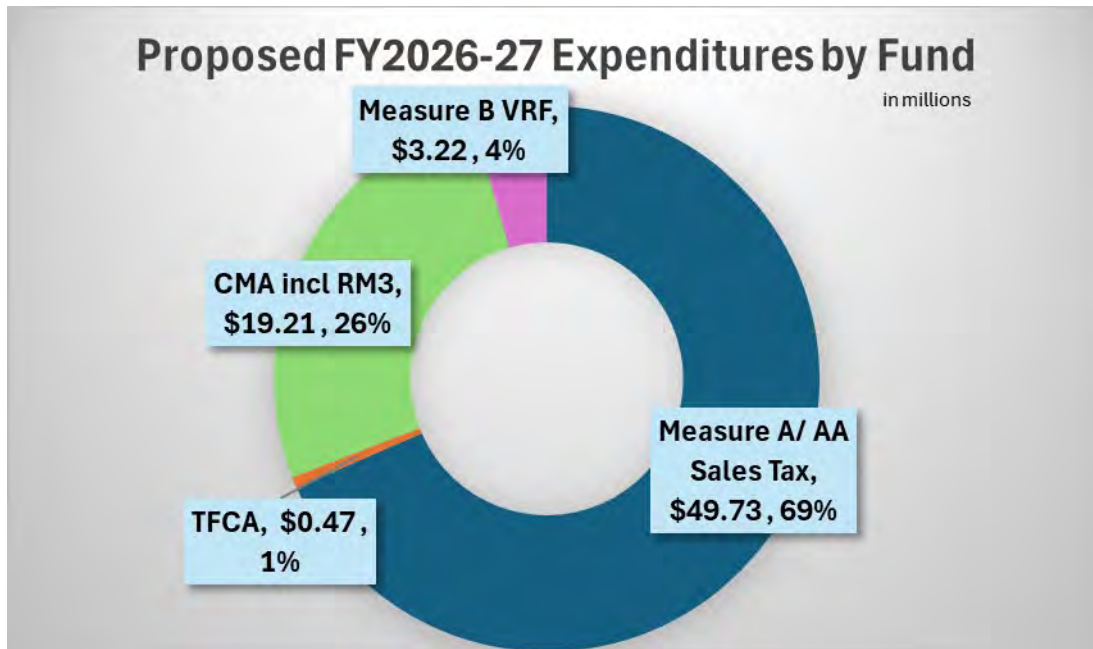
TAM’s annual budget development process creates the plan for its agency operations and project/program management and delivery, as well as funding allocations to various project sponsors for the upcoming fiscal year. The process by nature requires the use of various assumptions to project into the future in terms of revenue collections and operational, project and program expenditures.

Proposed FY2026-27 Annual Budget Overview:

While all detailed budget information is included in Attachment A – Proposed TAM FY2026-27 Annual Budget for Board review and public comment, the following two charts present the total revenues and expenditures for the upcoming year. In summary, TAM’s total revenue for FY2026-27 is expected to be \$61.74 million and total expenditure is expected to be \$72.63 million based on current project/program delivery schedules.

As the funding agency that collects the Measure A/AA, Measure B, and the Transportation Fund for Clean Air (TFCA) fund sources in cash but funds most projects/programs on a reimbursement basis, TAM’s annual expenditures rely heavily on the project/program delivery plans and schedules managed both in-house and by various partner agencies. Having budgeted expenditures greater than revenues in some years reflects that TAM and its partner agencies are using accumulated fund balances from prior years to deliver more projects and programs in that particular year. Based on the proposed revenues and expenditures for FY2026-27, TAM will spend \$10.89 million more than it will collect in revenue and end the year with a fund balance of \$34.93 million. The charts below illustrate the proposed total revenues and expenditures (in \$ millions) for FY2026-27 by major governmental fund.





Ongoing revenue challenges and new funding opportunities, as well as the proposed operating and salary/benefit changes for the upcoming year, are summarized below for review and discussion.

Ongoing Uncertainties with the Sales Tax Revenue

As reported to the TAM Board at its February 26, 2026 meeting, based on the current cash disbursements and economic conditions, there are many uncertainties both globally and nationally affecting TAM’s revenues, especially sales tax. There is ongoing speculation that a recession is possible in 2026, interest rates remain high enough to affect housing and investment, and inflation remains higher than the Federal Reserve target. There continue to be Bay Area specific job losses, and global and domestic political instability continues to affect market behavior. While Marin’s sales tax revenue has been slightly higher than anticipated so far during FY2025-26 and will likely continue to be relatively insulated from national market fluctuations, economic variables continue to be inconsistent and staff will closely monitor all indicators and update the Board with any notable changes in outlook.

Review of Measure AA Expenditure Plan

The current Measure AA Expenditure Plan was amended in spring 2026, to go into effect July 1, 2026. Significant changes include:

CATEGORY	2018	2026	EXPENDITURE PLAN AMENDMENTS
Category 1.3 Local Interchanges	3.0%	2.5%	Reallocate 0.5% to support the Crossing Guard Program
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Reallocate 4% to fund new Category 2.4 Reimagined Roadways
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	0.5% remains in Category 2.4 but reallocated to Reimagined Roadways from Innovative Technology
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from Category 2.4 plus 4% from Category 2.1
Category 3.2 Crossing Guard Program	7.0%	7.5%	0.5% from Category 1.3, Revise language to specify number of guards rather than number of locations
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops

CATEGORY	2018	2026	EXPENDITURE PLAN AMENDMENTS
Additional Changes			
COC Membership			Align with Measure B
Review Timeline			Align with Measure B for concurrent review processes

In concert with the Measure AA amendments, the Strategic Plan includes a shift in Category 2.1, Local Transportation Infrastructure, from a payment in arrears to a reimbursement methodology. This creates, in effect, a double allocation of funding in FY2026-27 by aligning payments in Category 2.1 with the tenure of the Measure, similar to the approach used in the other categories.

Continuing Flattening of the Vehicle Registration Fee Revenue

The number of registered vehicles in Marin and related registration revenues have been relatively flat for the past few years. Receipts in FY2025-26 have been slightly higher than anticipated. High gas prices and inventory fluctuations in vehicles may continue to put pressure on vehicle purchase decisions. In concert with Marin County’s population decline, these factors support level projections in VRF revenue for the foreseeable future.

Regional Measure 3 (RM3)

TAM received funding in FY2023-24 from the Metropolitan Transportation Commission (MTC) 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 designated in RM3). The FY2026-27 budget includes approximately \$8,000,000 in funding for the work planned for next year.

City/County CMA Fee Agreement

To support the essential functions TAM carries out as the Congestion Management Agency (CMA) for the County, all local jurisdictions in Marin, including the County, have been making an annual formula-based (calculated based on 50% population and 50% lane miles share) fee contribution to TAM since the formation of the CMA. TAM and MMA reached a long-term fee structure agreement in early 2022 that started with a \$550,000 base amount for FY2022-23 and grows annually by the Bay Area Consumer Price Index (CPI). Based on the new agreement, the FY2026-27 City/County CMA fee is set at \$624,342, an increase of 3%.

State and Federal Funding

TAM was awarded an IDEA grant for a county-wide study of traffic signals, with the ultimate goal to inventory, update, and improve the currently fragmented and outdated traffic signal infrastructure throughout Marin County. The project includes both the development of the Marin Countywide Coordinated Signal Modernization Plan (CSMP) and the design services necessary to develop discrete shovel-ready projects. The grant is funded and managed through MTC so is not directly reflected in TAM’s budget.

TAM is spearheading the School Access Safety Action Plan funded by a federal Safe Streets For All (SS4A) award of \$544,000, plus a \$136,000 match from local funds.

In early 2023, TAM and Marin Transit were awarded a \$1.1 million grant from MTC to support development of a Part-Time Transit Lane (PTTL, sometimes also called Bus on Shoulder) project on Southbound U.S. 101 between San Rafael and Novato. This effort follows a feasibility study that TAM completed that showed benefits to transit including travel time savings from a PTTL. This project continues in FY2026-27.

TAM was awarded a \$2.0 million Planning Grant for the US 101/I-580 Multimodal and Local Access Improvement Project from the Federal Highway Administration (FHWA) to support the project development phase for the 101/580 project including extensive outreach for residents and businesses in East San Rafael. The grant agreement is still under development and is expected to be executed during FY2026-27.

TAM received the following grants from MTC and the State in FY2023-24 that will continue in FY2026-27:

- MTC – Mobility Hubs Planning with MTC administering the \$400,000 award and related professional services contracts
- Caltrans – Planning Grant for development of a Countywide Vehicle Miles Travelled Mitigation Toolkit: \$ 500,000.

The grants that TAM receives directly have been included in the Proposed FY2026-27 Annual Budget or will be incorporated into the Adopted Annual Budget during the budget amendments process throughout the year. Please also note that for the funding awards that TAM receives directly, only the expected expenditures for the upcoming fiscal year are included in the budget, rather than the entire award amounts.

Proposed FY2026-27 Annual Cost of Living Adjustment (COLA) and Staffing

During the FY2021-22 Annual Budget approval process, the TAM Board approved the following long-term COLA adjustment policy: Annual COLA ties to Consumer Price Index (CPI) for the San Francisco Bay Area but capped at the sales tax revenue growth rate and no COLA adjustment during the years the sales tax revenues decrease. The most recent March 2026 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 3.1%. Actual sales tax revenue growth for FY2024-25 was 1.7% and anticipated receipts for FY2025-26 are on track to exceed that growth rate.

As part of the budget review process, staff surveyed Marin County jurisdictions and comparable agencies, of whom the majority have indicated COLAs for non-represented employees will be zero to 4.5%. Staff is recommending a 1.7% COLA for FY2026-27, consistent with the policy.

Periodically, position descriptions and salary ranges are evaluated to better meet the needs of the agency and align with market conditions. Concurrent with the FY2026-27 budget, staff is proposing two adjustments to the current salary schedule: 1) addition of a Principal Accountant classification at Range 21, and 2) the shift of the Associate Project Delivery Manager position from Range 20 to Range 21. While both of these roles are currently vacant, it is anticipated that some current staff may become eligible within FY2026-27.

Debt and Investment Policies

Each year, staff reviews the debt and investment policies to confirm they are consistent with applicable laws, regulations, and industry best practices. Staff does not recommend any changes to the existing policies.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The annual budget includes a range of activities and funding supportive of the CTP's goals and strategies. Most Measure A/AA and Measure B categories are related to CTP implementation, including fix-it-first allocations for local street & road maintenance and transit operations and capital funding, the safety-focused Safe Routes to Schools and crossing guard programs, and programs to promote alternative commutes and emission reductions including Marin Commutes and the Alternative Fuels/Electric Vehicle

programs. Funding is also set aside for new initiatives including the Marin-Sonoma Coordinated Transit Service Plan (MASCOTS) and the Reimagined Roadways program of projects, and furthering work on sea level rise plans and project concepts.

In addition, the external grants described above are important building blocks for several of the CTP strategies related to modernizing and growing innovation for the transportation network, supporting transit, advancing important transportation safety work, strengthening accessible and walkable communities, and continuing to develop the regional connectivity capital projects identified in Measure AA (Interchanges, 101/580, and completion/closeout of the Marin-Sonoma Narrows program).

FISCAL CONSIDERATION

Expected revenue collection and reimbursement for FY2026-27 is \$61.74 million while the proposed expenditure is \$72.63 million. TAM's fund balance will be reduced by \$10.89 million with \$34.93 million by the end of FY2026-27.

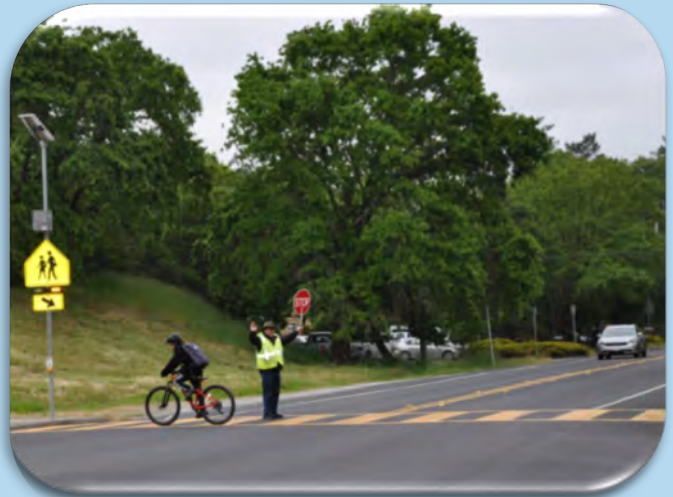
NEXT STEPS

The TAM Board will consider a review and release of the draft budget for public comment at its May 28, 2026 meeting. Staff will continue to review comments from various sources and new revenue and expenditure information and update the proposed budget when necessary. Any changes since the release for public comment in May will be reported at the June 25, 2026 TAM Board Meeting. The TAM Board will conduct a public hearing prior to the final adoption of the FY2026-27 Annual Budget at its June 25 meeting.

ATTACHMENTS

Attachment A – Proposed TAM FY2026-27 Annual Budget
Attachment B – Staff PPT Presentation

Transportation Authority of Marin Proposed Annual Budget *Fiscal Year 2026-2027*



MAKING THE MOST OF MARIN COUNTY TRANSPORTATION DOLLARS

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Executive Director's Message

I am pleased to present the Transportation Authority of Marin's (TAM's) Annual Budget for Fiscal Year 2026–2027. This document outlines anticipated revenues and expenditures to effectively plan, fund, coordinate, and deliver priority transportation projects and programs throughout Marin County.

The FY26–27 budget continues to support essential mobility programs, long-range planning, and major infrastructure investments identified in TAM's voter-approved Expenditure Plans. Funding is derived from a combination of local, regional, state, and federal sources, with Measure AA and Measure B remaining the cornerstones of TAM's revenue base focused on local priorities. This year's budget reflects ongoing efforts to align programs with updated revenue projections and evolving transportation priorities, including recent updates to the Measure AA Expenditure Plan and dynamic state and federal policy landscapes.

While economic conditions remain somewhat uncertain, voter-approved local funding continues to provide stability and supports key capital improvement planning, including the U.S. 101/I-580 Multimodal and Local Access Improvement Project, Interchange Improvements, and the advancement of Part-Time Transit Lanes to enhance system efficiency and reliability.

Our investments also sustain transit services, walking and biking, and important community-based programs such as Safe Routes to Schools, Crossing Guards, Marin Commutes, and alternative fuels initiatives, which promote safety, reduce emissions, and expand mobility options.

The preparation of this budget reflects the collective efforts of TAM staff and our partner agencies. I extend my appreciation to the TAM Finance & Administration team for their leadership, and to our Board of Commissioners and community for their continued support. Together, we remain committed to delivering meaningful transportation improvements with transparency and accountability.

Respectfully,

Anne Richman

TAM Executive Director

TAM Budget Process General Overview

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. TAM partners with other jurisdictions to advance these programs and projects and does not retain ownership of the final assets. TAM's primary roles include developing plans for transportation in the County and region by integrating analysis of its partner jurisdictions and funding major projects and programs to support transportation in Marin County. With a minimal staff, the majority of TAM's activities are conducted through grants and direct support to other agencies in the region or the use of consultants to complete technical components of various plans and programs. The majority of capital investment is conducted through agreements with Caltrans (the State of California) who manages transportation project construction on the state highway system, and with local agencies that are managing and constructing projects.

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.

The TAM Board of Commissioners includes the five members of the County Board of Supervisors and a councilmember from each incorporated city and town. *(A list of TAM's current Board members is included in the Appendix.)* On December 9, 2024, the TAM Board adopted the Countywide Transportation Plan (CTP) as a guiding vision of transportation needs and priorities for Marin County. The CTP is the culmination of months of reviewing community and partner feedback and developing a long-term view for transportation in Marin County with TAM as the primary but not only acting agency. The intent is to tie TAM's decision-making and regional considerations back to the CTP Vision, Goals, and Strategies and advance the CTP Implementation Actions.



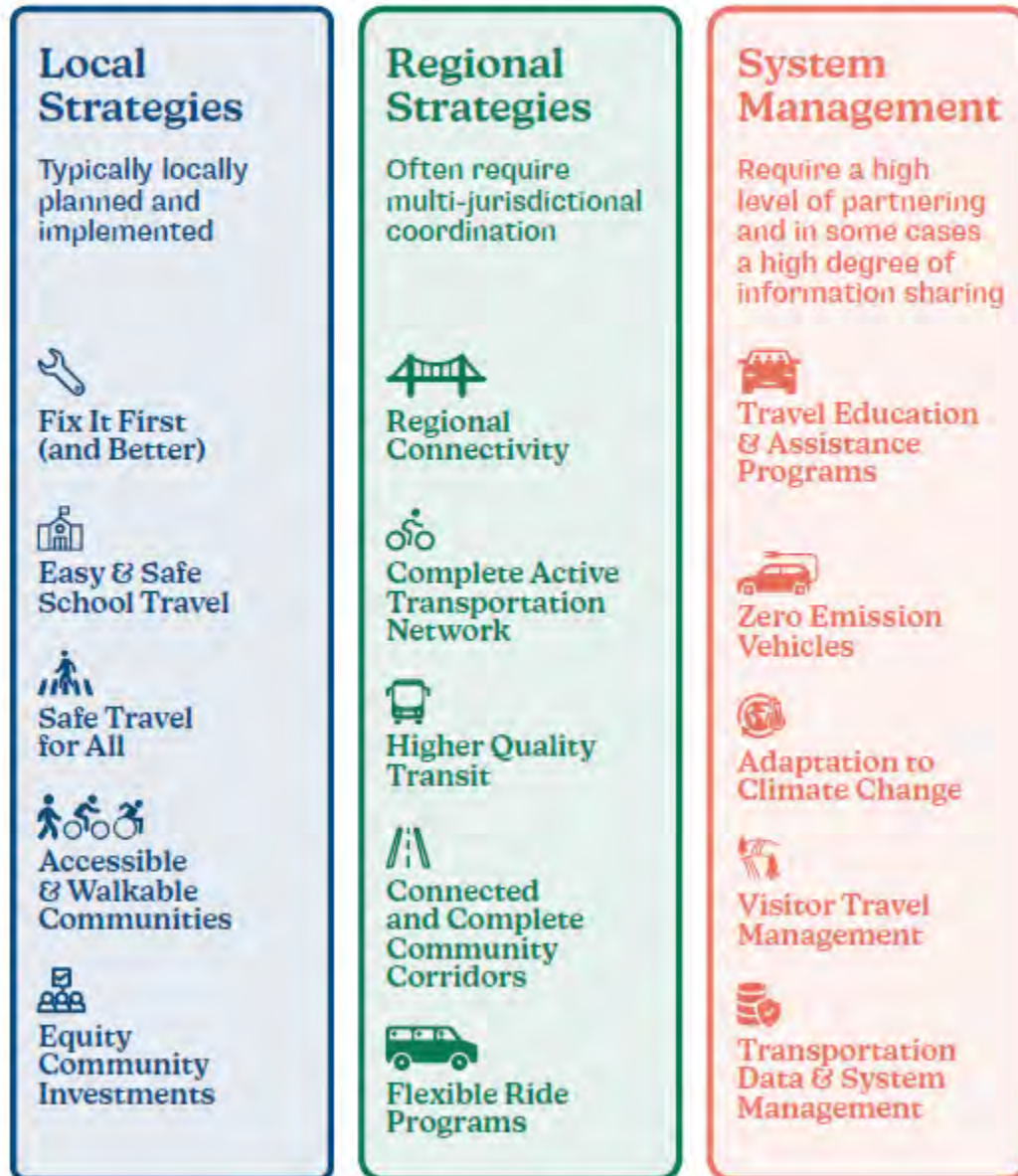
The CTP Includes three primary goals:

- A Safe Network with Multimodal Solutions
- An Equitable System Accessible and Affordable for All
- A Sustainable Future Built on Innovation and Resilience.

Within the CTP, there are a series of strategies to advance these goals that provide a framework for prioritizing programs and projects. Details can be found within the CTP final document located on the TAM website, <https://www.tam.ca.gov/ctp/#overview>.

CTP Strategies

To advance the CTP 2050 Vision, 15 strategies have been identified to guide transportation improvements in Marin County. The Strategies reflect a consensus developed through the CTP on the county transportation needs, and are grouped into the following categories:



Measure A/AA Transportation Sales Tax

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. The use of funds is guided by the individual Expenditure Plans with specific allocations and projections outlined in the strategic plans for each measure.

Measure AA was approved in 2018 with 76.7% approval by Marin County voters and provides the majority of TAM's recurring resources. The goal of Measure AA is:

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

The Expenditure Plan clearly outlines the intended allocation of resources to support specific programs and projects while the Strategic Plan defines many of the logistical details of the allocations.

[Measure AA Expenditure and Strategic Plans – Transportation Authority of Marin](#)

The recommended five-year forecast is estimated in the following chart:

FY2026-27 Measure A/AA Revenue Collection Update and Projection (\$ in millions)							
Year	FY2024-25	FY2025-26 Projected	FY2026-27*	FY2027-28	FY2028-29	FY2029-30	FY2030-31
Estimated Annual Revenue	\$ 35.20	\$ 35.90	\$ 36.44	\$ 36.99	\$ 37.73	\$ 38.48	\$ 39.25
% Growth	1.7%	2.0%	1.5%	1.5%	2.0%	2.0%	2.0%
Category 1: Reduce <u>congestion on Hwy 101</u> and adjacent roadways by leveraging non-local funds to accelerate completion of key multimodal projects. (6.5%)	\$ 2.46	\$ 2.51	\$ 2.39	\$ 2.43	\$ 2.48	\$ 2.53	\$ 2.58
Category 2: Maintain, improve, and manage Marin's <u>local transportation infrastructure</u> , including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system. (26.5%)	\$ 9.33	\$ 9.51	\$ 9.66	\$ 9.80	\$ 10.00	\$ 10.20	\$ 10.40
Category 3: Reduce <u>school-related congestion</u> and provide safer access to schools. (12%)*	\$ 4.05	\$ 4.13	\$ 4.37	\$ 4.44	\$ 4.53	\$ 4.62	\$ 4.71
Category 4: Maintain and expand efficient and effective <u>local transit services</u> in marin County, including services to schools and specialized service for seniors and persons with disabilities, to reduce congestion and meet community needs. (55%)	\$ 19.36	\$ 19.75	\$ 20.04	\$ 20.34	\$ 20.75	\$ 21.17	\$ 21.59
*Expenditure Plan allocations amended.							

The Measure AA Expenditure Plan includes the requirement to review the plan every six years during the 30-year lifespan of the Measure. The first review started in 2024 and is concluding in Spring 2026. The tax rate cannot be changed but many of the policies and categories can be modified. The TAM Board as well as the governing bodies for the County and local jurisdictions voted to approve the following changes taking effect in FY2026-27. Additional details can be found on the TAM website, [TAM Measure AA Expenditure Plan](#).

CATEGORY	2018	2026	EXPENDITURE PLAN AMENDMENTS
Category 1.3 Local Interchanges	3.0%	2.5%	Reallocate 0.5% to support the Crossing Guard Program
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Reallocate 4% to fund new Category 2.4 Reimagined Roadways
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	0.5% remains in Category 2.4 but reallocated to Reimagined Roadways from Innovative Technology
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from Category 2.4 plus 4% from Category 2.1
Category 3.2 Crossing Guard Program	7.0%	7.5%	0.5% from Category 1.3, Revise language to specify number of guards rather than number of locations
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops
Additional Changes			
COC Membership			Align with Measure B
Review Timeline			Align with Measure B for concurrent review processes

Measure B Vehicle Registration Fee

The Measure B Expenditure Plan was amended by the TAM Board in 2023 with changes to Category 1, and now has the following three areas as focal points:

- Enhance and Maintain Bicycle, Pedestrian and Safety Improvements on Local Networks:** Includes bicycle facilities, pathways, crosswalks and access improvements.
- Improve Transit for Seniors and Persons with Disabilities:** Includes Paratransit Plus, Volunteer Driver Program support, low-income rider scholarships, Gap-Grant Program, mobility management staffing
- Reduce Congestion and Pollution:** Includes school safety and congestion reduction, local Marin County commute alternatives, alternative fuels infrastructure and promotion.

The recommended revenue forecast for Measure B is \$2.36 million for FY2026-27 and for the remaining years of the forecast. This will be adjusted annually as new information is available. Additional information is available online at the TAM website via the following links:

[Marin County Vehicle Registration Fee Expenditure Plan](#)

[2023 Measure B Vehicle Registration Fee \(VRF\) Strategic Plan](#)

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.

If total expenditures for the annual budget must increase due to special circumstances, prior approval from the Board is required. If 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 if 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 to 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.

In addition to the expenditure and strategic plans for each measure, the TAM Board has approved financial policies and procedures including:

- TAM Administrative Code
- Investment Policy (Appendix)
- Debt Policy (Appendix)

Additional internal policies and procedures such as finance procedures, human resources personnel policies, and a procurement handbook, are developed and maintained to ensure internal controls and adherence to best practice, regulatory guidelines, and legislative requirements.

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 February, 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.

The following is the timeline for the FY2026-27 Annual Budget development:

February-June 2026	Budget and Work Plan Development/Review Work Process
February 2026	Review and Acceptance of Measure A/AA & B Revenue Levels
May 2026	Review and Release of Proposed Budget for Comments
June 25, 2026	Public Hearing and Adoption of Final Budget

The FY2026-27 Annual Budget is presented to include the agency's financial, planning, project, communication, and administrative work elements for the upcoming year.

An Historic Overview of TAM's Budget

A three-year historic look at TAM's actual revenue, expenditure, and fund balance, with a comparison to the estimated actuals of the current fiscal year, FY2025-26, 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 FY2025-26 is expected to be around \$45.82 million.

FY 2022-23 through FY 2025-26 Revenues and Expenditures with Fund Balance

	FY2022-23 Actual	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Adopted	FY2025-26 Expected
Revenues					
Measure A Sales Tax Revenue					
Measure AA Sales Tax Revenue	35,086,472	34,619,869	35,198,522	34,430,000	35,900,000
Measure AA Sales Tax Revenue attributable to RM3 Repayment	-	3,353,333	-	-	-
Measure AA Sales Tax Revenue attributable to Fund Swap	-	-	575,000	-	-
Measure B VRF Revenue	2,320,048	2,290,567	2,341,772	2,250,000	2,360,000
Cities/Town & County Contribution	550,002	576,955	591,951	606,158	606,158
Interest Earnings	1,407,266	3,653,722	3,367,922	2,525,000	2,525,000
BAAQMD/TFCA	375,331	354,750	364,178	633,637	633,637
Federal	878,095	1,369,825	1,308,981	2,096,000	1,618,734
State	376,383	495,917	9,773,151	10,308,885	10,002,000
Regional	1,193,073	38,770,918	21,385,864	33,912,500	20,897,500
Local	-	-	5,968	290,000	120,000
Other Revenue	6,170	456,619	37,160	50,000	2,700,000
Total Revenues	42,192,840	85,942,475	74,950,469	87,102,180	77,363,029
Expenditures					
Personnel/Administration	3,458,580	3,647,879	3,889,458	3,838,487	3,897,487
Professional Services	652,924	2,388,461	1,967,304	5,327,000	4,168,000
Measure A Sales Tax Projects & Programs	2,876,439	1,464,337	165,823	350,000	-
Measure AA Sales Tax Projects & Programs	32,625,417	33,441,953	32,946,956	41,030,481	37,057,481
Measure B VRF Projects & Programs	3,795,799	1,446,788	1,510,171	3,175,000	1,875,000
Interagency Agreements	771,416	38,086,972	32,402,930	46,420,000	31,870,925
TFCA Programs/Projects	-	218,254	924,488	378,493	227,000
Total Expenditures	44,180,575	80,694,645	73,807,130	100,519,461	79,095,893
Net Change in Fund Balance	(1,987,735)	5,247,830	1,143,339	(13,417,281)	(1,732,864)
Ending Fund Balance*	41,627,568	46,156,582	47,556,804	34,139,523	45,823,940

* Ending Fund Balance excludes Net Investment G/L that are unrealized. Unrealized G/L are not budgeted

FY2026-27 Annual Budget Process and Highlights

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 FY2026-27 is \$61.74 million and total expected expenditure is \$72.63 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. In FY2026-27, TAM anticipates using prior year surplus to fund its website upgrade.

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 inflation, supply chain pressure and geopolitical conflicts. TAM is committed to diligently and effectively working with all our local, regional, state, and federal partners to protect and obtain valuable transportation funds for the County.

Staff prepares a revenue analysis for the Board's consideration which evaluates several economic indicators and forecasts from other agencies and local economists. These form the bases of revenue forecasts that support the strategic plans for the respective measures and planning of the designated projects.

FY2026-27 Measure A/AA Revenue Collection Update and Projection

Year	FY2025-26	FY2026-27	FY2027-28	FY2028-2029	FY2029-30	FY2030-31	FY2031-32
Staff Recommendation							
Annual Revenue	35.90	36.44	36.99	37.73	38.48	39.25	40.04
% Growth	2.0%	1.5%	1.5%	2.0%	2.0%	2.0%	2.0%

\$ in millions

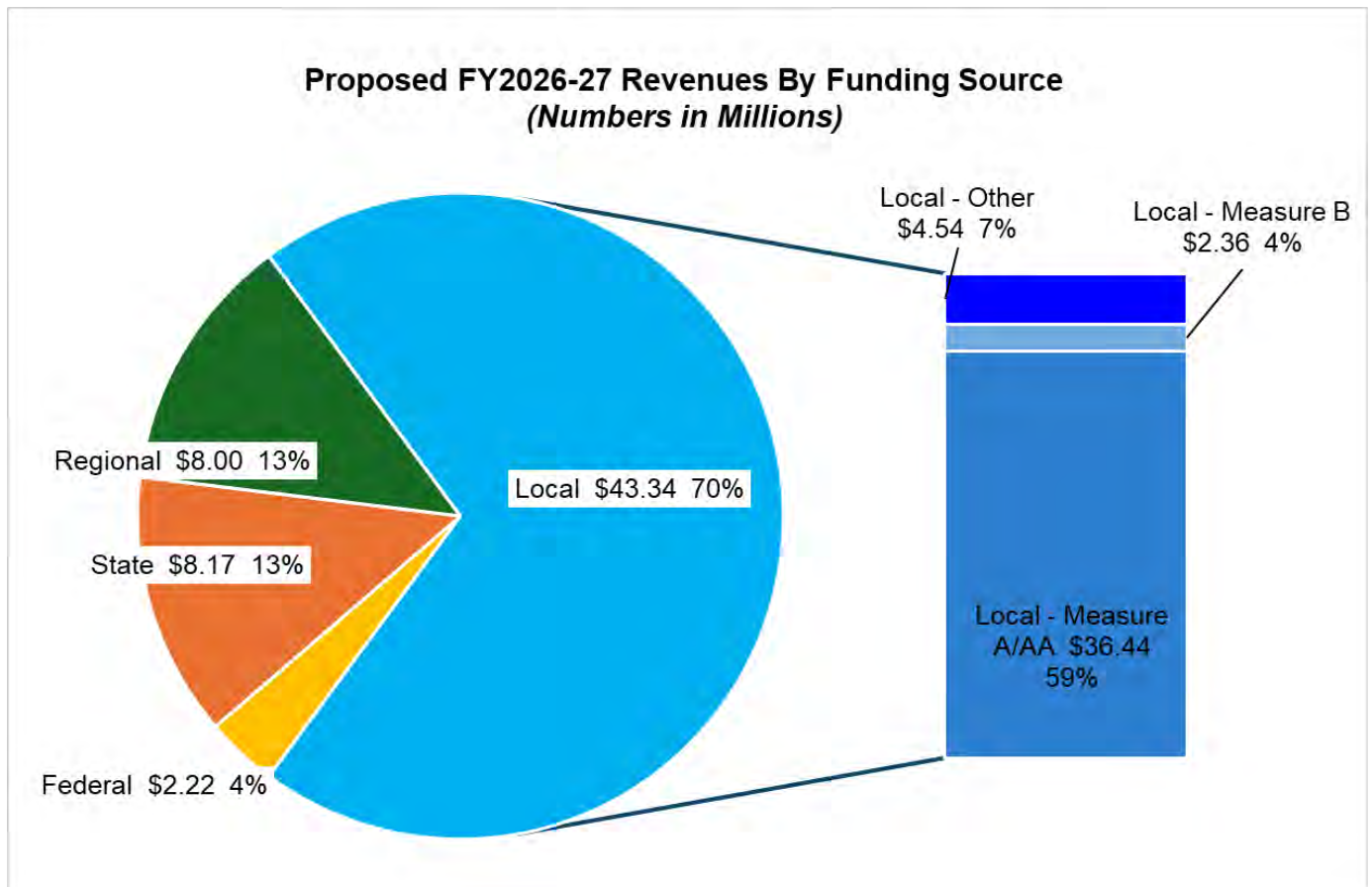
FY2026-27 Revenue Overview

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 manages is complex. In FY2026-27, TAM is expecting a total of \$61.74 million in revenue. This shows a decline in annual revenues as the initial influx of Regional Measure 3 (RM3) receipts was reflected in FY2024-25 and FY2025-26 with more moderate payments expected over the next few years depending on construction progress on the supported projects.

FY2026-27 Annual Budget – Revenue

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	3,371,792	2,525,000	2,525,000	2,300,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Expired Revenue Line Items	647,000	-	-	-
Total Revenues	74,950,460	87,102,180	77,363,029	61,740,122

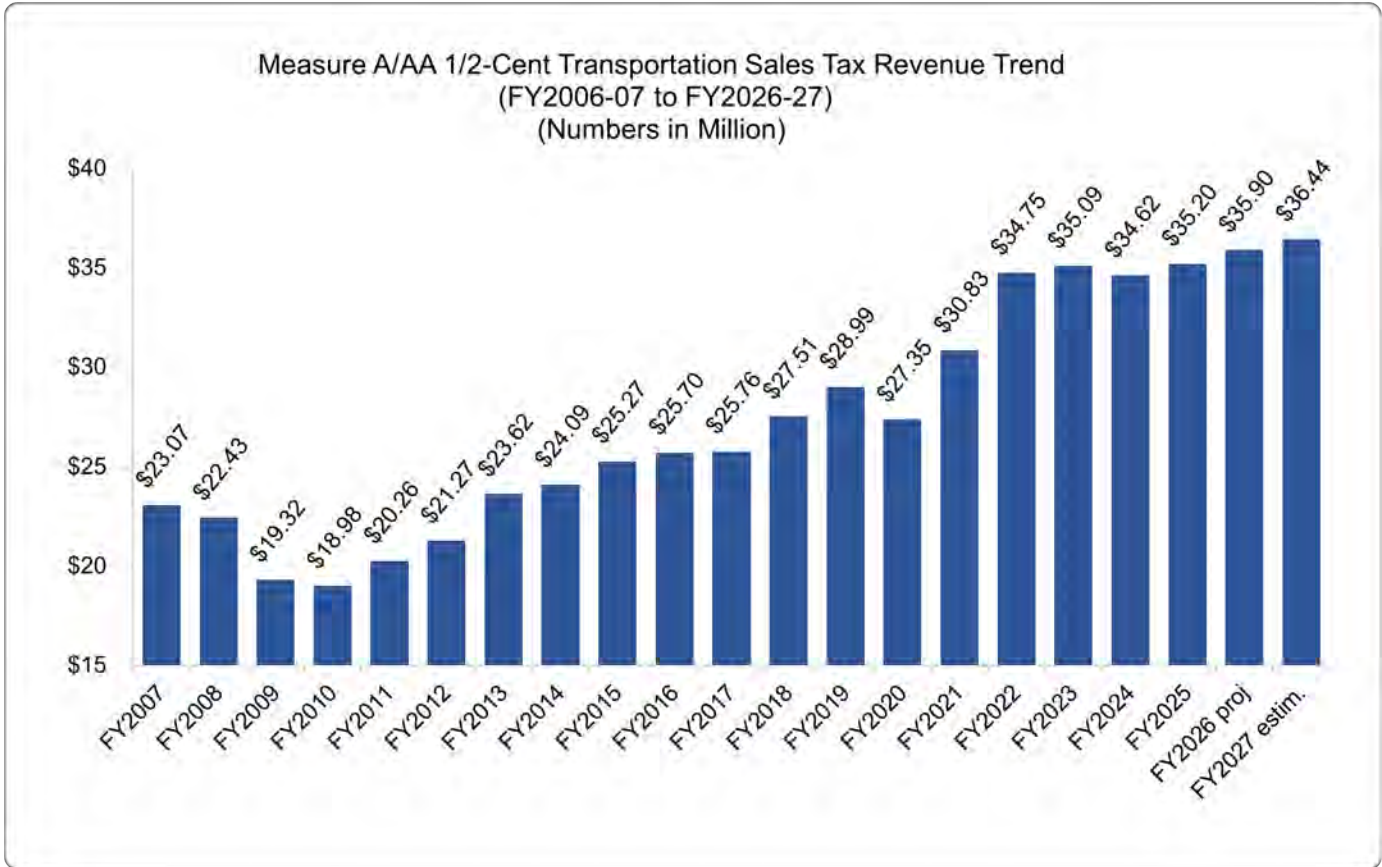
The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. For FY2026-27, about 80% of the revenue that TAM expects is from voter approved local and regional measures and interest earnings from the fund balances of those measures, with 13% from Regional Measure 3 (RM3), 59% from Measure A/AA ½-Cent Sales Tax revenue, and 4% 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, except for minor revenue adjustments to sales tax transactions that happened prior to April 1, 2019.

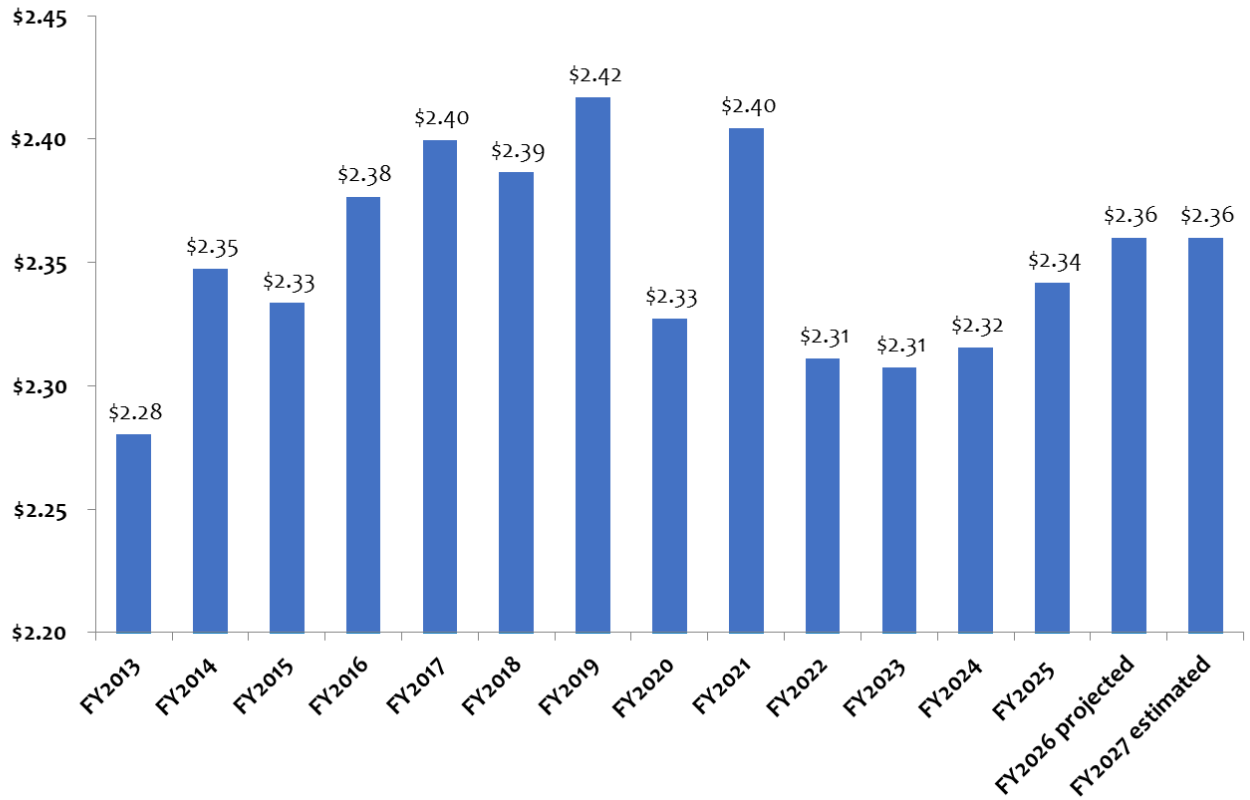
While sales tax revenue during the COVID19 pandemic declined in FY2020 and rebounded well in FY2021, receipts for several years reflect slow if not stagnant growth since FY2022. Current year receipts have been unexpectedly positive. Regional economic forecasts indicate continued uncertainty facing the economy and other Marin County jurisdictions are projecting similarly flat sales tax revenues. At the February 26, 2026 TAM Board meeting, staff recommended, and the TAM Board approved the \$36.44 million revenue level for the Measure A/AA ½-Cent Transportation Sales Tax for FY2026-27. This is a 1.5% increase from the FY2025-26 year-end estimate.



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

Marin County voters approved an increase in the vehicle registration fee in 2010 to help fund transportation improvements in Marin. The number of registered vehicles in Marin County dropped slightly over several years with a marginal increase anticipated for the end of FY2025-26, potentially due to unexpected sales in response to tariffs. Based on this, the budget level for Measure B VRF revenue for FY2026-27 is set at \$2.36 million.

Measure B VRF Revenue Trend (FY2012-13 to FY2026-27)
(Numbers in Million)



City/Town/County CMA Fee Contribution

Cities, towns, and Marin County have historically supported TAM's operations via annual fees. Fees are allocated pro rata based on population share and lane miles within each community. 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 as of FY2023, 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 FY2026-27 is set at \$624,342 after adjusting the prior year by the allowed Bay Area Consumer Price Index (CPI), 3.0% as of December 2025.

MTC STP/CMAQ Planning and OBAG Grant Funds

TAM receives 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. Approximately \$850,000 is available for planning and program management while additional funds are available for specific projects. About \$1.2 million in revenue is expected through these grants based on the work planned. The realized revenue will depend on actual program and project expenditures in FY2026-27. TAM is currently preparing for OBAG Cycle 4 with awards anticipated later in FY2026-27.

State Earmark Funds

Approximately \$10 million in direct State funding has been earmarked to TAM for Marin City roadway flood mitigation. \$20 million has also been awarded for SR37 design. A portion of each earmark is included in the FY2026-27 budget.

Regional Measure 3 Revenue

In June 2018, a ballot measure in the nine-county region was approved increasing bridge tolls on all Bay Area bridges except the Golden Gate Bridge. Regional Measure 3 included several key transportation improvement projects. After an extended court challenge was concluded in 2023, funds are being released 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). Staff has incorporated the most current reimbursement methodology from the Metropolitan Transportation Commission (MTC), the agency overseeing the disbursement of RM3 proceeds into the FY2026-27 Annual Budget. TAM expects to receive \$8.0 million in FY2026-27.

Transportation Funding for Clean Air (TFCA)

TFCA is a \$4 statewide vehicle registration fee and TAM receives 40% of the TFCA funds collected in Marin as Marin's local share every year. This fund is collected and distributed to TAM in advance every year. The FY2026-27 allocation to TAM includes an additional \$1 million for bike and pedestrian pathways grants for a total of \$1.4 million.

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 \$475,000 of the grant is expected to be spent and reimbursed in FY2026-27 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.

Reconnecting Communities Grant

TAM was awarded a \$2.0 million Planning Grant for the US 101/I-580 Multimodal and Local Access Improvement Project from the Federal Highway Administration (FHWA) to support outreach and development of the Environmental Document for the project, with focus on East San Rafael residents and businesses. About \$200,000 of the grant is expected to be spent and reimbursed in FY2026-27.

Safe Schools for All (SS4A)

The FHWA awarded \$544,000 to TAM in late 2024, for the development of a countywide School Safety Access Action Plan to improve student safety and access to and from schools. Approximately \$347,898 of the grant is expected to be spent and reimbursed in FY2026-27.

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 \$1.6 million is expected to be spent in FY2026-27 to support these projects.

Other Federal and State Grants

TAM applies for specific project and program grants from the federal and state government as well as assists local jurisdictions to apply for support. These grants will be brought forward with budget amendments once details are confirmed.

FY2026-27 Expenditure Overview

In FY2026-27, with the support and cooperation of our federal, state, regional and local partners, TAM is expected to deliver a total of \$72.63 million in projects, programs, and services under the major spending categories of the agency: Personnel and 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.

Personnel and Administration

The FY2026-27 total expenditure for the Administration and Personnel Category is \$4.08 million, which is about \$182,724 (4.0%) more than the FY2025-26 estimated amount. Administrative costs are capped under many of TAM's revenue sources so beginning with the FY2026-27 Budget, personnel costs are separated between direct program and project costs and those associated with organization operations. Project and program personnel costs vary significantly year to year based on the actual activities TAM is working on. The increase in Administration is mostly due to anticipated costs related to the website upgrade. A copy of TAM's current organization chart is included on Page 16 of this report.

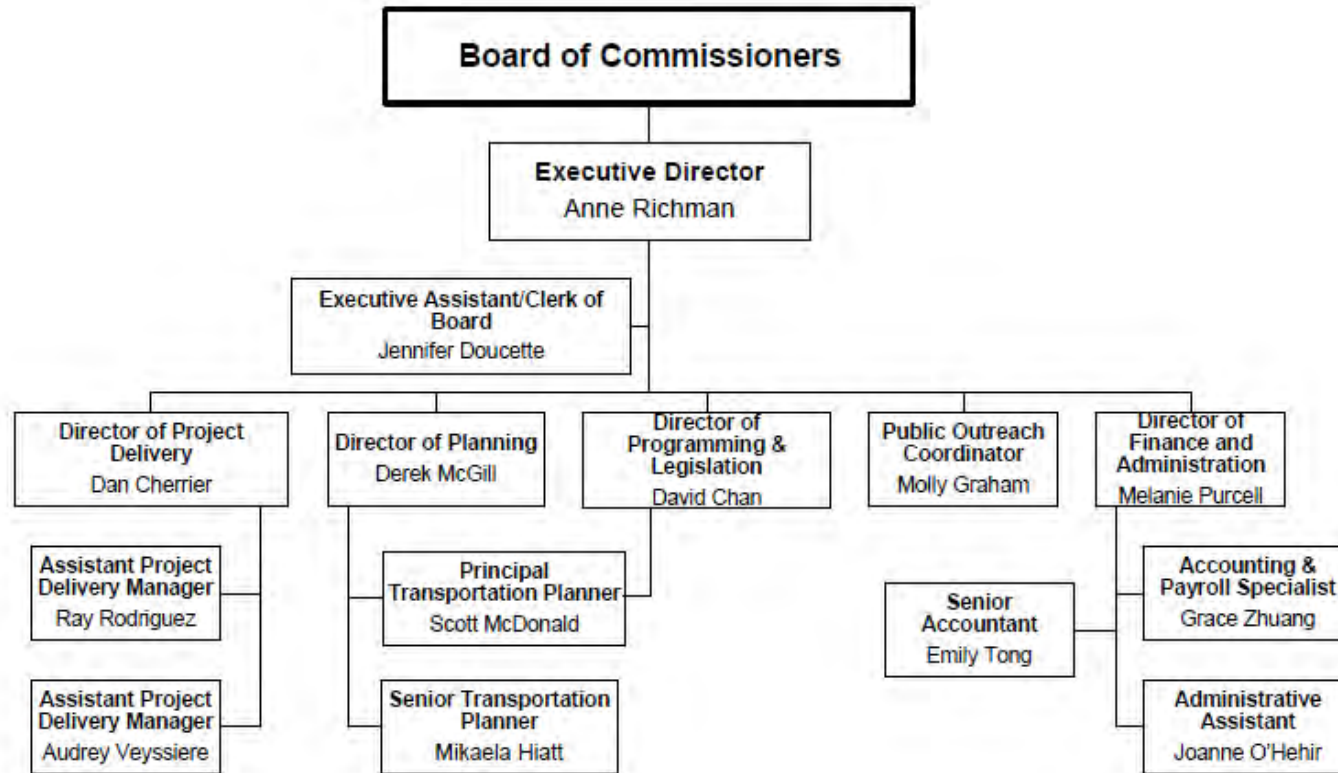
Cost of Living Adjustment (COLA)

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 March 2026 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 3.1%. The FY2025-26 revenue estimate for sales tax is higher than originally forecasted and the actual revenue increase for FY2024-25 was 1.7%. Therefore, the budget includes a 1.7% COLA effective July 1, 2026.

FY2026-27 Annual Budget – Expenditure/Personnel and Administration

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Salaries & Benefits				
<i>Direct Program/Project</i>	643,103	754,516	754,516	896,482
<i>Program Management/Administrative</i>	2,376,993	2,331,499	2,446,499	2,381,383
Subtotal, Personnel	3,020,096	3,086,015	3,201,015	3,277,865
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	32,754	43,000	43,000	38,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	2,357	10,500	6,000	7,000
Document/Video/Marketing Material Production	66,994	37,500	30,000	57,500
Memberships	39,913	47,500	42,500	42,500
Travel/Meetings/Conferences	30,326	56,500	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
Expired Expenditure Line Items	1,200	-	-	-
Subtotal, Administration	584,894	752,472	696,472	802,346

Transportation Authority of Marin Organization Chart (As of April 2026)



Department	FY2024	FY2025	FY2026	FY2027
Exec, Admin, & Public Outreach	6.8	7	7	7
Planning	2.75	2.75	2.75	2.75
Project Delivery	3	3	3	3
Programming & Legislation	1.25	1.25	1.25	1.25
TOTAL Full-time Equivalents (FTEs)	13.8	14	14	14

Professional Services

The FY2026-27 expenditure level for the Professional Services Category is \$4.28 million, which is \$115,081 (2.7%) more than the FY2025-26 estimated amount. With the anticipation of RM3 and current and potential federal grants, various work tasks for the Bellam Blvd. Improvement Project, US 101/I-580 Multi-Modal and Local Access Improvement Project, School Access Safety Action Plan, Part-time Transit Lane, and the Vehicle Miles Traveled (VMT) Toolkit are scheduled to continue through FY2026-27.

FY2026-27 Annual Budget – Expenditure/Professional Services

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	462,872	150,000	140,000	30,000
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	11,779	260,000	175,000	190,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Expenditure Plan Update	18,734	22,000	8,000	5,000
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	11,935	500,000	190,000	340,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
MSN B8 Bike Path	-	-	-	389,081
Expired Expenditure Line Items	50,526	-	-	-
Subtotal, Professional Services	2,287,136	5,327,000	4,168,000	4,283,081

Capital Projects/Debt

TAM budgets for funding of capital projects identified in the respective expenditure plans or as supported by specific funding streams such as state earmarks. These projects become assets of other jurisdictions and TAM does not record or maintain such assets directly. As a funding and planning agency, TAM does not hold any significant capital assets. TAM does not currently have any debt and does not intend to issue debt in the near future. Major capital projects managed and/or funded by TAM include:

- 101/580 Multi-Modal and Local Access Improvement Project aims to address congestion and enhance connectivity between northbound US 101 and eastbound I-580 to the Richmond-San Rafael Bridge. TAM is currently conducting community engagement and preparing the Environmental Document with the goal of deciding on a preferred alternative by the end of 2027. Once a preferred alternative is chosen, design and construction will take approximately seven years after the environmental document is approved, pending availability of funds. Once complete, the constructed components will be maintained by the

State of California, Marin County, and/or City of San Rafael depending on final ownership and negotiated agreement.

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. A few strategies will continue spending down their fund balances for a total anticipated expenditure of \$350,000 in FY2026-27.

FY2026-27 Annual Budget – Expenditure/Measure A Sales Tax Programs/Projects

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Strategy 4 - Safer Access to Schools.	-	350,000	-	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
Subtotal, Measure A Programs/Projects	147,504	350,000	-	350,000

Measure AA Sales Tax Programs/Projects

TAM conducted a comprehensive review of the Measure AA Expenditure Plan as required every six years under the original plan. Significant activities are ongoing as noted. Changes that were adopted include a shift of net 1.5% from Category 1.3 (Local Interchanges), Category 2.1 (Local Transportation Infrastructure), and Category 2.4 (Innovative Technology) to Category 2.4R (Reimagined Roadway) and Category 3.2 (Crossing Guard Program). Additional details are listed on page 6.

Under Category 1, Reduce Congestion, a total of \$2.53 million of work is planned for FY2026-27, including, \$2.2 million for preliminary design related to interchange enhancements; and \$215,000 for Transportation Demand Management.

Under Category 2, Local Transportation Infrastructure, TAM will release \$15.3 million in local roads funds. With the change from a payment in arrears to a reimbursement model adopted with the updated Measure AA Expenditure plan, the FY2026-27 allocation includes both the amount collected in arrears collected in FY2025-26 and the projected amount to be collected in FY2026-27. TAM expects to spend \$2.0 million on large Safe Pathways projects and \$125,000 on sea-level rise planning. As the Innovation category shifts to the Reimaging Roadways program, TAM plans to use \$200,000 of prior years' resources on innovative technology study and support and \$100,000 to begin work on the Reimaging Roadways initiative.

Under Category 3, Safer Access to Schools, \$3.9 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 (\$1.3 million), the Crossing Guard program (\$2.35 million), and the Small Safe Pathway Capital projects (\$250,000).

Under Category 4, Transit, Marin Transit plans to request a total of \$21.67 million for its operational and capital needs in FY2026-27 under Categories 4.1 to 4.5, a somewhat smaller request than the current fiscal year (FY2025-26).

FY2026-27 Annual Budget – Expenditure/Measure AA Sales Tax Programs/Projects

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure AA Sales Tax Programs/Projects				
Major Road Set-Aside	1,714,813	2,000,000	-	-
<u>Category 1: Reduce Congestion</u>	<u>1,420,204</u>	<u>2,020,000</u>	<u>292,000</u>	<u>2,535,000</u>
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access 580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
<u>Category 2: Local Transportation Infrastructure</u>	<u>6,529,242</u>	<u>7,797,797</u>	<u>8,002,797</u>	<u>15,300,409</u>
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
<u>Category 3: Safer Access to Schools</u>	<u>3,316,142</u>	<u>4,350,000</u>	<u>3,900,000</u>	<u>3,900,000</u>
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
<u>Category 4: Transit</u>	<u>19,570,313</u>	<u>24,862,684</u>	<u>24,862,684</u>	<u>21,671,497</u>
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906

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 FY2026-27 is \$3.1 million. With the implementation of the amended Measure B Expenditure Plan and new Strategic Plan, a total of 5-year worth of funds were made available under Element 1.1 for eligible bike/pedestrian improvement projects in FY2025-26 but only \$1,100,000 is expected to be needed in FY2026-27. For Element 1.2, Bike/Pedestrian Pathways Maintenance, about \$615,000 is made available to eligible project sponsors. Marin Transit is planning to request a total of \$800,000 under Element 2, Improving Transit for Seniors and People with Disabilities. The FY2026-27 spending level for Element 3, Reduce Congestion and Pollution, is \$590,000, which includes a share of the Crossing Guard program, various employer/employee TDM programs under Marin Commutes, and for the alternative fuels/ electric vehicle program.

FY2026-27 Annual Budget – Expenditure/Measure B VRF Programs

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Element 1 - Maintain Local Streets & Pathways	357,453	1,615,000	365,000	1,715,000
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
Element 2 - Seniors & Disabled Mobility	882,180	800,000	800,000	800,000
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
Element 3 - Reduce Congestion & Pollution	635,638	760,000	710,000	590,000
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
Subtotal, Measure B Programs	1,875,270	3,175,000	1,875,000	3,105,000

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 \$17 million for FY2026-27, 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, Marin City Flood Mitigation, and the MSN projects.

FY2026-27 Annual Budget – Expenditure/Interagency Agreements

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Interagency Agreements				
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	4,000,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	80,000	50,000	100,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	3,170,075	5,140,000	5,129,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	32,417,021	46,420,000	31,870,925	17,025,000

TFCA Programs/Projects

This category includes anticipated reimbursement requests for various TFCA capital projects funded by the Marin local share of TFCA funding at \$381,493, close to the FY2025-26 Budget amount. The actual expenditures will depend on the project cash flows.

FY2026-27 Annual Budget – Expenditure/TFCA Programs/Project

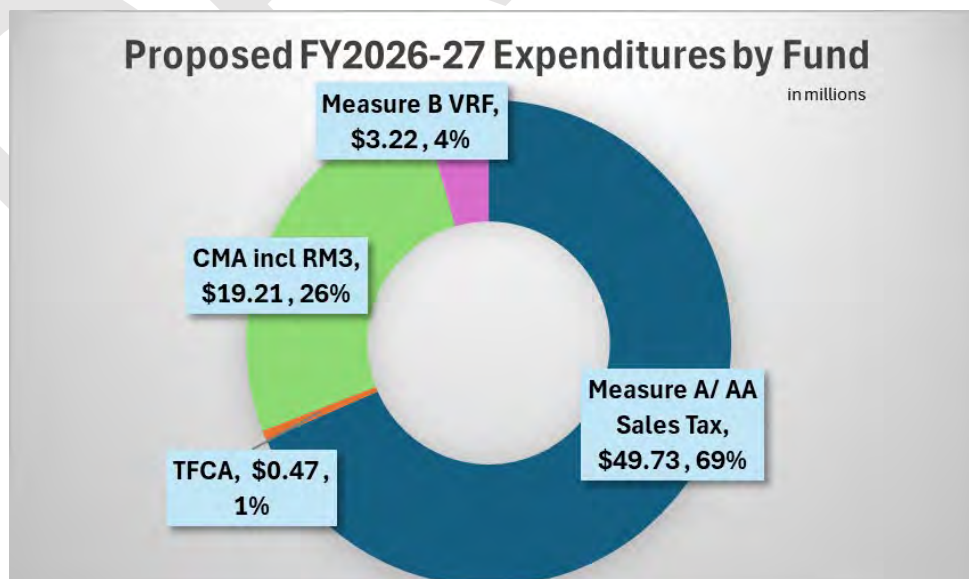
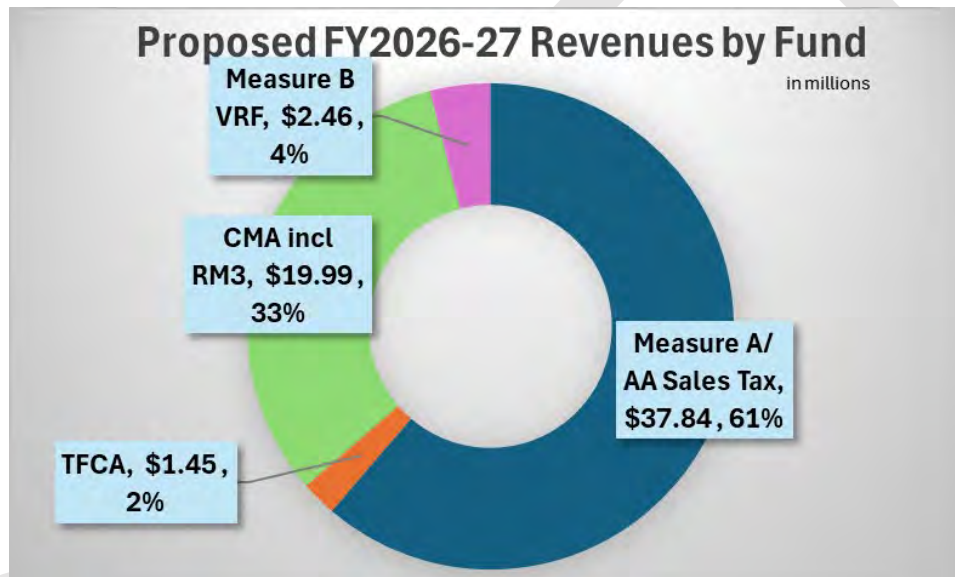
Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
Subtotal, TFCA Programs/Projects	924,488	378,493	227,000	381,493

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FY2026-27 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 closing 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. The legal level of budgetary control by TAM is the total expenditures at the agency level with the adjustments among the different funds required to comply with the specific expenditure requirements of each funding source. This section of the budget document provides the details of the FY2026-27 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. The Expenditure Plan was amended in March 2026, effective July 1, 2026, with the changes explained earlier on page 6.

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.

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. The RM3 and federal grant projects are reflected in the CMA Fund.

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.

Budget Summaries

- Annual Budget Combined Funds
- ½-Cent Transportation Sales Tax
- Measure B Vehicle Registration Fee
- CMA – Congestion Management Agency
- TFCA – Transportation Fund for Clean Air

FY2026-27 Annual Budget – Combined

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Beginning Balance	46,413,464	47,556,800	47,556,800	46,023,937
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	3,371,792	2,525,000	2,525,000	2,300,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Expired Revenue Line Items	647,000	-	-	-
Total Revenues	74,950,460	87,102,180	77,363,029	61,740,122
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	643,103	754,516	754,516	896,482
<i>Program Management/Administrative</i>	2,376,993	2,331,499	2,446,499	2,381,383
Subtotal, Personnel	3,020,096	3,086,015	3,201,015	3,277,865
Administration				
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	32,754	43,000	43,000	38,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	2,357	10,500	6,000	7,000
Document/Video/Marketing Material Production	66,994	37,500	30,000	57,500
Memberships	39,913	47,500	42,500	42,500
Travel/Meetings/Conferences	30,326	56,500	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
Expired Expenditure Line Items	1,200	-	-	-
Subtotal, Administration	584,894	752,472	696,472	802,346

**FY2026-27 Annual Budget – Combined
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Professional Services				
Bellam Blvd 101 Off-ramp Improvements - Design & ROW	462,872	150,000	140,000	30,000
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	11,779	260,000	175,000	190,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Expenditure Plan Update	18,734	22,000	8,000	5,000
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	11,935	500,000	190,000	340,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
MSN B8 Bike Path	-	-	-	389,081
Expired Expenditure Line Items	50,526	-	-	-
Subtotal, Professional Services	2,287,136	5,327,000	4,168,000	4,283,081
Measure A Sales Tax Programs/Projects				
<u>Strategy 4 - Safer Access to Schools</u>	-	350,000	-	350,000
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
Subtotal, Measure A Programs/Projects	147,504	350,000	-	350,000
Measure AA Sales Tax Programs/Projects				
<u>Major Road Set-Aside</u>	1,714,813	2,000,000	-	-
<u>Category 1: Reduce Congestion</u>	1,420,204	2,020,000	292,000	2,535,000
Category 1.1 - Completion of Marin-Sonoma Narrows				
MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access				
580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
<u>Category 2: Local Transportation Infrastructure</u>	6,529,242	7,797,797	8,002,797	15,300,409
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
<u>Category 3: Safer Access to Schools</u>	3,316,142	4,350,000	3,900,000	3,900,000
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
<u>Category 4: Transit</u>	19,570,313	24,862,684	24,862,684	21,671,497
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906

**FY2026-27 Annual Budget – Combined
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure B VRF Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	357,453	1,615,000	365,000	1,715,000
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
<u>Element 2 - Seniors & Disabled Mobility</u>	882,180	800,000	800,000	800,000
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
<u>Element 3 - Reduce Congestion & Pollution</u>	635,638	760,000	710,000	590,000
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
Subtotal, Measure B Programs	1,875,270	3,175,000	1,875,000	3,105,000
Interagency Agreements				
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	4,000,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	80,000	50,000	100,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	3,170,075	5,140,000	5,129,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	32,417,021	46,420,000	31,870,925	17,025,000
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
Subtotal, TFCA Programs/Projects	924,488	378,493	227,000	381,493
Total Expenditures	73,807,124	100,519,461	79,095,893	72,631,691
Net Change in Fund Balance	1,143,336	(13,417,281)	(1,732,864)	(10,891,569)
Ending Balance	47,556,800	34,139,519	45,823,937	34,932,368

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year including the first phase of the website upgrade, continuation of the MSN project, and the SR-37 Novato Creek Bridge design.

FY2026-27 Annual Budget - 1/2-Cent Transportation Sales Tax

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>38,884,050</u>	<u>37,932,293</u>	<u>37,932,293</u>	<u>32,049,915</u>
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,440,000
Interest Revenue	1,766,642	1,500,000	1,500,000	1,400,000
Expired Revenue Line Items	575,000	-	-	-
<u>Total Revenues</u>	<u>37,540,164</u>	<u>35,930,000</u>	<u>37,400,000</u>	<u>37,840,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	335,224	327,954	327,954	497,505
<i>Program Management/Administrative</i>	1,049,314	922,046	1,037,046	1,181,088
<u>Subtotal, Personnel</u>	<u>1,384,538</u>	<u>1,250,000</u>	<u>1,365,000</u>	<u>1,678,593</u>
Administration				
Office Lease	255,975	272,472	272,472	275,346
Agency IT Related Equipment Upgrade	25,117	72,500	50,000	120,000
Equipment Purchase/Lease	4,597	15,000	15,000	20,000
Telephone/Internet/Web Hosting Services	21,266	50,000	40,000	35,000
Office Supplies & Small Miscellaneous Items	30,426	40,000	40,000	35,000
Insurance	17,202	22,000	22,000	23,000
Financial Audit	27,970	28,000	28,000	29,000
Legal Services	1,951	7,500	5,000	5,000
Document/Video/Marketing Material Production	66,994	15,000	15,000	45,000
Memberships	17,413	25,000	20,000	20,000
Travel/Meetings/Conferences	29,053	55,000	55,000	50,000
Professional Development	8,040	25,000	25,000	20,000
Human Resources/Board Support	3,403	5,000	5,000	15,000
Information Technology Support & Subscriptions	39,327	50,000	50,000	55,000
Annual Support & Upgrade of Financial System	8,453	10,000	10,000	10,000
Stipends	-	7,500	2,500	5,000
<u>Subtotal, Administration</u>	<u>557,187</u>	<u>699,972</u>	<u>654,972</u>	<u>762,346</u>
Professional Services				
Bellam Blvd 101 Off-ramp Improvements	462,872	150,000	140,000	30,000
Measure A/AA Sales Tax Compliance Audit	19,812	25,000	15,000	25,000
Project Management Oversight	1,551	115,000	30,000	90,000
Public Outreach Service Support	12,427	10,000	10,000	10,000
Expenditure Plan Update	18,734	22,000	8,000	5,000
Marin City Noise Analysis PID	5,968	250,000	95,000	170,000
Expired Expenditure Line Items	23,526	-	-	-
<u>Subtotal, Professional Services</u>	<u>544,888</u>	<u>572,000</u>	<u>298,000</u>	<u>330,000</u>
Measure A Sales Tax Programs/Projects				
<u>Strategy 4 - Safer Access to Schools</u>	<u>-</u>	<u>350,000</u>	<u>-</u>	<u>350,000</u>
Strategy 4.3 - Safe Pathways To School				
Safe Pathway Capital Projects	-	350,000	-	350,000
Expired Expenditure Line Items	147,504	-	-	-
<u>Subtotal, Measure A Programs/Projects</u>	<u>147,504</u>	<u>350,000</u>	<u>-</u>	<u>350,000</u>

**FY2026-27 Annual Budget - 1/2-Cent Transportation Sales Tax
(Continued)**

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Measure AA Sales Tax Programs/Projects				
Major Road Set-Aside	1,714,813	2,000,000	-	-
Category 1: Reduce Congestion	1,420,204	2,020,000	292,000	2,535,000
Category 1.1 - Completion of Marin-Sonoma Narrows MSN B7/B8 Design/ROW/Utility Work	68,841	70,000	12,000	20,000
Category 1.2 - Match for Completion of 101/580 Local Access 580/101 Multi-modal and Local Access PID & PAED	22,632	100,000	30,000	100,000
Category 1.3 - Enhance Interchanges	1,221,997	1,710,000	110,000	2,200,000
Category 1.4 - Transportation Demand Management	106,735	140,000	140,000	215,000
Category 2: Local Transportation Infrastructure	6,529,242	7,797,797	8,002,797	15,300,409
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,875,409
Category 2.2 - Large Safe Pathway Capital Projects	-	1,000,000	1,000,000	2,000,000
Category 2.3 - Sea Level Rise	159,585	80,000	80,000	125,000
Category 2.4 - Innovative Technology	20,150	95,000	300,000	200,000
Category 2.4R - Reimagined Roadway	-	-	-	100,000
Category 3: Safer Access to Schools	3,316,142	4,350,000	3,900,000	3,900,000
Category 3.1 - Safe Routes to Schools	1,157,553	1,500,000	1,300,000	1,300,000
Category 3.2 - Crossing Guards	2,158,589	2,350,000	2,350,000	2,350,000
Category 3.3 - Small Safe Pathway Capital Projects	-	500,000	250,000	250,000
Category 4: Transit	19,570,313	24,862,684	24,862,684	21,671,497
Category 4.1 - Local Bus Transit Service	13,167,374	17,600,000	17,600,000	13,256,148
Category 4.2 - Rural Bus Transit Service	817,835	884,485	884,485	1,149,828
Category 4.3 - Special Needs Transit Service	2,726,988	3,200,000	3,200,000	3,500,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,800,000
Category 4.5 - Bus Transit Facilities	1,250,030	1,427,316	1,427,316	1,373,521
Category 4.6 - Expand Access to Transit	153,591	150,883	150,883	592,000
Subtotal, Measure AA Programs/Projects	32,550,714	41,030,481	37,057,481	43,406,906
Interagency Agreements				
Marin Transit - Bus Facility Lease or Purchase Contribution	-	1,100,000	-	1,100,000
Caltrans - 101 Interchange Studies PID	137,014	35,000	20,000	-
Caltrans - MSN B7 Construction Capital & Support	-	-	-	2,000,000
Caltrans - Marin City Noise Analysis PID	-	40,000	25,000	50,000
County of Marin - Bellam Ramp Construction	3,170,075	3,936,000	3,925,925	-
Sausalito Gate 6 Intersection Modification Project	-	100,000	100,000	-
Various Agencies - Bike/Ped Path Maintenance	-	45,000	36,000	50,000
Subtotal, Interagency Agreement	3,307,089	5,256,000	4,106,925	3,200,000
Total Expenditures	38,491,921	49,158,453	43,482,378	49,727,845
Net Change in Fund Balance	(951,757)	(13,228,453)	(6,082,378)	(11,887,845)
Ending Balance	37,932,293	24,703,840	31,849,915	19,962,070

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year including the first phase of the website upgrade, continuation of the MSN project, and the initial phases of the Interchanges project.

FY2026-27 Annual Budget - Measure B Vehicle Registration Fee

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>2,164,561</u>	<u>2,564,650</u>	<u>2,564,650</u>	<u>3,034,235</u>
REVENUE				
Measure B Vehicle Registration Fee Revenue	2,341,772	2,250,000	2,360,000	2,360,000
Interest Revenue	105,459	100,000	100,000	100,000
<u>Total Revenues</u>	<u>2,447,231</u>	<u>2,350,000</u>	<u>2,460,000</u>	<u>2,460,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
Program Management/Administrative	169,544	113,415	113,415	106,428
<u>Subtotal, Personnel</u>	<u>169,544</u>	<u>113,415</u>	<u>113,415</u>	<u>106,428</u>
Administration				
Office Supplies & Small Miscellaneous Items	2,328	2,000	2,000	2,000
Legal Services	-	2,000	-	1,000
Document/Video/Marketing Material Production	-	2,500	-	2,500
<u>Subtotal, Administration</u>	<u>2,328</u>	<u>6,500</u>	<u>2,000</u>	<u>5,500</u>
Measure B Programs				
<u>Element 1 - Maintain Local Streets & Pathways</u>	<u>357,453</u>	<u>1,615,000</u>	<u>365,000</u>	<u>1,715,000</u>
Element 1.1 - Bicycle, Pedestrian, and Safety Improvements	271,377	1,000,000	250,000	1,100,000
Element 1.2 - Bike/Ped Pathways Maintenance	86,076	615,000	115,000	615,000
<u>Element 2 - Seniors & Disabled Mobility</u>	<u>882,180</u>	<u>800,000</u>	<u>800,000</u>	<u>800,000</u>
Element 2.1 - Mobility Management Programs	100,000	100,000	100,000	100,000
Element 2.2 - Paratransit & Low-Income Scholarships	197,180	175,000	175,000	200,000
Element 2.3 - Paratransit Plus	320,000	325,000	325,000	300,000
Element 2.4 - Volunteer Drive & Gap Grant	265,000	200,000	200,000	200,000
<u>Element 3 - Reduce Congestion & Pollution</u>	<u>635,638</u>	<u>760,000</u>	<u>710,000</u>	<u>590,000</u>
Element 3.1 - Safe Routes to School/Street Smart Program	175,000	175,000	175,000	175,000
Element 3.2 - Commute Alternative Programs	210,370	285,000	285,000	215,000
Element 3.3 - Alternative Fuel Vehicle Program	250,268	300,000	250,000	200,000
<u>Subtotal, Measure B Programs</u>	<u>1,875,270</u>	<u>3,175,000</u>	<u>1,875,000</u>	<u>3,105,000</u>
<u>Total Expenditures</u>	<u>2,047,142</u>	<u>3,294,915</u>	<u>1,990,415</u>	<u>3,216,928</u>
Net Change in Fund Balance	400,089	(944,915)	469,585	(756,928)
<u>Ending Balance</u>	<u>2,564,650</u>	<u>1,619,735</u>	<u>3,034,235</u>	<u>2,277,307</u>

The significant change in fund balance is due to the carry forward of projects funded in prior years that are anticipated to be completed or advanced in the budget year.

FY2026-27 Annual Budget – CMA

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<u>Beginning Balance</u>	<u>4,237,307</u>	<u>6,469,381</u>	<u>6,469,381</u>	<u>9,940,274</u>
REVENUE				
Cities/Towns and County CMA Fee	591,951	606,158	606,158	624,342
Interest Revenue	1,452,583	900,000	900,000	750,000
MTC STP/CMAQ Planning & OBAG Grant Funds	1,303,577	1,200,000	1,200,000	1,200,000
MTC Regional Measure 2 Fund	-	12,500	12,500	-
MTC Regional Measure 3 Fund	21,385,863	33,900,000	20,885,000	8,000,000
State Earmark	9,221,776	8,600,000	8,460,000	6,000,000
State-SB1 Planning Grant	123,485	359,885	223,000	183,800
State STIP/PPM Fund	328,889	115,000	115,000	-
State TDA Fund	27,000	30,000	-	139,081
STIP/RTIP/ITIP Funds/SB1 Local Partnership Program Fund	-	1,204,000	1,204,000	250,000
Federal STP Fund	-	-	-	-
Federal SS4A Grant	5,404	216,000	193,734	347,898
Federal STBG Fund for Part Time Transit Lane	-	680,000	225,000	475,000
Federal Reconnecting Communities Grant	-	-	-	200,000
County of Marin Grant	5,968	290,000	120,000	220,000
Realized Highway 101 ROW Excess Fund	33,283	50,000	2,700,000	1,600,000
Expired Revenue Line Items	72,000	-	-	-
<u>Total Revenues</u>	<u>34,551,779</u>	<u>48,163,543</u>	<u>36,844,392</u>	<u>19,990,122</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Direct Program/Project</i>	307,879	426,562	426,562	398,977
<i>Program Management/Administrative</i>	1,134,267	1,273,438	1,273,438	1,006,232
Subtotal, Personnel	1,442,146	1,700,000	1,700,000	1,405,209
Administration				
Office Supplies & Small Miscellaneous Items	-	1,000	1,000	1,000
Legal Services	407	1,000	1,000	1,000
Document/Video/Marketing Material Production	-	20,000	15,000	10,000
Memberships	22,500	22,500	22,500	22,500
Travel/Meetings/Conferences	1,273	1,500	-	-
Expired Expenditure Line Items	1,200	-	-	-
Subtotal, Administration	25,379	46,000	39,500	34,500
Professional Services				
Travel Model Maintenance & Update	176,779	25,000	15,000	25,000
Traffic Monitoring, Reporting & Travel Model Data Requests	197,281	200,000	50,000	100,000
Project Management Oversight	10,228	145,000	145,000	100,000
101/580 Multi-modal and Local Access Improvements	748,291	2,800,000	2,800,000	2,000,000
State Legislative Assistance	50,000	50,000	50,000	55,000
Federal Legislative Assistance	5,000	24,000	24,000	24,000
Part Time Transit Lane	15,603	500,000	200,000	300,000
Countywide Transportation Plan	187,964	35,000	10,000	-
Equity Planning Support and Outreach	-	25,000	-	25,000
VMT Toolkit	117,685	314,000	200,000	150,000
MSN B7 Construction Design Support	180,911	100,000	35,000	-
MSN B8 Bike Path	-	-	-	389,081
School Access Safety Action Plan	7,681	270,000	230,000	415,000
N/S Greenway - Construction Support	11,858	6,000	5,000	-
Marin City Noise Analysis PID	5,968	250,000	95,000	170,000
TAM Junction	-	11,000	11,000	-
Bellam - Outreach	-	-	-	200,000
Expired Expenditure Line Items	27,000	-	-	-
Subtotal, Professional Services	1,742,248	4,755,000	3,870,000	3,953,081

FY2026-27 Annual Budget – CMA

(Continued)

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
Interagency Agreements				
Caltrans - MSN B8 PS&E/ROW Support & Capital	44,833	2,700,000	2,700,000	100,000
Caltrans - MSN B7 PS&E/ROW Support & Capital	640,657	500,000	-	2,500,000
Caltrans - MSN B7 Construction Capital & Support	19,253,469	15,350,000	15,350,000	2,000,000
Caltrans - SR-37 Segment A1 Design/ROW coop	7,500,000	7,500,000	7,500,000	-
Caltrans - SR-37 Construction Capital-Phase 1	-	12,500,000	-	3,000,000
Caltrans - Part Time Transit Lane	-	180,000	25,000	175,000
Caltrans - Marin City Noise Analysis PID	-	40,000	25,000	50,000
Caltrans - Marin City Flood Mitigation - Second Culvert	-	200,000	-	2,000,000
County of Marin - Marin City Flood Mitigation	1,670,972	960,000	960,000	4,000,000
County of Marin - Bellam Ramp Construction	-	1,204,000	1,204,000	-
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	29,109,931	41,164,000	27,764,000	13,825,000
Total Expenditures	32,319,704	47,665,000	33,373,500	19,217,790
Net Change in Fund Balance	2,232,074	498,543	3,470,892	772,331
Ending Balance	6,469,381	6,967,924	9,940,274	10,712,605

FY2026-27 Annual Budget – TFCA

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<i>Beginning Balance</i>	<i>1,127,546</i>	<i>590,477</i>	<i>590,477</i>	<i>999,514</i>
REVENUE				
Marin Transportation For Clean Air Funding	364,178	350,000	350,000	1,400,000
Regional TFCA Competitive Grants	-	283,637	283,637	-
Interest Revenue	47,108	25,000	25,000	50,000
<i>Total Revenues</i>	<i>411,287</i>	<i>658,637</i>	<i>658,637</i>	<i>1,450,000</i>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Program Management/Administrative</i>	23,868	22,600	22,600	87,634
<i>Subtotal, Personnel</i>	<i>23,868</i>	<i>22,600</i>	<i>22,600</i>	<i>87,634</i>
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
<i>Subtotal, TFCA Program/Project Expenditures</i>	<i>924,488</i>	<i>378,493</i>	<i>227,000</i>	<i>381,493</i>
<i>Total Expenditures</i>	<i>948,356</i>	<i>401,093</i>	<i>249,600</i>	<i>469,127</i>
Net Change in Fund Balance	(537,069)	257,544	409,037	980,873
<i>Ending Balance</i>	<i>590,477</i>	<i>848,021</i>	<i>999,514</i>	<i>1,980,387</i>

The TFCA fund balance is expected to increase due to the receipt of additional grant funds to support bicycle and pedestrian pathway projects which will be constructed in subsequent fiscal years.

FY2026-27 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 FY2026-27 is \$91.8 million.

Calculation of FY2026-27 Appropriation Limit

FY2025-26 Appropriation Limit		\$	87,809,330
Inflation Factor (Per capita income change, 2023-2024)*	X		1.0566
Population Factor (Population change, 2024-2025)**	X		0.9894
FY2026-27 Appropriation Limit		\$	91,802,368

Appropriations Subject to the Limit

FY2026-27 Appropriation Limit		\$	91,802,368
FY2026-27 Appropriations Subject to Limit		\$	36,440,000
Amount under Limit		\$	55,362,368

Data Sources:

* FRED St. Louis FED: Per Capita Personal Income by County, Annual
<https://fred.stlouisfed.org/release/tables?rid=175&eid=266305#snid=266326>

** Marin County population change data is from the US Census.
<http://www.census.gov/quickfacts/table/PST045215/06041>

FY2026-27 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 post-pandemic time

Highlights of the FY2026-27 work plans and prior year accomplishments for all major functions are included as follows.

Administration & Finance Function:

Under the direction of the TAM Board and Executive Director, the Administration and Finance function manages the agency's core financial, administrative, and operational activities in support of TAM's annual work program. This includes oversight of financial and accounting systems for Measure A/AA, Measure B, and grant-funded disbursements; preparation of the agency's financial statements, annual budget, quarterly financial reports, and budget adjustments; and completion of financial analyses that support agency planning, decision-making, and long-range fiscal stability.

This function also supports agency operations by managing finance, audit, human resources, information technology, records management, and other administrative needs. Ongoing responsibilities include administration of employee benefits and open enrollment, recruitment and performance evaluation processes, staff training and organizational development, policy handbook updates, IT coordination, cybersecurity training, and day-to-day office operations necessary to maintain effective agency services.

In addition, the Administration and Finance function provides critical support to TAM's governance and public administration responsibilities. This includes preparation of Board and committee meeting packets and materials, coordination of in-person, hybrid, and remote meetings, and administration of Public Records Act requests. Work in this area ensures timely, accurate, and effective support for the TAM Board, its committees, and overall agency operations throughout the fiscal year.

Major Ongoing Work Items:

- Manage the expansion of meeting management software through the County (Granicus) and continue evaluating agenda and document management options for the agency
- Continue assessing the agency's records management system and governance, including electronic files
- Monitor economic conditions and revenue sources and explore options for the agency and funding recipients in recognition of the complexity of current market and regulatory conditions
- Manage financial tracking and required reporting for federal, state, regional, and local grants received; monitor evolving grantor requirements and standards; and develop strategies in response to emerging directives
- Manage and report required federal and state regulatory filings, including regular and quarterly payroll and compensation reporting
- Monitor project and program revenues and expenditures and assist project and contract managers with preparation of grant reports and reimbursement invoices
- Conduct cash flow and funding analyses for major capital projects and explore financial tools to meet the cash flow needs of infrastructure projects, including the 101-580 Multi-Modal and Local Access Improvement project
- Continue improving the financial and payroll system to increase workflow efficiency
- Continue managing the agency's benefits program and explore options to improve cost-effectiveness and competitiveness
- Manage the agency's sublease with MGSA and other ongoing operational needs
- Continue the regional training program and Brown Bag Lunch & Learn events

- Continue finalizing and managing distribution of RFP/Qs on behalf of departments
- Update Title VI, ADA, and DBE policies, plans, and procedures, as needed, particularly as the regulatory environment evolves
- Continue the IT governance assessment and implementation of the Artificial Intelligence (AI) policy
- Evaluate job descriptions and classification compensation

Expected Deliverables:

- Manage and lead the FY2027-28 Annual Budget development process, including any needed improvements and adjustments, and refine the Budget-in-Brief document
- Manage and coordinate the FY2025-26 annual financial audit, single audit, and other required regulatory audits and reviews with outside auditors
- Manage the 2026 Measure A/AA Compliance Audit process and provide necessary support to fund recipients and the auditor
- Manage the website update and maintenance contract, update content and governance, and launch the new website
- Conduct an RFP process for the Information Technology Managed Services contract and the on-call outreach and marketing contract
- Update administrative and financial policies and develop related procedures, including revisions to RFP and contract templates
- Update office furnishings to improve ergonomic support

Key Accomplishments:

- Supported the Measure AA Expenditure Plan review process, including developing financial forecasts, managing the public comment process, and scheduling city and town meetings
- Oversaw clerk duties and meeting management for the State Route 37 Policy Committee
- Completed management and administration of more than 20 Public Records Act requests during the fiscal year
- Organized and hosted the Board Innovation Workshop and Redwood Bikeshare Tour
- Completed the RFP process and contract award for TAM website update and maintenance services
- Prepared the 2025 Annual Comprehensive Financial Report, which received an unmodified opinion
- Coordinated the 2025 Measure AA Compliance Audits and addressed one audit finding
- Designed the first Budget-in-Brief document to accompany the FY2026-27 Annual Budget
- Completed an ongoing round of IT security training for all staff, conducted three Brown Bag Lunch & Learn sessions, and implemented mandatory training required under changes in state law
- Initiated regional training programs hosted onsite
- Implemented new Brown Act and Code of Ethics requirements, including amendments to the Administrative Code to reflect changes in state law

- Updated Human Resources Personnel Policies to reflect changes in state law and implemented the Bicycle/Walk/Carpool stipend

-

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, community engagement, media relations, and project-related information, meetings and events. The Unit coordinates with regional and local partners to ensure consistent messaging and effective outreach. It also supports the Executive Director and Board members by preparing briefing materials, key messages, and event logistics to ensure clear, coordinated communication and successful public engagement.

Expected Deliverables:

- Work with internal team and consultant team to redesign, revise content and launch a new TAM website
- Support outreach and media communications for key TAM initiatives, including the Measure AA Review, CTP implementation, Marin Commutes, Safe Routes to Schools, the Part-Time Transit Lane project development, the Alternative Fuels Program, Sea Level Rise Program, the Regional Bikeshare Program, and the Mobility Hubs Plan;
- Assist in managing outreach for the Crossing Guard location evaluation and communication for new and discontinued crossing guard locations
- Support special events and celebrations including Earth Day, Bike to Work Day, Crossing Guard of the Year, International Walk to School Day, Bay Area Transit Relay and other events as needed
- Conduct public engagement efforts for major capital improvement programs including the Highway 101-580 Multimodal and Local Access Improvements Project, Interchange Improvements and State Route 37
- Support outreach activities and partner coordination for shared project initiatives including Ramp Metering, the Marin City Noise Analysis, Marin City Flood Protection Projects

Major Ongoing Work Items:

- Manage proactive communication of TAM's projects and programs, coordinate media communication, public outreach activities, partner agency coordination, meetings and events, and special activities
- Support the Executive Director with presentations, event preparation, speaking points and media coordination
- Participate in presentations to community-based organizations and other outreach efforts including panel discussions and conference participation
- Create public information material including the Annual Report, factsheets, website content, press releases, social media and the TAM Traveler newsletter
- Manage the Community Oversight Committee agendas, communication and membership in coordination with the Clerk of the Board and Executive Director
- 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

- Coordinate closely with jurisdictions and partner agency partners regarding projects and programs that address common issues, programs, regional improvements including the Richmond-San Rafael Bridge, SR-37 and North Bay transit initiatives
- Coordinate with the media and community partners to provide timely information regarding TAM's projects, programs and funding allocations

Key accomplishments:

- Supported robust outreach for the Marin-Sonoma Narrows HOV opening including the ribbon-cutting and extensive information regarding HOV hours and ramp metering
- Created a coordinated outreach and marketing campaign with SCTCA Go Sonoma program and Marin Commutes to incentivize use and awareness of alternative transportation options and support new HOV hours
- Supported the Measure AA Review process and outreach efforts
- Supported outreach to public groups to provide presentations regarding Marin Commutes, Redwood Bikeshare, 101-580 Project and TAM initiatives
- Supported the Community Oversight Committee as staff liaison and worked with the Annual Report subcommittee for improvements to the TAM 2025 Annual Report
- Participated in the MASCOTS communication/marketing committee and supported coordination among North Bay transportation agencies including SCTA, SMART, Marin Transit, Sonoma County Transit, Petaluma Transit, Santa Rosa City Bus and Golden Gate Transit
- Participated in the SR 37 Communications Committee and supported the ongoing development of the SR 37 integrated Communications Plan
- Helped coordinate and launch the E-bike Youth Safety Education Campaign
- Initiated the TAM website redesign effort
- Supported the kick-off for the Marin City Noise Analysis, development of the communication plan, partnership development and initiated community outreach

Planning and Program Management:

Under the direction of the Executive Director, the Planning department administers TAM's planning activities and programs and reviews local and regional plans. The range of work includes the development of plans and studies, reporting on travel information, transportation modeling, regional and local coordination, and management of ongoing transportation programs. The department convenes regular meetings of TAM BPAC, TAM Technical Advisory and Equity Working Groups; coordinates with regional and local agencies on plans and programs, and participates in local and regional stakeholder and technical advisory meetings including Marin Climate and Energy Partnership (MCEP), Marin Wildfire Prevention Authority (MWPA), Marin SLR, and other local planning efforts as applicable. The Department coordinates and supports applications for transportation planning grants to maximize outside funding awarded for Marin County transportation planning and program needs. The Planning department supports implementation of, and seeks funding for, completed plans. The department continues to monitor and review TAM programs to reflect travel patterns, CTP implementation, funding and coordination changes, and adjusts programs as necessary.

Planning Activities

Major Ongoing Work Items:

- Advance Countywide Transportation Plan Implementation efforts, including near term actions and measuring progress for CTP performance monitoring. Support alignment of current plans and programs with established CTP Goals, Strategies and Performance measures, and coordinate on local development and transportation planning activities for alignment with the CTP
- Facilitate discussion and implementation plan for Reimagined Roadway program
- Coordinate with MTC on regional planning activities related to Marin County transportation, including the implementation of Plan Bay Area 2050+, the development of PBA 2060, active transportation planning, PDA planning, and Transit Oriented Communities (TOC) policy among others
- Coordinate with Marin and Sonoma Transit Operators on MASCOTS Service Changes and Evaluation and related efforts;
- Coordinate with MTC, Golden Gate Transit & Marin Transit on Transit Priority Initiatives and policies
- Support development of Southeast San Rafael PDA plan and Northgate PDA plan, serve on TAC and coordinate on transportation planning issues
- Support local agencies' traffic studies and transportation plans using TAM's Travel Demand Model (TAMDM) and coordinate with regional and local agencies on travel demand forecasting methods and data
- Implement the Sea Level Rise Program policy and program actions in coordination with Marin SLR, the County of Marin, MTC, BCDC, Caltrans, US Army Corps of Engineers, local jurisdictions, and others
- Support programming staff with OBAG 4 program administration and policy compliance
- Continue to advance road safety planning in the county through Local Road Safety Plan Implementation and relevant planning efforts
- Advance items identified in the Draft Innovation Roadmap including monitoring of AV deployments
- Scope update to School Transportation Study and convene School Transportation Committee

Expected Deliverables:

- Complete VMT Toolkit to support local jurisdiction compliance with California Environmental Quality Act (CEQA) transportation review requirements
- Complete mobility hubs plan for all rail and ferry stations in Marin County
- Initiate bike/ped counting program and traffic monitoring efforts
- Finalize the TAM Climate Resilient Transportation Design Principles
- Substantially complete School Access Safety Action Plan in Marin County
- Procure new on call modeling contract
- Procure contractor for Marin City Community Based Transportation Plan Update
- Substantial progress on Coordinated Countywide Traffic Signal Plan for Marin County

Program Management Activities**Major Ongoing Work Items:**

- Continue to review and assess programs to ensure alignment with the CTP
- Manage the Marin County Safe Routes to Schools Program including implementation of 2026 program evaluation recommendations
- Manage and deliver TAM's Alternative Fuel Vehicle Program, including EV fleet and infrastructure rebate programs and technical assistance programs. Conduct Clean Fleet Expo & focused engagement efforts. Monitor and participate in an RFP for EV Charger Management and Installation across Marin County led by MCEP
- Manage and deliver Marin Commutes public engagement program, including commute alternative incentives programs, vehicle trip reduction programs such as Vanpool Incentive Program, Emergency Ride Home Program, and first/last mile programs and program evaluations
- Monitor and participate in E-bike safety planning and policy work
- Manage Bikeshare ongoing implementation and program growth

Expected Deliverables:

- Complete funding plan for next phase Marin and Sonoma County Bike Share Pilot Program;
- Complete procurement process for the next phase of Marin Commutes program including program management, outreach, incentives, and software services software and app selection
- Complete EV Charging Station Siting Plan

Key Accomplishments:

- Supported implementation of Countywide Transportation Plan through programming and project delivery processes
- Regular meetings of the TAM Technical Advisory Working Group
- Growth of Redwood Bikeshare system in Marin and Sonoma Counties
- Initiation of the Climate Resilient Transportation Design Principles
- Completion of Seasonal Incentive Campaigns through Marin Commutes
- Completion of US 101 HOV Hours of Operation review and revised hours
- Completion of Measure AA Expenditure Plan Six Year Review Process
- Conducted innovation Workshop, awarded Innovation program funds and development of an Innovation Roadmap for the Agency
- Completion of an AI Corridor Study for Lincoln Avenue
- Completion of TAM Travel Demand model update
- Initiation of Countywide Traffic Signal Study
- Draft Development of Mobility Hub Plan for Marin County
- Draft Development of Strategic Data Plan
- Scoping of the EV Charging Station Siting Plan Update
- Initiation of the School Access Safety Action Plan
- Conducted the Safe Routes to Schools Program Summary Report and Evaluation

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.

Major Ongoing Work Items:

- Manage the Measure A/AA Transportation Sales Tax Program and the Measure B Vehicle Registration Fee Program
- Review and process reimbursement requests for TAM local funded projects
- Review Measure B Strategic Plan and update as needed
- Manage the BAAQMD Bikeway, TFCA, and TDA Article 3 Program funds - participate in regional policy discussions, coordinate funding progress reports, review and process invoices, and develop programming recommendations on BAAQMD Bikeway, TFCA, and TDA funds, including support audits
- Maintain the Transportation Improvement Program (TIP) database for Marin projects, including the 2027 TIP Update
- Oversee implementation and support local agency projects funded with One Bay Area Grant Cycle 3 (OBAG 3) funds
- Manage the 2028 State Transportation Improvement Program (STIP) when the process begins in 2027
- Assist TAM and partner agencies in seeking discretionary funds such as IJJA grants and complying with regional, state, and federal requirements related to those funds
- Monitor and apply for federal and state earmark opportunities
- Monitor regional funding opportunities, including RM3, Regional OBAG, and BAAQMD programs
- Monitor delivery of TAM local funded projects
- Coordinate with local agencies, including Marin Transit and GGBHTD, on submitting required reports for TAM, MTC, and State funds
- Work with Marin Transit to reconcile year end expenditures and carry-overs on TAM local funds
- Monitor annual obligation status and potential inactive status on state and federal funded projects with Caltrans
- Coordinate with partner agencies, including for TAM projects, for SB1 competitive programs where applicable
- Collect performance data regarding Measure B Elements
- Participate in pertinent local, regional, state, and federal working groups and meetings, including but not limited to MTC, CTC, BAAQMD, MPWA, etc
- Manage Safe Pathway Program and project delivery
- Review current work efforts for alignment with CTP and identify opportunities to advance implementation of CTP goals, strategies, and performance measures
- Advance near term CTP implementation items and initiate discussions on mid to longer term CTP implementation items
- Convene TAM's BPAC as needed to evaluate funding recommendations and to review complete streets checklists and project updates
- Act as the liaison with the Marin Public Works Association (MPWA)
- Manage State Legislative Program and consultant
- Manage Federal Legislative Program and consultant

Expected Deliverables:

- 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 including Measures AA and B
- Prepare the Measure AA Strategic Plan for TAM Board adoption to reflect the amended Measure AA Expenditure Plan
- Administer and manage OBAG 4 funds including:
 - develop schedule and process
 - incorporate BAAQMD Bikeway CARE Technical Assistance and CARE Participatory Budgeting funds into OBAG 4 Call
 - evaluate applications
 - present nominated applications for TAM Board approval
 - develop outreach Plan for MTC's review and
 - process approval applications for through federal process
- Develop programming and allocation requests for the San Antonio Road Project with TAM's Formulaic LPP funds
- Manage submittals for state and federal earmarks
- Develop annual legislative platform, monitor relevant state legislation and communicate TAM's platform to stakeholders key legislators and partnering agencies
- Issue the second RM3 North Bay Transit Access Call for Projects
- Update Marin Transportation Infrastructure Project list to identify grant ready projects in local jurisdictions
- Participate in E-bike legislation and safety policy work reviews
- Manage Safe Routes Program evaluation and consider improvements from evaluation
- Coordination of Regional Measure 3 (RM3) Safe Routes to Transit and Bay Trail Program (SR2TBT) application submittals to MTC based on supporting agencies with grant resources
- Convert Measure AA Category 2.1 from upfront distribution to reimbursement
- Establish the program framework for the amended Category 4.6 under the amended Measure AA Expenditure Plan
- Establish program framework for newly established Reimagine Roadway category from the amended Measure AA Expenditure Plan

Key Accomplishments:

- Managed the review process and prepared the amended Measure AA Expenditure Plan for TAM Board approval
- Developed the Measure AA Strategic Plan to reflect the amended Measure AA Expenditure Plan
- Processed and allocated FY 2025/26 Measures AA and B funds to designated recipients, including Marin Transit and local jurisdictions
- Issued all funding agreements for Measures AA and B programs and projects approved by the TAM Board
- Issued funding agreements for approved projects from the Safe Pathways Call for Projects
- Coordinated applications for the first cycle of Competitive RM3 Safe Routes to Transit and Bay Trail Program (SR2TBT) Grant Program, producing a grant award for San Rafael's Canal Neighborhood Bellam Gateway Local Access Improvement Project for \$6.84 million

- Submitted two applications for state earmarks and three applications for federal earmarks
- Programmed TFCA and TDA 3 funds for FY2025-26 and FY2026-27 based on revenue estimates
- Coordinated Priority Conservation Area (PCA) Program application submittals to MTC based on supporting agencies with grant resources
- Coordinated the applications development for Active Transportation Program (ATP) Cycle 8 with five applicants
- Worked with the County to retain new federal legislation consulting support
- Supported agencies to secure funds from grants such as Build and ATP

Project Management and Delivery Function:

Under the direction of the TAM Board and Executive Director, oversee project development from concept through completion. Projects span state highways and local roads and include education, mode shift, and safety initiatives.

TAM directly manages some projects and partners with local and regional agencies on others, representing Marin's interests. Staff participate in key coordination forums to align efforts, provide technical input, and track funding and policy updates.

Projects and Programs support the 15 Marin CTP Strategies advancing safe, equitable, and sustainable transportation together.

Core Responsibilities

- Project management: scope, schedule, budget, and issue resolution
- Agency coordination and stakeholder engagement
- Consultant procurement and contract administration
- Planning, environmental review, design, and permitting
- Construction oversight and project close-out

Program Management: Includes oversight of TAM-sponsored programs such as the Safe Routes to School Crossing Guard Program.

Major Ongoing Work Items:

Highway Related:

- Coordinate close-out and oversee mitigation monitoring for environmental permit compliance of the Marin Sonoma Narrows (MSN) carpool lane extension from northern Novato to the Sonoma County line, including continuing to seek funding for stormwater mitigation projects with Caltrans and Marin County
- Continue monitoring impacts of the new HOV hours on US 101 to potentially activate more ramp meters and implement adaptive ramp metering on US 101
- Seek funding for the Marin Sonoma Narrows South Utility Relocation project
- Coordinate and collaborate with the 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
- Partner with Caltrans to deliver the final design for the SR 37 new bridge over Novato Creek with design completion expected in Fall 2026

- Partner with MTC and Caltrans on funding construction of the Novato Creek Bridge Multi-Use path
- Monitor the Richmond-San Rafael (RSR) Bridge upper deck modified Pilot Study and potential HOV lane
- Collaborate and monitor the final design for the Tamalpais Overcrossing Seismic and ADA Improvement Project
- Assist Caltrans with the Horse Hill Bike Path potential Project Study Report
- Coordinate with Caltrans on the SHOPP program

Local Roads Related

- Assist the County of Marin in advancing improvements to the San Antonio Road bridge
- Assist San Rafael in their Safe Routes to Transit/Bay Trail grant implementation plan
- Monitor the close-out of the access improvements approaching the RSR Bridge along Francisco Blvd East
- Continue to work with the County of Marin on several regionally significant projects, including Sir Francis Drake Boulevard Multi-Modal Access, Redwood Highway Multi-Modal Access in southern Marin, and improvements along Shoreline Highway

Local Programs:

- Assemble an AdHoc Committee to evaluate and update the scoring methodology of the Crossing Guard Program
- Provide Project/Program Management Oversight of minor contracts and on-call services
- Continue updating our project controls management system by creating GIS user-friendly maps or investigating the implementation of a searchable database
- Work with Marin jurisdictions to assist with adoption of the Local Road Safety Plan
- Assist local agencies with grant application development

Transit Related

- Monitor the relocation of the San Rafael (Bettini) Transit Center and the new Marin Transit maintenance facility
- Continue work with Caltrans and Marin Transit on improvements/relocation of various US 101 bus stops

Sea Level Rise/ Flooding Issue

- Collaborate with the Marin County Flood Control District to implement a series of projects in the Marin City area and manage the state earmark funding budget
- Continue to work with Caltrans on delivery of the Second Culvert Project in Marin City
- Monitor the progress of the Caltrans US 101 Manzanita Park-n-Ride and Southern Marin Sea Level Rise Project

Expected Deliverables:

- Procure consultants and initiate PA/ED phase for US 101 Interchanges Projects
- Complete preliminary noise study evaluation for the Marin City Noise Analysis Project
- Complete administrative Draft CEQA Environmental Impact Report and NEPA Environmental Assessment for the US 101/I-580 Multi-Modal and Local Access Improvement Project, with final approval expected in 2028
- Complete a Project Initiation Document for a Part Time Transit Lane from Novato to San Rafael on southbound US 101
- Complete design of the MSN B8 San Antonio Road Class II bike facilities
- Complete close-out activities on previously constructed projects, including Brookdale Park, Central Marin Ferry Connector, Redwood Highway, Tamalpais Junction, and additional elements of North-South Greenway
- Conduct an RFP/RFQ to provide a new Program Management Oversight consultant
- Update the projects section of the new TAM website to be rolled out early 2027
- Complete the Supplemental Project Report for the Class IV Bikeway on the Sir Francis Drake Blvd off-ramp from westbound I-580

Key Accomplishments:

- Completed construction of the Marin Sonoma Narrows carpool lane, including the opening of continuous HOV Lanes from Marin to Sonoma
- Activated six of ten Phase 1 ramp meters from Spencer Avenue to Sir Francis Drake Boulevard northbound
- Updated the HOV signage and hours of operation on the US101 corridor
- Completed the MSN B8 Northern Segment Utility Relocation Project
- Completed construction of Bellam Boulevard safety improvements from Northbound US 101 to separate regional traffic from local traffic
- Worked on grant agreement for a previously awarded Reconnecting Communities Grant for improvements along Bellam Boulevard in San Rafael
- Continued work on a Draft CEQA Environmental Impact Report and NEPA Environmental Assessment for the US 101/I-580 Multi-Modal and Local Access Improvement Project In addition, executed MOU with the City of San Rafael
- Worked to update language in the RM3 project description for the US 101/I-580 Multi-Modal and Local Access Improvement Project
- Assisted the City of Corte Madera in project development of the Tamalpais Overcrossing Project
- Completed the US 101 Interchange Project Initiation Document for three interchanges located at SR131 Tiburon Blvd/ East Blithedale, Manuel T Freitas Parkway/ Civic Center Drive, and Alameda Del Prado/Nave Drive
- Submitted BUILD Grant for the US 101 Interchanges and supporting documentation

- Worked with Caltrans to design Phase 1 of the Novato Creek Bridge Project Executed agreement with partner agencies to utilize RM3 funding to allow for the ultimate Multi-use Path to be part of Phase 1
- Prepared crossing guard ranked list of locations and developed funding plan
- Hired new Assistant Project Delivery Manager
- Procured consultant and negotiated cooperative agreement with Caltrans for the Part Time Transit Lane Project PID preparation
- Procured a consultant and entered into a cooperative agreement with Caltrans to provide oversight of the Marin City Noise Analysis Project PID preparation
- Completed final close-out of TFCA funding for the North-South Greenway Project
- Updated Quality Assurance Plan with Caltrans
- *Negotiated a contract extension with the Crossing Guard vendor*

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Appendices:

- TAM Board of Commissioners
- Staffing
- Financial Policies
- Acronyms
- Glossary of Terms

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Appendix: TAM Board of Commissioners

Belvedere: **Peter Mark**, Council Member

Corte Madera: **Rosa Thomas**, Council Member

County of Marin: **Mary Sackett**, Supervisor District 1

County of Marin: **Brian Colbert**, Supervisor District 2

County of Marin: **Stephanie Moulton-Peters**, Supervisor District 3

County of Marin: **Dennis Rodoni**, Supervisor District 4

County of Marin: **Eric Lucan**, Supervisor District 5

Fairfax: **Lisel Blash**, Council Member

Larkspur: **Gabe Paulson**, Council Member

Mill Valley: **Urban Carmel**, Council Member

Novato: **Kevin Jacobs**, Council Member

Ross: **Teri Dowling**, Council Member

San Anselmo: **Yoav Schlesinger**, Council Member

San Rafael: **Kate Colin**, Mayor

Sausalito: **Melissa Blaustein**, Council Member

Tiburon: **Alice Fredericks**, Council Member

Appendix: Staffing

Salary Schedule (effective 07/01/2026)

Classification Title	FY26-27 Salary Range	FY26-27	Budgeted FTEs
		Maximum Monthly Salary	
Accounting and Payroll Specialist	14	\$ 9,155	1
Administrative Assistant	10	\$ 7,532	1
Assistant Project Delivery Manager	18	\$ 11,128	2
Associate Project Delivery Manager	20	\$ 12,268	0
Associate Transportation Planner	18	\$ 11,128	1
Deputy Executive Director	31	\$ 20,982	0
Director of Finance & Administration/ CFO	30	\$ 19,984	1
Director of Planning	29	\$ 19,032	1
Director of Programming & Legislation	29	\$ 19,032	1
Director of Project Delivery	30	\$ 19,984	1
Executive Assistant- Clerk of the Board	16	\$ 10,093	1
Principal Accountant	21	\$ 12,882	0
Principal Project Delivery Manager	26	\$ 16,441	0
Principal Transportation Planner	24	\$ 14,912	0
Public Outreach Coordinator*	18	\$ 11,128	1
Senior Accountant	18	\$ 11,128	1
Senior Project Delivery Manager	23	\$ 13,923	1
Senior Transportation Planner	21	\$ 12,882	0
* Incumbent salaries are currently outside range.			
Note: Executive Director salary is negotiated directly by the Board.			<u>1</u>
			14

Appendix: Financial Policies

Transportation Authority of Marin INVESTMENT POLICY

ADOPTED APRIL 26, 2007

REVISED JUNE 22, 2023

I. PURPOSE

This Investment Policy (the Policy) sets forth the investment guidelines for all general, special revenue, trust, agency and enterprise (Invested Funds) of the Transportation Authority of Marin (TAM). The objective of this Policy is to ensure that TAM funds that are not required for the immediate needs of TAM are prudently invested to preserve principal and provide necessary liquidity, while earning a market average rate of return.

The TAM Policy conforms to applicable California Government Code provisions as well as customary standards of prudent investment management. Irrespective of these Policy provisions, should the provisions of the Code be or become more restrictive than those contained herein, such provisions will be considered, immediately incorporated into this Policy, and adhered to.

As of April 2016, the TAM Board authorized staff to invest most of its funds that are not immediately needed in the Investment Trust of California (CalTRUST), a joint powers authority created by California public agencies and sponsored by the California Special Districts' Association, League of California Cities and California State Association of Counties Finance Corporation to provide a convenient method for local agencies to pool their assets for investment. It is intended that this Policy cover all invested funds and investment activities under the direction of the TAM Board and deposited with CalTRUST. TAM investments in CalTRUST are also governed by the CalTRUST Investment Policy, which is consistent with all applicable California Government Code provisions.

II. OBJECTIVES

All funds not required for the immediate needs of TAM shall be invested in accordance with the California Government Code and this Policy to ensure:

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

These objectives are to be achieved through the utilization of various investment options provided by CalTRUST, and any Special Purpose Investments authorized by the Board. The combination CalTRUST and the Special Purpose Investments will provide diversification, safety of principal and liquidity for TAM funds.

III. RESPONSIBILITIES

The TAM Board of Commissioners is responsible for establishing this Policy as the governing board of the agency. This Policy shall be reviewed annually by the Board of Commissioners at a public meeting. The Finance and Policy Executive Committee is responsible for reviewing and monitoring the agency's investment activities and report to the full Board.

The management responsibility of the investment program is hereby delegated to the Executive Director and the Chief Financial Officer who shall monitor and review all investments for consistency with this Investment Policy.

The Chief Financial Officer is responsible for the day-to-day management of investments and the preparation of cash flow forecasts for TAM funds. The Chief Financial Officer may also recommend specific individual investments for the Special Purpose Investments, if any, to be approved by the TAM Board of Commissioners.

IV. IMPLEMENTATION

TAM's Board of Commissioners or persons authorized to make investment decisions on behalf of TAM are trustees and fiduciaries subject to the Prudent Investor Standard.

The standard of prudence to be used by investment officials shall be the "prudent person" standard as defined in the Code below and shall be applied in the context of managing an overall portfolio. TAM's investment professionals acting in accordance with written procedures and the Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control developments.

The Prudent Person Standard: When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency.

Invested Funds are idle or surplus funds of TAM including all segregated funds. The Cash Flow Horizon is the time period in which the TAM cash flow can be reasonably forecast. This Policy establishes the Cash Flow Horizon for TAM idle or surplus funds to be at least five (5) years. The TAM Cash Flow Horizon must be updated annually.

With the authorization of the TAM Board of Commissioners, after the Chief Financial Officer determines that the cash flow needs of various projects and programs can be met, she/he may invest up to 100% of the unneeded funds in CalTRUST or any approved Special Purpose Investments.

V. Bids & Purchases

Prior to the purchase of an investment pursuant to this Policy the persons authorized to make investments shall assess the market and market prices using information obtained from available sources including investment services, broker/dealers, and the media. When evaluating various investments, preservation of capital shall be considered as the most important factor, liquidity as the second most important factor and lastly, yield. Investments in commercial paper, bankers acceptances and certificates of deposit for each issuer shall be

limited to five percent (5%) of Treasury assets, determined using the Treasury balance at the time of purchase, except that investments in overnight commercial paper shall be limited to seven percent (7%) of Treasury assets for any one issuer. The investment selected for purchase shall be that investment which in the opinion of the purchaser most clearly meets these objectives. All security transactions shall be documented at the time the transaction is consummated.

VI. Term

The maximum remaining term to maturity for an investment shall be two (2) years; except that, subject to the limitations set forth in the California Government Code, the Chief Financial Officer may authorize investments in U.S. Treasury obligations and/or U.S. Agency obligations with a maximum remaining term to maturity that shall not exceed five (5) years.

TAM may decide to make specific investments in a Special Purpose Investment. No Special Purpose Investment shall have a remaining maturity in excess of five (5) years. The weighted average maturity of the Special Purpose Investment separate account portfolio may not exceed three (3) years. Maturity shall mean the nominal maturity of the security, or the unconditional optional redemption date, if the security contains such provision. Term or tenure shall mean the remaining time to maturity when purchased.

VII. Allowed Investments

Pursuant to California Government Code the Chief Financial Officer may invest in the following subject to the limitations as set forth:

- (a) United States Treasury obligations.
- (b) United States Agency obligations.
- (c) Securities of U.S. Government Agencies & Instrumentalities
- (d) State of California Bonds and Registered Warrants, or any other state
- (e) Bonds, Notes, Warrants or other evidence of indebtedness of a local agency within the State of California.
- (f) Bankers acceptances not to exceed one hundred eighty (180) days to maturity or at the time of purchase thirty percent (30%) of the treasury fund balance.
- (g) Commercial paper of "prime" quality of the highest letter and numerical rating as provided for a nationally recognized statistical-rating organization ("NRSRO"), to be chosen from among corporations organized and operating within the United States with assets in excess of \$500,000,000.00 and having an "A" or higher rating for the issuer's debt, other than commercial paper, as provided for a NRSRO. Purchases of eligible commercial paper may not exceed two hundred seventy (270) days in maturity and may not exceed twenty-five percent (25%) of the treasury fund balance.
- (h) Negotiable certificates of deposit issued by a nationally or state-chartered bank, a state or federal association or by a state-licensed branch of a foreign bank selected on the basis of financial stability and credit rating criteria employed by the Chief Financial Officer. Negotiable certificates of deposit may not exceed thirty percent (30%) of the treasury fund balance.

- (i) Non-negotiable certificates of deposit (Time Deposits) with a nationally or state-chartered bank or a state or federal association selected on the basis of financial stability, credit rating and reputation using criteria employed by the Chief Financial Officer, fully collateralized at one hundred ten percent (110%) of market value with U.S. Government Securities, high-grade Municipal Bonds, instruments of federal agencies, including mortgage backed securities at one hundred fifty percent (150%) of market value with promissory notes secured by first deeds of trust upon improved residential real property as provided by the Government Code.
- (j) Medium-term Notes rated "A" or better, to be chosen from among corporations with assets in excess of \$500,000,000.00 with a maturity not to exceed two years from the date of purchase. Purchase of eligible medium-term notes may not exceed thirty percent (30%) of the treasury fund balance.
- (k) Shares of beneficial interest issued by diversified management companies that are money market funds investing in securities and obligations as authorized by this investment policy. To be eligible for investment these companies shall attain the highest ranking or the highest letter and numerical rating provided by no less than two nationally recognized statistical rating organizations and have assets under management in excess of \$500,000,000.00. The purchase price may not include any commissions that these companies may charge, and the purchase of shares in any one money market fund may not exceed ten percent (10%) of the treasury balance and the total invested may not exceed twenty percent (20%) of the treasury balance.
- (m) Repurchase agreements on any investment authorized by this investment policy where the term of the agreement does not exceed one year. The market value of securities that underlay a repurchase agreement shall be valued at one hundred two percent (102%) or greater of the funds borrowed against those securities, and the value shall be adjusted daily. The Executive Director or designee must approve any collateral substitution by the seller, and any new collateral should be reasonably identical to the original collateral in terms of maturity, yield, quality and liquidity.
- (n) California State Local Agency Investment Pool (LAIF) operated by the State Treasurer's office.
- (o) Shares of beneficial interest issued by the Investment Trust of California (CalTRUST), a joint powers authority established pursuant to California Government Code Section 6509.7, and eligible for local agency investment pursuant to California Government Code Section 53601 (p).
- (p) Securities issued by or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank (Supranationals), with a maximum remaining maturity of five years or less, and eligible for purchase and sale with the US, as authorized for local agency investment pursuant to California Government Code Section 53601(q). Purchase of eligible supranational securities shall not exceed thirty percent (30%) of the treasury fund balance.

Where a percentage limitation is specified for a particular category of investments, that percentage is applicable only at the time of purchase.

VIII. WITHDRAWALS

Requests for redemptions from the CalTRUST funds shall be made in accordance with the provisions established by the CalTRUST Board of Trustees in the CalTRUST Information Statement. Such redemptions shall be made through the CalTRUST web portal or through the submission of a Cash Transaction Notice provided by CalTRUST. The present liquidity schedule for the CalTRUST funds is as follows:

- a) For the CalTRUST Government Money Market Fund, same-day liquidity provided notice is received prior to 1:00 pm Pacific Time any business day;
- b) For the CalTRUST Prime Money Market Fund (currently the Liquid Environmentally Aware Fund), same-day liquidity provided notice is received prior to 11:00 am Pacific Time any business day;
- c) For the CalTRUST Liquidity Fund, same-day liquidity provided notice is received prior to 12:00 pm Pacific Time any business day;
- d) For the CalTRUST Short-Term Fund, same-day liquidity provided notice is received prior to 9:30 am Pacific Time any business day; and
- e) For the CalTRUST Medium-Term Fund, two-day liquidity provided notice is received prior to 9:30 am Pacific Time any business day.

IX. LOSSES

Losses are acceptable on a sale before maturity, and may be taken if the reinvestment proceeds will earn an income flow with a present value higher than the present value of the income flow that would have been generated by the original investment, considering any investment loss or foregoing interest on the original investment.

X. DELIVERY & SAFEKEEPING

The CalTRUST third-party custodian shall hold all shares purchased through the CalTRUST program.

For securities purchased through a Special Purpose Investment, delivery of all securities shall be through a third party custodian. Non-negotiable certificates of deposit may be held in the TAM's safe. No security shall be held in safekeeping by the broker/dealer from whom it was purchased. Settlement payment in a securities transaction will be against delivery only, and a Due Bill or other substitution will not be acceptable. Persons authorized under Section Three (3) who did not originate the investment transaction shall review all confirmations for conformity with the original transaction. Confirmations resulting from securities purchased under a repurchase agreement shall state the exact and complete nomenclature of the underlying securities purchased.

XI. APPORTIONMENT OF INTEREST

Net interest income for each of the CalTRUST Funds is declared as a dividend at the close of business each business day (net interest income for Saturdays, Sundays, and holidays are declared on the next business day). Dividend income for each investor in the CalTRUST funds accrues on a daily basis and posts to investor accounts on the first business day of each subsequent month.

XII. CONFLICT OF INTEREST

A Commissioner of the TAM Board, the Executive Director and the Chief Financial Officer shall not accept honoraria, gifts, and/or gratuities, which are in violation of state law, from advisors, brokers, dealers, bankers, or other persons with whom TAM conducts business.

XIII. REPORTS

The Chief Financial Officer shall prepare a quarterly investment report to the TAM Board of Commissioners. The quarterly report shall be submitted within 30 days following the end of the quarter with the exception of the year-end report, which will be presented as part of the Annual Comprehensive Financial Report (ACFR).

XIV. REVIEW OF INVESTMENT POLICY

TAM's investment policy shall be adopted by a resolution of the TAM Board of Commissioners. This policy shall be reviewed annually by staff and any modifications to this policy must be approved by the TAM Board at a regular meeting.

Transportation Authority of Marin DEBT POLICY

1. Introduction and Objective

The purpose of this Policy is to organize and formalize debt issuance-related policies and procedures for the Transportation Authority of Marin (TAM) and to establish a systematic debt policy. The debt policy and practices of TAM are, in every case, subject to and limited by applicable provisions of state and federal law and to prudent debt management principles.

The primary objectives of TAM's debt and financing related activities are to

- Maintain cost-effective access to the capital markets through prudent yet flexible policies;
- Manage debt principal and debt service payments through effective planning and project cash management in coordination with Authority project sponsors; and
- Achieve the highest practical credit ratings.

2. Scope and Delegation of Authority

This Debt Policy shall govern, except as otherwise covered by TAM's Investment Policy, the issuance and management of all debt funded through the capital markets, including the selection and management of related financial and advisory services and products.

The Debt Policy shall be reviewed and updated at least annually and presented to the Board for approval if any update is necessary. The Executive Director and the Chief Financial Officer are the designated administrators of the Debt Policy. The Chief Financial Officer shall have the day-to-day responsibility and authority for structuring, implementing and managing the debt and finance program in accordance with the Board authorized programs. The Debt Policy requires that the Board specifically authorize each debt financing. Each financing shall be presented to the Board in the context of and consistent with the TAM Strategic Plan and the Annual Budget.

While adherence to this Policy is required in applicable circumstances, TAM recognizes that changes in the capital markets, agency programs and other unforeseen circumstances may from time to time produce situations that are not covered by the Policy and require modifications or exceptions to achieve policy goals. In these cases, management flexibility is appropriate, provided specific authorization from the Board is obtained.

3. Ethics and Conflicts of Interest

Officers and employees of TAM involved in the debt management program will not engage in any personal business activities or investments that would conflict with proper and lawful execution of the debt management program, or which could impair their ability to make impartial decisions.

4. Strategic Plan Integration

TAM's long-range Strategic Plan (Strategic Plan), which programs the Measure A Sales Tax revenues, shall be used in combination with TAM's Debt Policy to ensure proper allocation and financing of Measure A eligible projects. The Strategic Plan sets priorities and strategies for allocating Measure A funds under its guiding principles, while the Debt Policy provides policy direction and limitations for proposed financing. Debt issuance for capital projects shall not be recommended for Board approval unless such issuance has been incorporated into the Strategic Plan.

5. Standards for Use of Debt Financing

TAM's debt management program will promote debt issuance only in those cases where public policy and economic efficiency favor debt over cash (pay-as-you-go) financing.

Credit Quality- Credit quality is an overriding consideration. All TAM's future debt management activities will be conducted in a manner conducive to receiving the highest credit ratings possible consistent with TAM's debt management objectives.

Long-Term Capital Projects- Debt should be used to provide funding for long-term capital projects. The debt repayment period should relate to the expected useful life for the facilities or equipment being financed, and should, as a general matter, be concurrent with the stream of benefits from these facilities. When TAM finances capital projects by issuing bonds, the debt repayment period should not exceed 120% of the useful life of the project being financed or the term of the current sales tax Expenditure Plan. Long-term debt financing shall not be used to fund operating costs.

Debt Financing Mechanism- TAM will evaluate the use of financial alternatives available including, but not limited to, long-term debt, short-term debt, commercial paper, sales tax revenue and grant anticipation notes, and inter-fund borrowing. TAM will utilize the most cost advantageous financing alternative consistent with limiting TAM's risk exposure and appropriate to the cash flow needs of the project.

6. Financing Criteria

New Money Financing- New money issues are financings that generate funding for capital projects. Eligible capital projects for allocation of Authority funds include the acquisition, construction or major rehabilitation of capital assets. The funding requirements are outlined in the Annual Budget and the Strategic Plan, which are consistent with the Measure A Transportation Sales Tax Expenditure Plan.

Refunding Financing- Refunding bonds are issued to retire all or a portion of an outstanding bond issue or other debt. Refunding issuances can be used to achieve present-value savings on debt service, to moderate interest rate risk, or to restructure the payment schedule, type of debt instrument used, or covenants of existing debt. TAM shall analyze each refunding issue on a present-value basis to identify economic effects before approval.

Types of Debt- When TAM determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

- **Long-Term Debt-** TAM may issue long-term debt (e.g. revenue bonds or variable rate bonds) when funding allocations cannot be financed from current revenues. The proceeds derived from long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be structured such that the

obligations do not exceed 120% of the expected average useful life of the project(s) financed or the sunset date of the current sales tax Expenditure Plan.

- **Short-Term Debt-** Short-term borrowing may be utilized for the temporary funding of anticipated revenues, where anticipated revenues are defined as an assured revenue source with the anticipated amount based on conservative estimates. TAM will determine and utilize the least costly method for short-term borrowing.
- **Variable Rate Debt-** To maintain a predictable debt service burden, TAM may give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is floating or variable rate debt. It may be appropriate to issue short-term or long-term variable rate debt to diversify TAM's debt portfolio, reduce interest costs, provide interim funding for capital projects and improve the match of assets to liabilities. Variable rate debt typically has a lower initial cost of borrowing than fixed rate financing and shorter maturities. Under no circumstances will TAM issue variable rate debt solely for the purpose of earning arbitrage.
- **Financial Derivative Products-** Financial Derivative Products will be considered appropriate in the issuance or management of debt only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces the risk of fluctuations in expense or revenue, or alternatively where the derivative product will reduce total project cost.

7. Terms and Conditions of Bonds

TAM shall establish all terms and conditions relating to the issuance of bonds, based on prevailing condition of the market, and may direct the trustee to administer and invest all bond proceeds. Unless otherwise authorized by TAM, the following shall serve as bond requirements:

Maturity of Debt- The maturity of the debt shall be equal to or less than 120% of the expected average useful life of the assets being financed, and in no event should exceed the period of time until sunset of the current Measure A sales tax.

Debt Service Structure- TAM shall determine, with the assistance of its financing team, all terms and conditions of the debt structure to achieve TAM's financial goals in keeping with current market conditions.

Lien Levels- Senior and Junior Liens for each revenue source will be utilized in a manner that will maximize the most critical constraint, typically either cost or capacity, thus allowing for the most beneficial use of the revenue source securing the bonds.

Capitalized Interest- Unless required by the market, rating agencies, or credit enhancers (if utilized), capitalized interest will not be employed. This avoids unnecessarily increasing the bond size.

Discount and Premium Bonds- While discount and deep discount bonds may slightly reduce the interest cost of the bonds below that of non-discount bonds, the amount of discount will be structured to minimize the negative impact of discounting on the ability to subsequently refund bonds for interest savings. The impact from use of premium bonds that can be redeemed prior to maturity will be analyzed, as well as the price on these bonds, and thus the amount received, may be proportionally less in comparison to par bonds, or bonds with slight discounts or premiums. The price of redeemable premium bonds will be compared to the yield savings, if any, and consider the higher potential for future refunding savings.

Call Provisions- In general, TAM's securities will include a call feature, which is no later than ten (10) years from the date of delivery of the bonds.

Derivative Products- TAM will consider the use of derivative products only in instances where it has been demonstrated that the derivative product will either provide a hedge that reduces risk of fluctuations in expense or revenue, or alternatively, where the derivative product will reduce the total project cost. If interest rate swaps are considered, TAM shall develop and maintain an Interest Rate Swap Policy governing the use of these derivative products. For derivatives other than interest rate swaps, TAM will undertake an analysis of early termination costs and other conditional terms given certain financing and marketing assumptions. Such analysis will document the risks and benefits associated with the use of a particular derivative product. Derivative products will only be utilized with prior approval from the Board.

Multiple Series- In instances where multiple series of bonds are to be issued, TAM shall make a final determination as to which allocations have the highest priority. Projects chosen for priority financing, based on funding availability and proposed timing, will generally be subject to the earliest or most senior of the bond series.

8. Credit Enhancements

TAM will consider the use of credit enhancement on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when a clearly demonstrable savings can be shown shall enhancement be considered. TAM will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancement.

Bond Insurance- TAM shall purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest expense on insured bonds versus uninsured bonds.

Letters of Credit- TAM shall enter into a letter-of-credit agreement when such an agreement is deemed prudent and advantageous. Only those financial institutions with long-term ratings greater than or equal to that of the Authority, and short-term ratings of not less than VMIG 1/A-1 F1, by Moody's Investor Services, Standard & Poor's and Fitch Rating, respectively, may participate in Authority letter of credit agreements.

9. Methods of Issuance

There are two methods of issuing debt obligations, competitive sale and negotiated sale. In a competitive sale, underwriters submit sealed bids and the underwriter or underwriting syndicate with the lowest True Interest Cost (TIC) is awarded the sale. In a negotiated sale, the underwriter or underwriting syndicate is selected through a Request for Proposal (RFP) process. The interest rate and underwriter's fee are negotiated prior to the sale, based on market conditions. TAM will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation. When determining whether to use a competitive or negotiated sale, the following criteria shall be used.

Issuer Characteristics

Market Familiarity- A frequent issuer can generally sell most issues through a competitive sale since investors and underwriters are familiar with its credit quality. A successful sale does not require as much pre-marketing from frequent issuers. A negotiated sale may be appropriate if extensive pre-marketing to investors is advantageous.

Credit Strength- The higher the credit quality of the issuer, the less likely the need for a negotiated sale due to the demand for high quality municipal bonds. Strong issuers fare well in competitive bidding compared to issuers with credit ratings below "A."

Policy Goals- The competitive sale does not provide the issuer influence over choosing the underwriting syndicate. If the issuer finds that influencing the composition of the syndicate and the distribution of bonds are worthwhile policy objectives for a particular financing, then the issuer may have a negotiated sale. If the issuer chooses a negotiated sale for this policy reason, the issuer should then clearly specify the rationale and criteria for the selection of the underwriters to avoid the appearance of favoritism.

Financing Characteristics

- a) **Type of Debt Instrument.** The market responds well to familiar debt instruments and is often leery of innovations. New types of instruments may require an education process that is more conducive to the negotiated sale. Thus, as the market becomes more familiar with the issuer's debt instrument, the need to educate the market diminishes.
- b) **Issue Size.** The bond size influences both investor interest and the market's ability to absorb the bonds. In general, if the bond amount is too small or too large, then the issuer should consider a negotiated sale. A small bond sale may not attract market attention without a sales effort while a large sale may be difficult for the market to absorb without the presale activity offered by the negotiated sale process.

Market Conditions. When the market has interest rate stability, flexibility in the timing of the sale is not critical. However, the timing of the sale is critical when there is a volatile market. If this is the case, then a negotiated sale could be more appropriate.

Story Bonds. When bonds are unique or have a "story" associated with them, then the pre-marketing process is essential. These bonds require additional explanation and are called "story" bonds because to develop sufficient market interest, the issuer has to "tell a story" and explain why the bonds are a solid investment

10. Investment of Bond Proceeds

Purchase and Sale of Investments- TAM shall competitively bid the purchase of securities, investment agreements, float contracts, forward purchase contracts and any other investment products used to invest bond proceeds. Compliance shall be maintained with all applicable Federal, State, and contractual restrictions regarding the use and investment of bond proceeds.

Collateralized or Uncollateralized Investment Contracts- The investment agreement provider should hold an AA+ or above rating. Should the provider experience a downgrade, it will be at TAM's discretion to require the investment agreement provider to collateralize the investment contracts.

Disclosure- It shall be that all fees resulting from investment services or sale of products be fully disclosed to ensure that there are no conflicts of interest and investments are being purchased at a fair market price. Underwriters of the bonds, but not the financial or investment advisor, may bid on the sale of investment products for the proceeds. The financial or investment advisor shall document the bidding process and results and shall certify in writing that a competitive and fair market price was received.

11. Market Relationships

Rating Agencies and Investors- The Executive Director and the Chief Financial Officer shall be responsible for maintaining TAM's relationships with Moody's Investors Service, Standard & Poor's and Fitch Ratings. TAM may, from time-to-time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the Executive Director and the Chief Financial Officer shall communicate with the analysts of each rating agency providing an underlying rating at least annually, and prior to each competitive or negotiated sale.

Authority Communication- As a means of providing feedback from rating agencies and/or investors regarding TAM's financial strengths and weaknesses as perceived by the marketplace, information will be provided to the TAM Board as material information develops.

12. Continuing Disclosure

After entering into a Continuing Disclosure undertaking, TAM shall remain in compliance with Rule 15c2-12, by filing its annual financial statements and other financial and operating data for the benefit of its bondholders within 270 days of the close of the fiscal year.

13. Financing Team

TAM shall select its primary financing team members by competitive qualifications-based process through Request for Proposals. The Executive Director will make recommendations for all financing team members, with the Board providing final approval.

Financial Advisor- TAM shall utilize a financial advisor to assist in its debt issuance and administration processes. Selection of TAM's financial advisor(s) shall be based on, but not limited to, the following criteria:

- a. Experience in providing financial services to complex issuers
- b. Knowledge and experience in structuring and analyzing complex issues
- c. Experience and reputation of assigned personnel
- d. Fees and expenses
- e. Advice, assistance and preparation for presentations with rating agencies and investors
- f. Assisting in preparation of official statements

Financial advisory services provided to TAM shall include, but not be limited to the following:

- g. Evaluating risks and opportunities associated with debt issuance
- h. Monitoring marketing opportunities
- i. Evaluating proposals submitted to TAM by investment banking firms
- j. Reviewing the structure and pricing of bond insurance
- k. Assisting in the preparation of request for proposals for other financial services and investment agreement
- l. Reviewing presentation and materials for rating agencies, investor, and issuer
- m. Assisting in the preparation of official statements

TAM also expects its financial advisor to provide TAM with objective advice and analysis, maintain the confidentiality of Authority financial plans, and be free from any conflicts of interest.

Bond Counsel- Authority debt will include a written opinion by legal counsel affirming that TAM is authorized to issue the proposed debt, that TAM has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's

federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by nationally-recognized counsel with extensive experience in public finance and tax issues. The counsel will be selected by TAM through its request for proposal process.

Disclosure Counsel- When undertaking a competitive bond sale, disclosure counsel may be retained to prepare the official statement if additional independence or expertise is needed. Disclosure counsel will be responsible for ensuring that the official statement complies with all applicable rules regulations and guidelines. Disclosure counsel will be a nationally recognized firm with extensive experience in public finance. The counsel will typically be selected from the pool of bond counsel firms. Most frequently, the disclosure counsel function will be administered by either bond counsel or underwriter. The counsel will be selected by TAM through its request for proposal process.

Underwriter Selection- TAM shall have the right to select a senior manager for a proposed negotiated sale. The criteria shall include but not be limited to the following:

- n. The firm's ability and experience in managing complex transactions
- o. Demonstrated ability to structure debt issues efficiently and effectively
- p. Prior knowledge and experience with TAM
- q. The firm's willingness to risk capital and demonstration of such risk
- r. The firm's ability to sell bonds
- s. Quality and experience of personnel assigned to TAM's engagement
- t. Financing plan presented

Trustee- TAM will choose a trustee for its debt financing (typically a trust department of a commercial bank) based on experience, fees and references in the administration tax exempt bond financings, and the monitoring of compliance with the covenants, terms and conditions as set forth in the trust indenture.

Evaluation of Financing Team Performance- TAM will evaluate each bond sale after its completion to assess the following: costs of issuance, including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, TAM shall provide a description of the investment of the Bond proceeds and a post-sale evaluation on the results of the sale to the Board.

Disclosure by Financing Team Members- All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, under no circumstances will agreements be permitted which could compromise the firm's ability to provide independent advice which is solely in TAM's best interests, or which could reasonably be perceived as a conflict of interest.

Appendix: Acronyms

Transportation Acronyms

Acronym	Full Term
ABAG	Association of Bay Area Governments
ADA	Americans with Disabilities Act
BAAQMD	Bay Area Air Quality Management District
BATA	Bay Area Toll Authority
BART	Bay Area Rapid Transit
BCDC	Bay Conservation and Development Commission
BPAC	Bicycle / Pedestrian Advisory Committee
BRT	Bus Rapid Transit
Caltrans	California Department of Transportation
CEQA	California Environmental Quality Act
CIP	Capital Investment Program
CMA	Congestion Management Agency
CMAQ	Congestion Mitigation and Air Quality
CMFC	Central Marin Ferry Connection
CMP	Congestion Management Program
CO-OP	Cooperative Agreement
CTC	California Transportation Commission
DPW	Department of Public Works
EIR	Environmental Impact Report
EV	Electric Vehicle
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GGT	Golden Gate Transit
GGBHTD	Golden Gate Bridge Highway and Transportation District
HOT Lane	High Occupancy Toll Lane
HOV Lane	High Occupancy Vehicle Lane

Transportation Acronyms

Acronym	Full Term
ITIP	Interregional Transportation Improvement Program
ITS	Intelligent Transportation Systems
LOS	Level of Service
MCBC	Marin County Bicycle Coalition
MPO	Metropolitan Planning Organization
MPWA	Marin Public Works Association
MT	Marin Transit
MTC	Metropolitan Transportation Commission
MTS	Metropolitan Transportation System
Neg Dec	Negative Declaration
NEPA	National Environmental Policy Act
NOP	Notice of Preparation
NTPP	Non-motorized Transportation Pilot Program
OBAG	One Bay Area Grant
PAED	Project Approval and Environmental Document
PCA	Priority Conservation Area
PCI	Pavement Condition Index
PDA	Priority Development Area
PS&E	Plans, Specifications and Engineers Estimate
PSR	Project Study Report
RHNA	Regional Housing Needs Allocation
RM2	Regional Measure 2 (Bridge Toll)
RM3	Regional Measure 3 (Bridge Toll- 2018)
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan
SCS	Sustainable Communities Strategy
SMART	Sonoma Marin Area Rail Transit
SR	State Route
SR2S/SRTS	Safe Routes to Schools

Transportation Acronyms

Acronym	Full Term
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TCM	Transportation Control Measures
TCRP	Transportation Congestion Relief Program
TDA	Transportation Development Act
TDM	Transportation Demand Management
TFCA	Transportation Fund for Clean Air
TIP	Federal Transportation Improvement Program
TMP	Traffic Management Plan
TMS	Transportation Management System
TNC	Transportation Network Company
TOD	Transit-Oriented Development
TOS	Transportation Operations Systems
VMT	Vehicle Miles Traveled
VRF	Vehicle Registration Fee

Appendix: Glossary of Terms

AB 2766 - Motor Vehicle Fee Program: A program that permits air districts to allocate vehicle registration surcharge fees of up to \$4.00, per vehicle, per year to projects that reduce motor vehicle emissions, such as zero-emission vehicles, roundabouts/traffic circles, and trip reduction programs.

Active Transportation Program (ATP): Funding program established in 2013 for projects that increase bicycling and walking. Consolidates several federal and state programs - including the federal Transportation Alternatives program (TAP), Safe Routes to Schools, and Bicycle Transportation Account.

Auxiliary Lane: Freeway lanes linking adjacent interchanges to reduce weaving conflicts between exiting and entering vehicles.

Base Year: Year used in performance analysis as a reference point for current conditions.

Baseline: Future scenario which includes only projects currently underway or programmed funds.

Bikeway: Facility designated for use by bicyclists. There are three types of bicycle facilities.

1. Bike Path or Bike Trail (Class I Bikeway) — Provides a completely separated right-of-way designated for the exclusive use of bicyclists and pedestrians with cross-flows by motorists minimized.
2. Bike Lane (Class II Bikeway) — Provides a striped and/or signed right-of-way for use by bicycles, but with occasional adjacent vehicle parking and cross-flows by pedestrians and motorists permitted.
3. Bike Route (Class III Bikeway) — Highlights direct or scenic routes for bicyclists using signs or permanent markings. Routes may be shared with pedestrians or motorists.

Buffered Bike/Pedestrian Facility: A bicycle or pedestrian facility that has additional space between the motor vehicle travel lane and the bicycle and pedestrian facility. A buffered facility offers a more comfortable biking or walking environment.

California Department of Transportation (Caltrans or CT): State agency which builds and maintains state highways, some state railways, and administers multi-modal transportation programs within the state.

California Environmental Quality Act (CEQA): Legislation which requires private entities, state and local agencies to disclose, consider and mitigate the environmental impacts of various actions.

California Transportation Commission (CTC): A board appointed by the governor and state legislature that sets spending priorities for highways and transit, reviews Regional Transportation Plans (RTPs) and Regional Transportation Improvement Programs (RTIPs) and allocates funds to transportation projects from several funding programs.

Capital Improvements: Physical infrastructure improvements such as pavement, sidewalks, bridges, signals and purchases of equipment, vehicles.

Commute: The trip to/from a regular location, usually work or school.

Complete Streets: Streets designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and bus riders of all ages and abilities are able to safely move along and across a complete street.

Conformity: A demonstration of whether a federally-supported activity is consistent with the Clean Air Act. Transportation conformity applies to plans, programs, and projects approved or funded by the Federal Highway Administration or the Federal Transit Administration.

Congestion Management Agency (CMA): State designated county-level policy body

Congestion Mitigation and Air Quality Improvement Program (CMAQ): Federal funding program established specifically for projects and programs that contribute to the attainment of a national ambient air quality standard. Funds distributed to regions based on population, Air Quality maintenance/attainment category and air pollution severity.

Congestion: Congestion is usually defined as travel time or delay in excess of what is normally experienced under free-flow traffic conditions. Congestion is typically accompanied by lower speeds, stop-and-go travel conditions, or queuing.

Constrained (Fiscal Constraint/Financially Constrained): Denotes a funding scenario under which projects, programs, expenditures in a plan or programming document that can be implemented within the constraints of committed, available or reasonably available revenue sources.

Corridor: A major transportation route which can consist of one or more highways, arterial streets, transit lines, rail lines and/or bikeways.

Dedicated Funds: Federal, state or local funds which can be used only for specific purposes or by specific agencies.

Department of Transportation (DOT): At the federal level, the cabinet agency headed by the Secretary of Transportation is responsible for highways, transit, aviation, and ports. The DOT includes the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Federal Aviation Administration (FAA), and other agencies. The state DOT is Caltrans.

Environmental Document (ED): The draft or final Environmental Impact Statement or Environmental Impact Report, Finding of No Significant Impact, Environmental Assessment or Negative Declaration.

Environmental Impact Report (EIR): An assessment of the environmental effects and mitigations for a proposal or decision which, under the California Environmental Quality Act (CEQA), has been determined may significantly impact the environment.

Environmental Impact Statement (EIS): Document that details any adverse economic, social and environmental effects of a proposed transportation project prepared pursuant to the National Environmental Policy ACT (NEPA), roughly analogous to an EIR under CEQA.

EPA - Environmental Protection Agency: Federal agency established to develop and enforce regulations that implement environmental laws enacted by Congress to protect human health and safeguard the natural environment.

Fiscal Year (FY): The 12-month period established for budgeting purposes. The fiscal year for state and most local governments in California begins July 1 and ends June 30. The federal fiscal year begins October 1 and ends September 30.

Highway Safety Improvement Program (HSIP): Formerly the Hazard Elimination and Safety Program (HES). Federal funding program administered by Caltrans for improving safety.

Highway: A general term which includes roads, streets, and parkways and all their appurtenances. In this document "highway" typically refers only to roads on the State Route System however (e.g. Highway 37).

Local Streets: Streets that provide direct access to adjacent residential areas, on which traffic is generally discouraged.

Low Emission Vehicles: Vehicles using alternative fuel sources which emit little or no tailpipe exhaust, e.g., electric, hybrid electric, and fuel cell.

Mass Transit: A common carrier service provided for transporting passengers on established routes, with fixed schedules, published rates of fares. Includes buses and rail.

Mitigation: Project or program intended to offset impacts of a transportation project on an existing natural resource such as a stream, wetland, and/or endangered species.

Mitigation Banking: The preservation, enhancement, restoration or creation of a wetland, stream, or habitat conservation area which offsets, or compensates for, expected adverse impacts to similar nearby ecosystems.

Mixed Flow Lane: Travel lanes shared by autos, trucks, buses, and motorcycles (as compared to restricted lanes, such as HOV lanes).

Mode: Method of travel, e.g., private automobile, walking, bicycle, transit, airplane, bus, train.

Network: A planned recreation, transportation and interpretive pathway that links existing and new trail segments into a continuous trail.

Multi-modal: Using or addressing more than one transportation mode.

Obligate: The act of securing a commitment from Federal or State government (e.g. FHWA or Caltrans) to pay or reimburse entities for a project's eligible costs. Many funding programs require a project sponsor to obligate funds in a timely manner or lose the funds.

Right-of-Way (ROW): The area of property owned by a public or private entity used for transportation purposes.

Safe Routes to Transit: Strategies to address the challenges of getting to and from a transit stop or station. These include sidewalks and curb cuts to bus stops, pedestrian crosswalks near transit stations, bicycle lanes that connect to transit and bike parking at transit stations, feeder-distributor bus/shuttle routes, car sharing/station cars, and ridesharing.

Surface Transportation Program (STP): Federal flexible funding program that may be used by states and localities for projects on any federal aid highway (includes road, bike, pedestrian, highway), bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.

Transit: Travel by bus, rail, or other vehicle, either publicly or privately owned, that provides general or specialized service on a regular or continuing basis.

Transit Dependent: An individual who because of age, income, physical/mental condition, geographic location, or personal choice, does not have a private vehicle available and relies on transit for his/her transportation needs.

Vehicle Miles Traveled (VMT): The term used for the total number of miles traveled by motor vehicles within a specified region during a particular time period.

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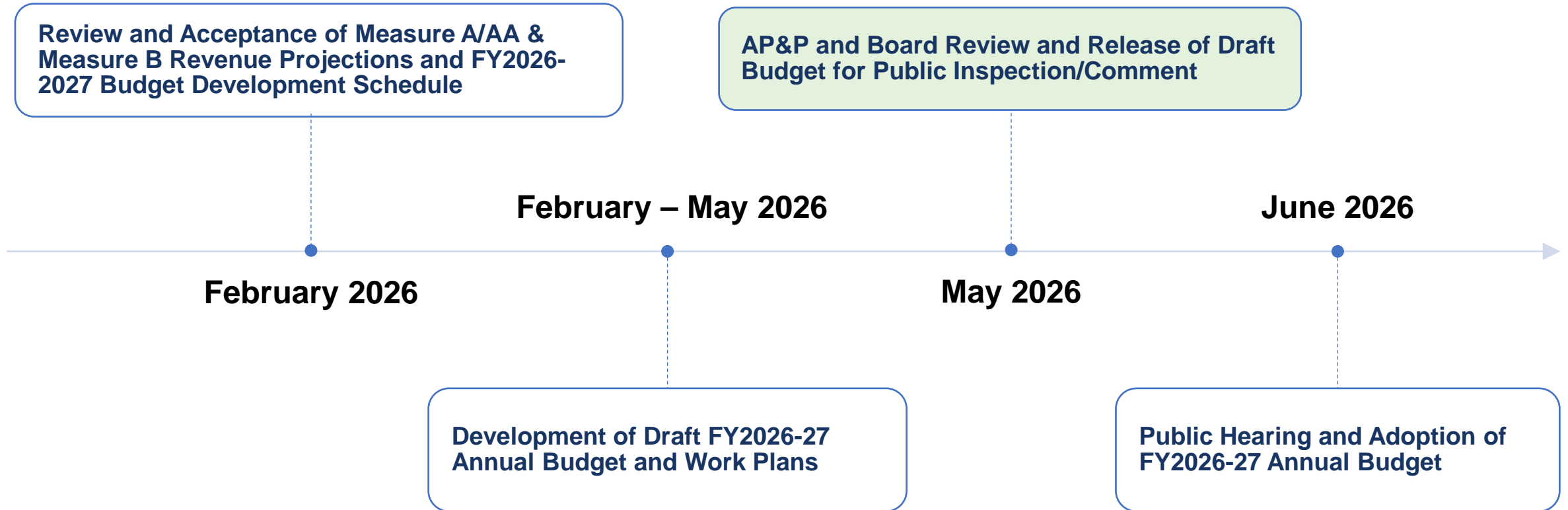


Review of Proposed TAM FY2026-27 Annual Budget

Transportation Authority of Marin
Community Oversight Committee

May 18, 2026

FY2026-27 Budget Timeline and Process

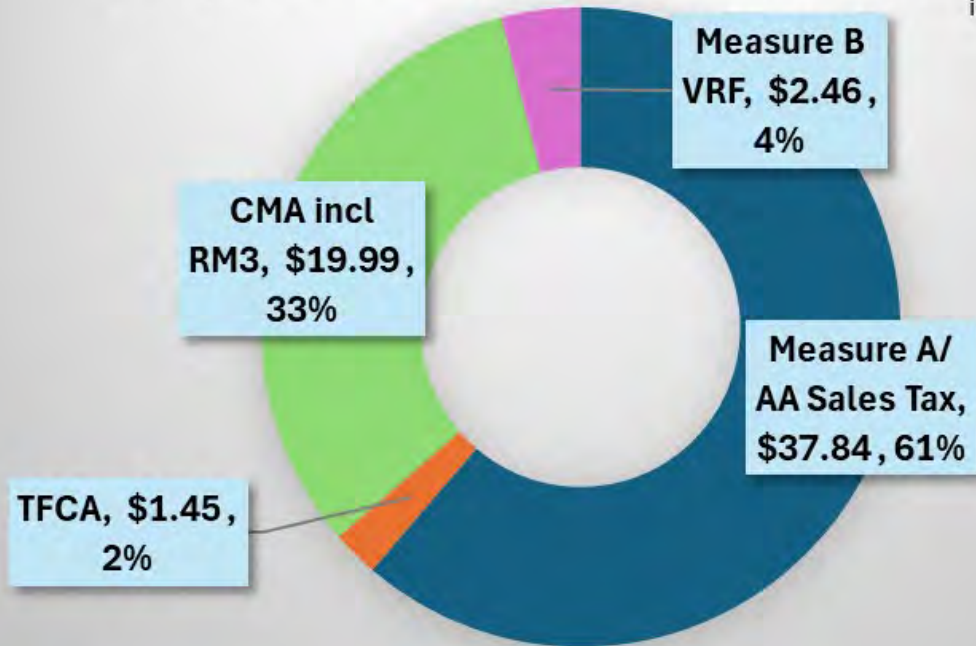


Total Revenues and Expenditures by Fund for FY2026-27

- Revenue: \$61.74 million, Expenditure: \$72.63 million, expected year-end fund balance: \$34.93 million.
- When budgeted expenditure exceeds revenue, it means that TAM and its partner agencies are planning to use prior year accumulated fund balances to deliver projects and programs in that particular year.

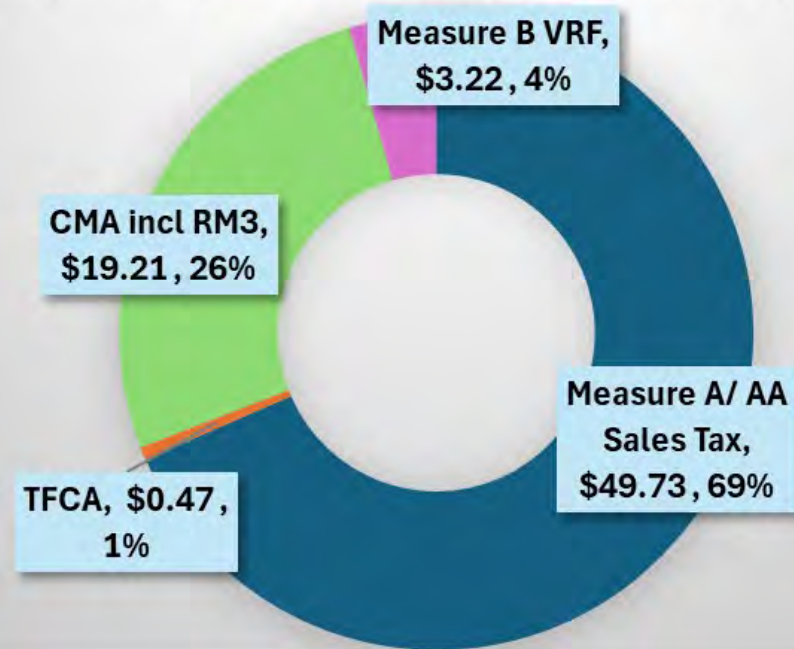
Proposed FY2026-27 Revenues by Fund

in millions

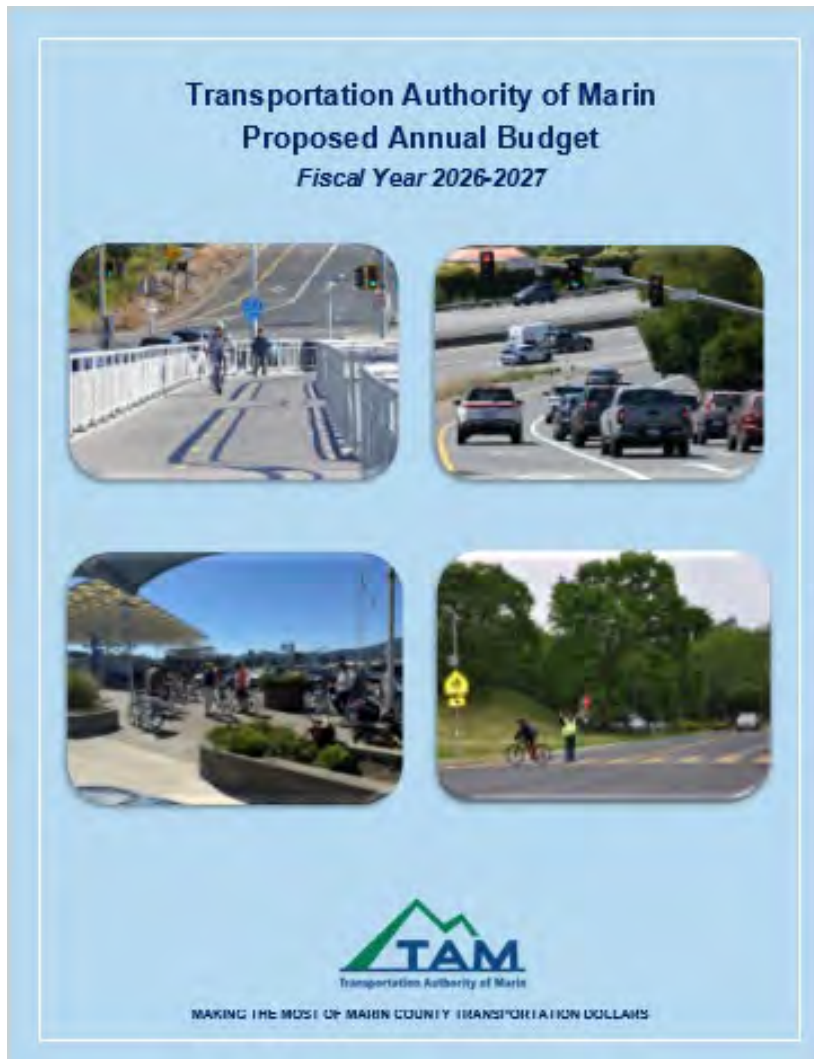


Proposed FY2026-27 Expenditures by Fund

in millions



Highlights of the FY2026-27 Budget



Work plans focus for the upcoming year



Economic and revenue uncertainties



CTP & Amended AA Expenditure Plan Implementation

Work Plan Highlights

Deliver Measure A/AA & Measure B Expenditure Plans

- Advance major capital projects, programs, and planning
- Support local efforts – transit, local roads, active transportation

Monitor shifting federal priorities, funding, and requirements

Administrative Updates

- Website upgrade, procurement policies, AI policy

Future Plans

- Deliver on current grants
- Support multi-agency collaborations
- Develop project pipeline and pursue new funding opportunities

Implementation of CTP & Amended Measure AA

CTP Implementation Strategies Funded

Measure A/AA and Measure B Funds

- Fix-it-first: allocations for local street & road maintenance and transit operations & capital funding
- Safety: Safe routes to schools and crossing guard programs
- Alternative commutes/emission reductions: Marin Commutes & the Alternative Fuels/Electric Vehicle programs
- Resilience: Sea Level Rise plans and project concepts
- Regional connectivity capital projects: Interchanges, 101/580, completion/closeout of Marin-Sonoma Narrows
- New initiatives: Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan & Reimagined Roadways program

Federal and State Grants

- Modernization/innovation: countywide traffic signal study, Part time transit lane
- Safety: school access safety action plan
- Accessible and walkable communities: Mobility hubs plan, VMT toolkit

Measure AA Expenditure Plan Amendments

- Implementing new percentages for Category 1.3 (Local Interchanges), Category 2.1 (Local Transportation Infrastructure), Category 2.4 (Innovative Technology), new Category 2.4R (Reimagined Roadway), and Category 3.2 (Crossing Guard Program).

Economic & Revenue Outlook

Sales tax revenues are tracking slightly above expectations

- Marin remains relatively stable despite broader economic uncertainty

Revenue trends continue to be steady

- Vehicle Registration Fee revenue remains flat to slightly up

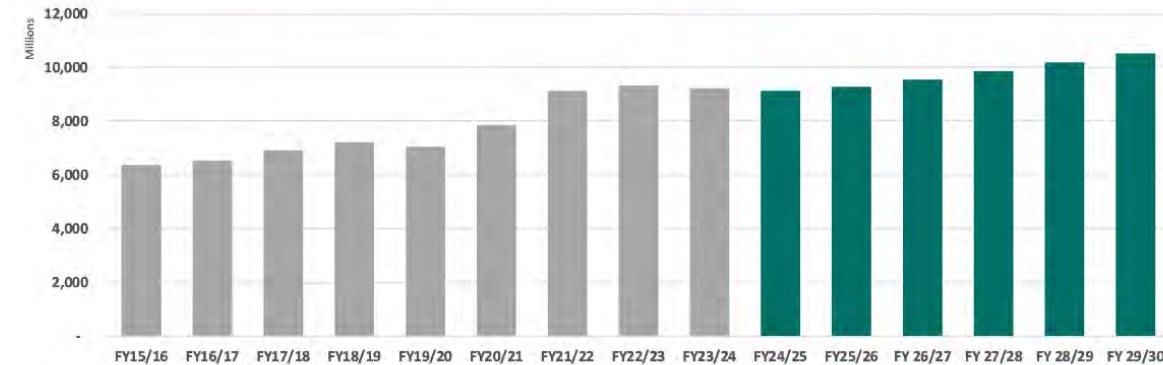
City/County fee structure remains on long-term CPI schedule

- FY2026-27 fee: \$624,342
- Allocated by population and lane miles

Sales Tax Forecast

HdL Statewide Trend – Annual Outlook

% Change YoY	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
	5.7%	4.4%	-2.4%	11.6%	16.1%	2.2%	-1.1%	-1.0%	1.6%	2.9%	3.2%	3.4%	3.3%



by Young

HdL Companies

Regional, State & Federal Funding

Continue to implement MTC, State, and Federal grants awarded:

- MTC/FTA Part Time Transit Lanes: \$1.1M
- MTC Mobility Hubs Planning: \$400,000
- MTC IDEA grant for countywide traffic signal study: \$500,000
- Caltrans Planning Grant for development of a Countywide Vehicle Miles Travelled Mitigation Toolkit: \$ 500,000
- IJJA/SS4A School Access Safety Action Plan: \$544,000
- FHWA Reconnecting Communities: \$2M to assist with project development/community engagement for 101/580 project

OBAG 4 Cycle awards expected in FY2026-27

Continue to monitor federal funding policy and regulatory changes

Proposed FY2026-27 Compensation & Staffing

Board approved COLA policy:

Annual COLA ties to Consumer Price Index (CPI) for the San Francisco Bay Area but capped at the sales tax revenue growth rate and no COLA adjustment during the years the sales tax revenues decrease.

Recommend 1.7% COLA

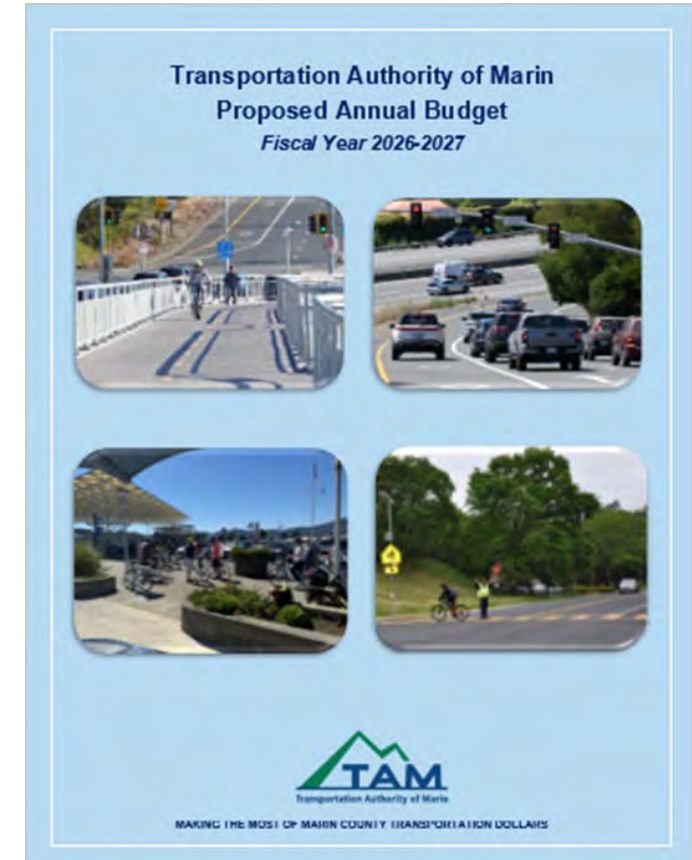
- CPI is 3.1%
- FY24-25 sales tax growth was 1.7%; FY25-26 revenues are expected to exceed that level

Update salary schedule to reflect agency needs and market conditions

- Add Principal Accountant classification at Range 21
- Move Associate Project Delivery Manager from Range 20 to Range 21

Action Needed & Next Steps

- AP&P Executive Committee reviewed and provided comments, and recommended the TAM Board release the Proposed FY2026-27 Budget for public comment period at its May 28 Board meeting
- Post on TAM's website for 30-day public inspection
- COC, MMA, and other partner review and input
- Full budget presentation with revenue, expenditure and work plan review at the June 25 TAM Board meeting
- Conduct Public Hearing and adopt Budget at the June 25 meeting



Questions?



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DATE: May 18, 2026

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
David Chan, Director of Programming and Legislation

SUBJECT: Review the Draft 2026 Measure AA Strategic Plan (Discussion), Agenda Item No. 7

RECOMMENDATION

This is a discussion item.

BACKGROUND

On November 6, 2018, Marin voters approved Measure AA by 76.7% to renew and extend the original Measure A Transportation Sales Tax. The Measure AA Expenditure Plan includes directions to fund Marin's core transportation needs, including local street and road maintenance, Safe Routes to Schools programs, transit service, and highway and interchange improvements.

In Measure AA, a policy was included for TAM to review the Expenditure Plan every six years on the rationale that four reviews can be conducted before expiration. Staff began the process for the first Measure AA Expenditure Plan Review in the fall of 2024 and is concluding the amendment process this spring with jurisdiction considerations/approvals following the March 26, 2026 TAM Board approval of the amended Measure AA Expenditure Plan.

Measure AA Strategic Plan

The Measure AA Expenditure Plan (page 30) also directs TAM to prepare the Measure AA Strategic Plan to identify the timing and process of funding allocations for project and program implementation based on project readiness, ability to generate matching or leveraged funds, need for borrowing and other relevant criteria and policies. The Strategic Plan for Measure AA has been in existence since 2019 and updated periodically.

In 2021, the Strategic Plan was developed to combine Measure A and Measure AA funds into a single document since Measure AA was an extension of Measure A, and both measures were collecting the same transportation sales tax revenue stream over a consecutive period with generally the same project/program priorities. It was necessary to monitor and track Measure A funds until all funds were exhausted through allocations.

The 2023 Strategic Plan included residual Measure A funds for transit under Strategy 1. However, the remaining Measure A funds for transit were allocated to Marin Transit in July 2023 for FY23/24 implementation, thereby fulfilling the commitment to exhaust Measure A funds under the 2023 Strategic Plan.

The 2023 Strategic Plan also tracked the Measure A reserve funds that were incrementally released by the TAM Board. The remaining Measure A reserve funds were fully allocated to all strategies of the Measure A Expenditure Plan in July 2024 for FY24/25 implementation.

As anticipated in the 2023 Strategic Plan, tracking Measure A funds in the 2026 Strategic Plan is no longer needed after fulfilling the remaining commitments on Measure A Strategy 1 and Measure A reserve funds. Therefore, the 2026 Strategic Plan under the amended Measure AA Expenditure Plan only includes Measure AA funds.

DISCUSSION

The Strategic Plan outlines how the revenues are distributed to projects and programs, as well as the oversight process. It establishes the timing of allocations and addresses funding priorities. It also reconciles the timing of expected revenues with the schedule for when those revenues are needed in order for sponsors to deliver projects and services. The Strategic Plan also incorporates policies periodically adopted by the TAM Board to guide the continuing implementation of Measure AA funds. In general, the Strategic Plan provides the overall structure for the management of the revenues and guidance to sponsors on requesting, utilizing, and reporting on the spending of the funds allocated.

The Strategic Plan itself does not constitute a final funding commitment. Actual funding commitments to individual projects and programs are secured through allocation requests by eligible designated recipients and TAM Board approvals.

The Strategic Plan contains the following sections:

- Executive Summary
- Background
- Policies Guiding the Plan
- Revenue Forecast
- Programming/Allocation to Projects/Programs
- Implementation Guidelines
- Appendix

The 2026 Strategic Plan is consistent with the adopted amended Measure AA Expenditure Plan. The changes from the previously adopted Strategic Plan in 2023 primarily include updating the language, revenue numbers, and new policies from the adopted amended Measure AA Expenditure Plan. Policies, programming, and implementation guidelines that were not mandated for change by the adopted amended Measure AA Expenditure Plan were primarily retained in the 2026 Strategic Plan.

Below are the notable changes included in the 2026 Strategic Plan:

Amended Measure AA Expenditure Plan

The amended Measure AA Expenditure Plan was adopted by the TAM Board on March 26, 2026. It is required to go to every jurisdiction for consideration. The amended Measure AA Expenditure Plan must be approved by the majority of the jurisdictions representing the majority of the incorporated population, as well as a majority of the Board of Supervisors.

As of May 11, 2026, the following jurisdictions have approved the amended Measure AA Expenditure Plan, satisfying the vote requirement:

- Belvedere
- Corte Madera
- Fairfax
- Larkspur
- Mill Valley
- Novato
- San Anselmo
- San Rafael
- Sausalito
- County of Marin

The amended Measure AA Expenditure Plan becomes effective July 1, 2026 and the 2026 Strategic Plan, upon approval, will effectuate the newly established policies.

Despite receiving the requisite vote, the amended Measure AA Expenditure Plan will continue to be presented to the remaining jurisdictions in the coming weeks to allow all jurisdictions an opportunity to comment on the amendments and process.

The following changes have been incorporated in the 2026 Strategic Plan as shown in the table below to reflect the amended Measure AA Expenditure Plan.

Categories with Changes	2018 EP	2026 EP	Approved Changes in Strategic Plan
Category 1.3 Local Interchanges	3.0%	2.5%	Reduction of 0.5%.
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Funding for new Category 2.4
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	Fold into funding for new Reimagined Roadways.
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from 2.4 plus 4% from Category 2.1.
Category 3.2 Crossing Guard Program	7.0%	7.5%	Add 0.5% from Category 1.3, Revise language to specify number of guards rather than number of sites/locations.
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops.

Measure AA Revenue Forecast

The revenue projection for the 2023 Strategic Plan was prepared on a \$35.68 million (FY2023-24) base year with a 2% annual growth rate, which yields a \$1.3 billion estimated total revenue collection over the 30-year period, compared to \$1.2 billion in the original 2019 Strategic Plan.

Staff have prepared updated financial forecasts for the remaining years of Measure AA as part of the Measure AA Expenditure Plan review to confirm approximate funds available for each category with TAM’s consultant, HdL, Inc. In August 2025, the TAM Board was presented with two scenarios for Measure AA revenue collection for the 30-year period: the optimistic scenario assumes growth between 2.8 and 3.0%, and the pragmatist scenario assumes 0% growth for two years, 1% growth for the three subsequent years, and 2% thereafter, similar to TAM’s recent annual budget documents.

Measure AA Revenue Projections			
	FY18-24	FY25-30	Measure Total
2018 Estimate	151,624,034	198,746,290	1,200,330,289
Actual	168,417,962		
2025 Optimist		221,607,056	1,376,928,205
2025 Pragmatist		207,786,343	1,194,455,529

It was also reported that many uncertainties both globally and nationally are casting a shadow on the economic future. Therefore, these projections are just a snapshot in time. Actual collection may continue to fluctuate due to unforeseen circumstances. Given such tenuous conditions, Marin has been fortunate to benefit from more fiscal stability than many other counties in the state.

Because of this stability, it is likely that Marin's sales tax revenue will not fluctuate greatly in the upcoming years. Over the long term, the strong sales tax drivers, including per capita personal income and the relatively low Marin unemployment rate, are expected to continue to support strong taxable sales growth.

Based on these conditions, the TAM Board in February 2026 adopted Measure AA revenue for FY26/27 at \$36.44 million with a modest growth factor of 1.5% for FY27/28 and 2.0% annually thereafter, resulting in a 30-year revenue collection at \$1.26 billion for the 2026 Strategic Plan, which is coincidentally near the midpoint between the Optimist and Pragmatist projections noted in the above table.

While the 2026 Strategic Plan projection of \$1.26 billion for the 30-year period is less than the projection from the 2023 Strategic Plan, it is still greater than the 2019 Strategic Plan and far greater than projections during the post-pandemic period.

Category 2.1 Local Transportation Infrastructure

Category 2.1 Local Transportation Infrastructure of Measure AA currently provides annual funding in arrears (collect funds before allocating) to jurisdictions. As such, Category 2.1 funds can be distributed upfront before projects commence. However, every other category in Measure AA and Measure B allocate funds are allocated based on projected collection and funds are reimbursed after expenses have been incurred.

Under the 2026 Strategic Plan, Category 2.1 funds will be converted from allocating in arrear to reimbursement-based, making Category 2.1 consistent with the other categories of Measure AA and Measure B. The consistency would help avoid confusion with managing the funds and reduce reporting requirements for recipients, needed for upfront fund distribution. MPWA does not object to the conversion.

In order to reconcile the allocate in arrear and reimbursement processes, already collected funds from FY25/26, and projected to be collected FY26/27 funds will be requested and allocated together, amounting to a "double allocation" of Category 2.1 funds for FY26/27.

In addition to providing consistency with other Measure categories, the shift to a reimbursement-based process could assist local agencies with the transition in category 2.1 and 2.4 funding shifts. The "double allocation" would more than offset the reduction in category 2.1 for FY27, and agencies could use the additional funds in one year or spread them out over several years depending on what best meets their needs.

Language to Allow Future Community Oversight Committee (COC) Membership Change

The current 12-member COC membership structure was originally established in the 2004 Measure A Transportation Sales Tax Expenditure Plan. To accurately represent the voices of the communities in Marin, especially to timely address the needs and voices of Equity Priority Communities (EPCs), the TAM Board has the authority to review and amend the COC membership structure when necessary. This authority is noted in the Strategic Plan.

Measure AA Expenditure Plan Review Schedule

The Measure AA Expenditure Plan must be reviewed periodically to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. Under the amended Measure AA Expenditure Plan, the TAM Board directed the timing of the Measure AA Expenditure Plan review and the Measure B Expenditure Plan review to occur together for one consolidated, concurrent review for efficiency and effectiveness.

The timing of the two review processes will occur concurrently during the second scheduled review for both Measures B and AA in 2032 to 2033 and will establish an eight-year cycle for both thereafter. This would provide four review cycles for Measure AA, including a final one the year before the measure is due to sunset in 2049.

Strategic Plan Update

The Strategic Plan is scheduled for update every other year with 2028 as the next scheduled update. Strategic Plan updates must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The CTP was factored into the development of the amended Measure AA Expenditure Plan, which is also reflected in the development of the 2026 Strategic Plan.

FISCAL CONSIDERATION

There are no immediate fiscal impacts associated with opening a 30-day public comment period on the draft 2026 Strategic Plan. After the 30-day public comment period and after the 2026 Strategic Plan is adopted, Measure AA funds will be made available upon requests from eligible recipients, and the requested amounts will be included in TAM's Annual Budget.

NEXT STEPS

Staff will consider comments received during the public comment period and may recommend appropriate updates to the Draft for Board consideration. Upon adoption by the TAM Board, the 2026 Strategic Plan will be posted on TAM's website and communicated to local agencies and stakeholders. Initial allocation requests of Measure AA funds from the 2026 Strategic Plan will be presented to the TAM Board for adoption in June or July 2026 for Local Infrastructure Projects and Marin Transit's Annual Operations and Capital Request.

ATTACHMENTS

Attachment A – Draft 2026 Measure AA Strategic Plan
Attachment B – PowerPoint Presentation

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2026 Measure AA Sales Tax Strategic Plan

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TAM Board of Commissioners

(June 2026)

Chairperson

San Rafael - Kate Colin

Vice Chairperson

County of Marin - Mary Sackett

Commissioners

Belvedere - Peter Mark

Corte Madera - Rosa Thomas

Fairfax - Lisel Blash

Larkspur - Gabe Paulson

Mill Valley - Urban Carmel

Novato - Kevin Jacobs

Ross - Teri Dowling

San Anselmo - Yoav Schlesinger

Sausalito - Melissa Blaustein

Tiburon - Alice Fredericks

County of Marin - Eric Lucan

County of Marin - Brian Colbert

County of Marin - Dennis Rodoni

County of Marin - Stephanie Moulton-Peters

Community Oversight Committee

(June 2026)

Chairperson

League of Women Voters of Marin - Kevin Hagerty

Vice Chairperson

Major Marin Employers - Peter Pelham

Committee Member/Alternate

Central Marin Planning Area - Jeffrey Olson/Philip Mooney

Northern Marin Planning Area - Charley Vogt/Jessica Deakyne

Ross Valley Planning Area - Paul Roye/Susannah Saunders

Southern Marin Planning Area - vacant/Charlie Vogelheim

West Marin Planning Area - Scott Tye/vacant

Bicyclist & Pedestrian Groups – Dave Rhoads/vacant

Environmental Organizations - Kate Powers/Nancy Okada

Marin County Paratransit Coordinating Council – Allen Bortel/Jane Gould

School Districts - Heather McPhail Sridharan/vacant

Taxpayer Group - vacant/vacant

League of Women Voters of Marin - Susan Clark (Alternate)

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1. EXECUTIVE SUMMARY

The goal of the Measure AA Expenditure Plan approved by Marin County voters in 2018 is to **“Reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.”** In implementing the AA Expenditure Plan, Guiding Principles were adopted in the AA Strategic Plan.

Guiding Principles of the Strategic Plans

The 2021 Strategic Plan was the first time that the Measure A (2004) and Measure AA (2018) ½-cent Transportation Sales Taxes were combined into one document that served as the programming/allocation document for all projects/programs receiving sales tax funding. The 2023 Strategic Plan follows the same format established by the 2021 Strategic Plan. Since all Measure A funds have been exhausted through allocations, tracking Measure A funds in the 2026 Strategic Plan is no longer needed after fulfilling the remaining commitments under the 2023 Strategic Plan. The 2026 Strategic Plan serves as the guide, resource book, and manual for expenditure of the valuable local sales tax dollars that Marin voters entrusted with TAM and are developed under the following guiding principles.

a. Maximize Leveraging of Outside Fund Sources

The ability of local sales tax to serve as an incentive to match outside fund sources is a distinct advantage realized by the passage of the Transportation Sales Tax Measures. The ability to utilize these sources will provide TAM with the flexibility to respond to emerging transportation issues. The active pursuit of these opportunities, whereby sales tax within the framework of the Expenditure Plans can be utilized to bring additional funds to the County, will continue to be a primary focus of TAM.

b. Support Cost-Effective Project Delivery

Local dollars should be actively delivering those projects with the greatest local impact based on measurable performance criteria. Projects or programs that progress towards delivering a public improvement should receive priority funding. Funding commitments should be examined for projects or programs that are not progressing adequately toward delivery, and remedies to promote progress should be actively supported by TAM. All strategies should progress towards measurable improvements.

c. Maximize the Cost-Effective Use of Sales Tax Funds

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

d. Promote a Balanced Use of Funds Throughout the County.

The Expenditure Plan provide the basis for how funds are distributed throughout the County and among various programs/projects. TAM will remain committed to working with program and project sponsors to move all programs/projects forward in an effort to provide a balanced expenditure of sales funds throughout the County, particularly with unencumbered discretionary funds.

e. Promote High Environmental and Conservation Awareness

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

f. Promote Equity

TAM Board discussions in recent years have directed staff to focus on equity in all TAM activities. The 2026 Strategic Plan incorporated the 2017 Vision Plan direction to focus on “providing transportation that is accessible, affordable, and convenient for all residents and workers in Marin County.”

g. Support Community Safety in Wildfire Evacuation Planning

With devastating wildfire events in regular occurrence, TAM will serve as a resource to support local agencies tasked with implementing evacuation plans and capital and operational transportation improvements designed to aid in wildfire evacuation. If opportunities are permissible to include evacuation-related criterion in the project evaluation for Transportation Sales Tax funds, TAM will consider doing so. TAM also encourages funding recipients to coordinate with local emergency response authorities when designing and implementing new infrastructure projects.

Overview of the 2026 Strategic Plan

The 2026 Strategic Plan is a 5-year planning and programming document that also includes important policies. It provides a snapshot of commitment of funds to specific projects and programs for a five-year period. The revenue projections and funding commitments will be updated annually while the Strategic Plan document will be updated every other year. This Executive Summary provides an overview of the entire document.

Section 1-Executive Summary: highlights all the guiding principles for the development of the Strategic Plan and the framework of the 2026 Strategic Plan.

Section 2-Background: provides background information on both the Measure AA Expenditure Plan and implementation to date. Section 2 also discusses the accountability requirements for TAM in managing Measure AA, and the role of the Community Oversight Committee (COC) in providing oversight. Lastly, Section 2 recognizes the accomplishments of Measure AA.

Section 3-Policies Guiding the Plan: outlines the policies that govern the administration of the Measures AA Program, ensuring prudent stewardship of the funds. These policies provide guidance to TAM in managing the funds that are consistent with requirements from the Expenditure Plans, directions from the TAM Board, and from commonly accepted fiduciary practices with sales tax management.

Section 4-Revenue Forecast: provides historic revenue information and assessment of Marin’s sale tax revenue trends, current revenue projections with comparison to past estimates, and also projected revenue available to each eligible Category over the life of the measure.

Section 5-Programming/Allocation to Projects/Programs: provides an overview of the fund programming to date and plans for the near-term future for each category of Measure AA. Project sponsors can find the up-to-date funding commitment information over the 5-year period in Section 5, for each of the projects and programs identified in the Expenditure Plan.

2. BACKGROUND

About TAM

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

TAM was created in 2004 by the Marin County Board of Supervisors to develop and administer the Expenditure Plan for the first Marin County Transportation Sales Tax, known as Measure A. TAM now administers Measure A, Measure AA, and Measure B, the \$10 Vehicle Registration Fee passed in 2010.

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

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

In addition to administering these voter-approved funding sources, TAM serves as the designated Congestion Management Agency (CMA) for the County, providing countywide planning and programming for transportation related needs. As the CMA, TAM is responsible for coordinating funding for many of the transportation projects and programs in the County. With these responsibilities, TAM plays a leading role in the planning, financing and implementation of transportation projects and programs in the County.

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

The Measure AA Expenditure Plan

On November 6, 2018, 76.7% of Marin voters approved the renewal and 30-year extension of the 1/2-cent transportation sales tax and Measure AA Expenditure Plan. The Measure AA Expenditure Plan, like the Measure A Expenditure Plan that came before, reconfirmed the core transportation needs in the County, including local street and road maintenance, Safe Routes to Schools programs, high quality transit service and highway and interchange improvements.

In Measure AA, a policy was included for TAM to review the Expenditure Plan every six years on the rationale that four reviews can be conducted before expiration. The review process for the first Measure AA Expenditure Plan Review began in the fall of 2024 and concluded the amendment process on March 26, 2026 when the TAM Board approved the amended Measure AA Expenditure Plan that goes into effect on July 1, 2026.

The original and amended Measure AA Expenditure Plans provide funding for the four categories as shown in the table below.

Measure AA Expenditure Plan		
	Original EP	Amended EP Effective July 1, 2026
Highway 101 Improvements	7.0%	6.5%
Local Infrastructure Maintenance and Improvements	26.5%	26.5%
Safe Access to Schools Program	11.5%	12.0%
Transit Operation and Capital Improvement	55.0%	55.0%
Total	100.0%	100.0%

Accountability

To ensure accountability and transparency of the spending of the sales tax dollars, as described below TAM has established various oversight, audit and reporting requirements related to each of the project and program strategies/categories in the Measure AA Expenditure Plan.

TAM retains an independent auditor for auditing tax expenditures, ensuring that expenditures are made in accordance with the Expenditure Plan and the funding agreements/contracts between TAM and the funding recipients. In addition to the annual financial audit of TAM, an annual compliance audit process of the sales tax expenditure has also been in place since 2011 to provide additional check and assurance that the tax dollars are spent as voters approved.

TAM will ensure adequate public involvement for the preparation of all spending plans, and approval of all programming/allocations will be conducted in open public meetings according to state law.

The Community Oversight Committee (COC), originally created in 2004 as part of the requirement of the Measure A Expenditure Plan, will continue to play a critical role as the citizens watchdog to monitor and report the expenditure of the sales tax in accordance with the Measure AA Expenditure Plan. The COC is designed to reflect the diversity of the county. It consists of 12 members (current memberlist is presented in Appendix 1) and each organization represented on the COC nominates its representative, with final appointment by the TAM Board. To accurately represent the voices of the communities in Marin, especially to timely address the needs and voices of Equity Priority Communities (EPCs), the TAM Board has the authority to review and amend the COC membership structure when necessary.

3. POLICIES GUIDING THE PLAN

TAM has incorporated the following policies to guide the continuing implementation of the 2026 Strategic Plan, ensuring prudent stewardship of the funds. Policies incorporated into this document will guide the financial decisions of TAM in managing Measure AA funds.

3.1 Separation of Categories & Subcategories Policy

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

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

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

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

Borrowing between categories or subcategories is allowed to the extent it lessens debt financing and allows projects and programs to move forward based on their readiness. In the annual Strategic Plan updates, and the annual updates to the Revenue and Expenditure element, revenues, and expenditures within each category and

subcategories will be reported and options for reconciling any share imbalance will be discussed. At the sunset of Measure AA, each of the categories will have received their respective percentage shares per the Expenditure Plan.

3.2 Reserve Policy

TAM is entrusted by the voters in Marin under the Measure AA Expenditure Plan to administer the Measure AA funds and deliver all the projects/programs to the voters in the most fiscally responsible and cost-effective way. The reserve policy is one of the key elements TAM needs to carry out its mission. In accordance with the Measure AA Expenditure Plan, TAM has the ability to set aside a reserve fund of up to 10% of the annual transportation sales tax receipts for contingencies.

The establishment of a reasonable sales tax reserve allows TAM the ability to provide funding or cash flow support to eligible high priority projects and programs during economic difficult times, or under unforeseen emergency funding crises. Under Measure A, 5% of the first five-years of full revenue collection was set aside to allow TAM a reserve of \$5.39 million, which helped the agency weather the 2008 economic recession and meet urgent project funding and cash needs. This reserve policy was maintained with Measure AA and \$5.39 million in Measure AA reserve funds have been collected.

3.3 Bond Financing Policy

In accordance with the Measure AA Expenditure Plan, TAM has the authority to bond and use other financing mechanisms for the purposes of expediting the delivery of transportation projects and programs pursuant to the Strategic Plan. If needed, bond financing may be utilized to accelerate projects and address cash flow needs. In addition, short-term financial or intergovernmental loans may be utilized to address shorter term cash flow needs.

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

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

Objectives of TAM's debt financing policy are to:

- I. Maximize the use of Measure AA cash and other leveraged funds to capital projects, thereby eliminating or minimizing the amount of debt required to deliver projects cost effectively and in a timely manner;
- II. Maintain cost effective access to the capital markets through prudent yet flexible policies;
- III. Moderate debt principal and debt service payment through effective planning and project cash management in cooperation with TAM project sponsors; and,
- IV. The sales tax revenue of the categories or subcategories requiring the issuance of debt will be used to satisfy payments on the debt.

3.4 Leveraging and Funding Swap Policy

The Expenditure Plan envisioned the role of other fund sources to help meet Marin's transportation needs. It recognized that the sales tax funding opened new opportunities to compete for state and federal grants that require a local match. Matching or leveraging of outside funding sources is strongly encouraged. Any additional

transportation sales tax revenues made available through their replacement by matching funds will be spent based on the principles outlined above. Funds shall remain in the major category unless all needs in the category are met, whereupon TAM can program funds to another category following the amendment procedures.

Leveraging funds through a “fund swap,” i.e., exchanging sales tax funds for an equivalent or greater amount of state or federal dollars, is one mechanism that TAM will utilize in the delivery of the sales tax projects and programs. In its role as the CMA for Marin, TAM is responsible for programming certain state and federal transportation funds that come to the county and can identify opportunities where such an exchange would be appropriate. Specifically, TAM looks for fund swap opportunities that meet one or more of the following criteria:

- The fund swap will reduce overall costs of projects/programs
- The fund swap will accelerate delivery of projects/programs
- The fund swap will accelerate or reduce delivery cost of projects/programs that would otherwise have been funded with federal funds.

3.5 Audit Policy

In addition to TAM’s overall financial audit, compliance audits of selected funding recipients for the spending of eligible Measure AA are conducted annually. The COC advises TAM on the selection of the audit teams and the fund recipients to be audited. TAM presents both the overall financial statements and compliance audit results to the COC for review and the COC reports the results to residents in Marin through in its annual report.

Marin Transit, the major funding recipient of the transit funds, is also required to present its Short-Range Transit Plan, which shows how Measure AA funds are used, to the TAM Board for review and approval every other year. TAM also requires each project sponsor to submit a report annually indicating how Measure AA funds are used.

3.6 Expenditure Plan Amendment

The Expenditure Plan must be reviewed periodically to ensure that it responds to a rapidly evolving transportation landscape, incorporates innovations, and reflects current priorities. The timing of the Measure AA Expenditure Plan review and the Measure B Expenditure Plan review have been merged to occur together for one consolidated, concurrent review for efficiency and effectiveness. The timing of the two review processes will occur concurrently during the second scheduled review for both Measures B and AA in 2032 to 2033 and will establish an eight-year cycle for both thereafter. This would provide four review cycles for Measure AA, including a final one the year before the measure is due to sunset in 2049. The TAM Board may consider an amendment at the point of the review or at any time deemed necessary during the life of the Expenditure Plan.

3.7 Investment of Cash Balance and Interest Fund Policy

TAM currently invests most of the cash balance of the sales tax funds with the Investment Trust of California (CalTRUST), a Joint Powers Authority created by public agencies in 2005 to provide a convenient method for public agencies to pool their assets for investment purposes. Interest revenue from Measure AA cash balances can only be spent for the transportation purposes authorized by the Measure AA Expenditure Plan. All use of sales tax interest revenue shall be solely determined by the TAM Board.

Interest funds should be only used in cases where no other funding source is available or when immediate action is required to keep a sales tax eligible project or program on schedule.

Commitments from previously allocated interest funds from Measure A will continue to be honored. Spending of the interest fund should be approved by the TAM Board in the following priority order:

- I. Maintain commitment to fund a mitigation measure associated with the Central Marin Ferry Connector Project;
- II. Provide funding to respond to bid opening and construction shortfalls;
- III. Maintain funding commitments to routine bike/ped path maintenance;
- IV. Other emerging unfunded immediate needs.

3.8 New Agency Policy

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

3.9 Funding Restriction Policy

Measure AA funds may not be used for any transportation projects or programs other than those specified in the respective Expenditure Plan. Any transportation project or program not so specified will require an amendment to the Expenditure Plan. Revenue generated by this sales tax will not be used to extend or operate SMART, support parks and open space, or to fund the planning, construction, or renovation of housing. The TAM Board cannot amend the plan to include these prohibited categories.

3.10 Cash Flow and Use of Sales Tax Fund Policy

In an effort to assist TAM in maintaining a positive cash flow and avoid the need to borrow funds, TAM reserves the right impose a reimbursement schedule for projects with large amount of funds allocated with Transportation Sales Tax funds. The rate of reimbursement for the schedule will be determined by TAM at the time of allocation and will be incorporated in the funding agreement. A reimbursement schedule will not typically extend more than three fiscal years, or 6-month after the project is completed. A reimbursement schedule may be accelerated if TAM has sufficient cash to meet the project's cash demand, but acceleration will be determined on a case-by-case basis at the sole discretion of TAM.

For projects with multiple funding sources, TAM may also require project sponsors to use other funds before using TAM's Transportation Sales Tax Funds if the requirement is not prohibited by the other funds.

3.11 Advancement of Fund Policy

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

Most of the Measure AA funds are distributed annually over the 30-year life of the measure. This is true with all

of the categories except Category 1, of which several of the highway improvement projects are expected to need funds over a shorter period of time.

The two major projects (Marin Sonoma Narrows and US 101/I-580 Multi-Modal and Local Access Improvement Project) approved by the public and the planning for interchange improvements under Category 1 will likely require an advancement of funds from the sales tax stream. Major Road Projects and Richmond-San Rafael Bridge Approaches may also require advancement of funds. These projects are discussed below in the Section entitled, Programming/Allocation to Projects/Programs.

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

3.12 Staffing and Administration Policy

TAM will hire the staff and assistance required to administer the proceeds of this tax and carry out the mission outlined in the Expenditure Plan. The total cost for administration and program management will not exceed 5% of the revenues generated by the transportation sales tax with administration staff cost capped at 1%. Other administrative and costs are included in the 5% allowance. This is consistent with the prior sales tax plan.

3.13 Strategic Plan Amendment Policy

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

Annual adjustments to the Strategic Plan will occur, and at a minimum will include adjustments to the Revenue and Expenditure element of the Strategic Plan. These are envisioned to occur at the change of the Fiscal Year in June/July.

For any other adjustments in the revenue and expenditure element that occur prior to the annual update, and which result in a reduced use of sales tax, the change will be noted in the allocation action of the Board, but an amendment to the Strategic Plan's revenue and expenditure element will not be necessary.

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

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

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

In all cases, the noticing shall comply with the Brown Act. Any changes to policies contained in the Strategic Plan will also necessitate an amendment to the Strategic Plan, done simultaneously with changes to the policy.

4. REVENUE FORECAST

Projection of the sales tax revenue is critical to the programming and planning of all programs/projects that are allotted funds under the Measure AA Expenditure Plan. The ongoing receipt of sales tax revenues allows TAM to fund programs, deliver projects, pay operating expenses and service debt for financed capital projects when needed. The amount and timing of sales tax revenues influences the maximum amount of monies available for projects regardless of whether funding is pay-as-you-go or from bond proceeds.

Collection of sales tax revenue fluctuates with the economic conditions. Major factors affecting the economy and sales tax revenues include population, personal income, and unemployment rate. Marin's economy is driven by various types of industries including financial services, healthcare, biotech, high technology, and tourism. Its population is one of the wealthiest, healthiest, and most highly educated in the nation, though significant disparities exist within the County. The expanding economy has acted as a global talent magnet and employment hub over the years. Even though the overall population is declining, Marin's unparalleled quality of life continues to attract new residents and reinforces home values, which together greatly helped the sales tax revenue collection over time.

2026 Revenue Forecast

The revenue projection for the 2023 Strategic Plan was established at a \$35.68 million (FY2023-24) base year with a 2% annual growth rate, which yields a \$1.3 billion estimated total revenue collection over the 30-year period, compared to \$1.2 billion in the original 2019 Strategic Plan.

Staff have prepared updated financial forecasts for the remaining years of Measure AA as part of the Measure AA Expenditure Plan review to confirm approximate funds available for each category with TAM's consultant. In August 2025, the TAM Board was presented two scenarios for Measure AA revenue collection for the 30-year period: the optimistic scenario assumes growth between 2.8 and 3.0%, and the pragmatist scenario assumes 0% growth for two years, 1% growth for the three subsequent years, and 2% thereafter, similar to TAM's recent annual budget documents.

Measure AA Revenue Projections			
	FY18-24	FY25-30	Measure Total
2018 Estimate	151,624,034	198,746,290	1,200,330,289
Actual	168,417,962		
2025 Optimist		221,607,056	1,376,928,205
2025 Pragmatist		207,786,343	1,194,455,529

Many uncertainties both globally and nationally are casting a shadow on the economic future. Actual collection may continue to fluctuate due to unforeseen circumstances. Given such conditions, Marin has been fortunate to benefit from more fiscal stability than many other counties in the state.

Because of this stability, it is likely that Marin's sales tax revenue will not fluctuate greatly in the upcoming years. Over the long term, the strong sales tax drivers, including per capita personal income and the relatively low Marin unemployment rate, are expected to continue to support strong taxable sales growth.

Based on these conditions, the TAM Board adopted Measure AA revenue for FY 26/27 at \$36.44 million with a modest growth factor of 1.5% for FY 27/28 and 2.0% annually thereafter, resulting in a 30-year revenue collection at \$1.26 billion for the 2026 Strategic Plan.

5. PROGRAMMING/ALLOCATION TO PROJECTS/PROGRAMS

Reserve Funds

The Measure A Expenditure Plan allowed TAM to set aside a reserve fund of up to 10% of the annual receipts from the tax for contingencies, to ensure that the projects included in this plan are implemented on schedule. The purpose of establishing a reserve is to not only ensure that projects are implemented on time, but to allow for fluctuations in annual sales tax receipts that might negatively impact ongoing operating programs. In 2006, TAM established a policy in the Measure A Strategic Plan to set aside 5% annual reserve for the first five years of revenue collection.

TAM collected \$5.39 million in reserve funds in the first five years of the Measure A Program. In June 2019, the TAM Board adopted a policy to release Measure A reserve funds at a rate that does not exceed the amount collected for Measure AA reserve funds, to maintain a minimum \$5.39 million reserve level.

TAM has since allocated all Measure A reserve funds to each strategy in the proportionate rates that were collected. TAM has also collected the \$5.39 million in Measure AA funds to replenish the returned Measure A reserve funds.

Measure AA Projects/Programs

The Measure AA Strategic Plan was based on the expectation that the ½-cent sales tax would generate approximately \$1.2 billion over 30 years. The current projected revenues generated by Measure AA have slightly risen to \$1.26 billion compared to \$1.3 billion projected in the 2023 Strategic Plan. With allowable deductions for administration and program/project management, approximately \$1.1567 billion for programming.

As outlined in the Measure AA Expenditure Plan, the current projected revenues generated by Measure AA are programmed to four Categories and their associated Sub-Categories. The Categories and Sub-Categories are as follows, with a brief summary of what the Strategic Plan includes for each:

IMPLEMENTATION CATEGORY	Share	Current 30-year Amount (in millions)
Category 1 Reduce Congestion on Hwy 101 & Adjacent Roadways	6.5%	\$76.2
1.1 Provide matching funds for the MSN Project	1.5%	\$16.0
1.2 Provide matching funds for Hwy 101/I-580 Direct Connector	2.0%	\$21.3
1.3 Improve Hwy 101 local interchanges and freeway access routes	2.5%	\$27.5
1.4 Implement commute alternatives and trip reduction strategies	0.5%	\$5.3
Category 2 Maintain, Improve, and Manage Marin's Local Transportation Infrastructure	26.5%	\$306.5
2.1 Maintain and manage local roads	18.0%	\$214.2
2.2 Provide safe pathways for safe walking and biking access to schools	3.0%	\$34.3
2.3 Develop projects to address transportation impacts from sea level rise	1.0%	\$11.4
2.4R Develop and advance projects for the Reimagined Roadway category	4.5%	\$42.3

Category 3 Reduce School-Related Congestion and Provide Safer Access to Schools	12.0%	\$137.8
3.1 Maintain the Safe Routes to Schools Program	3.5%	\$38.4
3.2 Expand the Crossing Guard Program	7.5%	\$81.4
3.3 Provide capital funding for small school safety related projects	1.0%	\$11.0
Category 4 Maintain and Expand Local Transit Services	55.0%	\$626.2
4.1 Maintain and improve existing transit service	33.0%	\$380.2
4.2 Maintain and expand rural and recreational bus services	3.0%	\$34.6
4.3 Maintain and expand transit services for those with special needs	9.5%	\$109.5
4.4 Provide transit services to schools	5.0%	\$57.6
4.5 Invest in bus transit facilities	4.0%	\$46.1
4.6 Expand access to ferries and regional transit, managed by Golden Gate Transit	0.5%	\$5.7
TOTAL	100%	\$1,156.7*

* Total for the four categories after deducting the allowable 1% for administration and 4% for project/program management.

The sections that follow provide a brief overview of each of the categories and the ongoing status for each category.

Category 1: Reduce Congestion on Hwy 101 & Adjacent Roadways

Category 1 of the Expenditure Plan is to “reduce congestion and reduce greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.” The four subcategories are described below.

1.1 Provide Matching Funds for the MSN Project

The US101 Marin-Sonoma Narrows project has largely been completed with the HOV lanes opened in 2025; only some off-highway work remains. A total of \$12.4 million in Measure AA funds, representing 1.5% of the overall sales tax measure, was used to augment other funds to complete the MSN Project. The distribution of Measure AA funds is shown in the below table.

Phase	Measure AA (in millions)
Design	\$4.8
Right of Way (ROW)	\$3.5
Construction	\$4.1
Total	\$12.4

Funds were secured to fully fund the construction phase of approximately \$121 million.

1.2 Provide Matching Funds for 101-580 Multi-Modal and Local Access Improvement Project

Traffic congestion continues to increase for vehicles headed towards eastern San Rafael including the disadvantaged Canal neighborhood. This Project will separate regional traffic from local traffic allowing for greater access for local traffic utilizing Bellam Boulevard and Sir Francis Drake Boulevard. The Sir Francis Drake corridor through Larkspur Landing can then be utilized primarily for access to the SMART station and the Golden Gate Ferry, along with supporting local commercial, business, and residential access.

1.3 Improve Hwy 101 Local Interchanges and Freeway Access Routes

The Measure AA Expenditure Plan directs 2.5% of revenues towards a program to study potential improvements to Highway 101 interchanges and approaching local roadways. The studies will investigate enhancements for all users including vehicles, bicycles, pedestrians, and transit users. The funds are intended to be used as “seed money” to leverage possible federal, state, regional or local grant sources. Studies at the twelve interchanges listed below were initiated in FY 20/21 and completed in FY22/23.

- Alexander Avenue / Vista Point
- Donahue Street / N. Bridge Road/ Bridgeway
- SR131Tiburon Blvd. / East Blithedale Avenue
- Tamalpais Drive / Paradise Drive
- Sir Francis Drake Boulevard / Fifer. / Industrial Way
- 2nd Street / Heatherton Street
- North San Pedro Road / Merrydale Road
- Manuel T. Freitas Parkway /Civic Center Drive
- Lucas Valley Road/Smith Ranch Road
- Alameda Del Prado/Nave Drive
- Ignacio Boulevard / Bel Marin Keys / Nave Drive
- San Marin Drive/Atherton Avenue

An implementation plan was prepared that evaluated study results from each interchange against a set of priorities and goals. The plan recommended three interchanges be advanced for further study. They are as follows:

- SR131 Tiburon Blvd. / East Blithedale Avenue
- Manuel T. Freitas Parkway /Civic Center Drive
- Alameda del Prado/Nave Drive

1.4 Implement Commute Alternatives and Trip Reduction Strategies

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

Commute alternatives and trip reduction strategies encourage residents, employees, and visitors to use more environmentally friendly and efficient modes, with an emphasis on transit, bicycle riding, walking, and shared rides. Supporting first and last mile connections to transit through innovative approaches can also support congestion reduction and remove the need for vehicle ownership. Existing successful programs can utilize these funds, such as TAM’s Marin Commutes Program, Vanpool Incentive Program, and Emergency Ride Home Program, along with new strategies building on the implementation of innovative programs.

[Category 2: Maintain, Improve, and Manage Marin’s Local Transportation Infrastructure](#)

Category 2 of the Expenditure Plan is to “maintain, improve, and manage Marin’s local transportation infrastructure, including roads, bikeways, sidewalks, and pathways to create a well-maintained and resilient transportation system.” The four subcategories are described below.

2.1 Maintain and Manage Local Roads

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

The goal is to develop a comprehensive plan for improving critical roadways at the time an investment is made. Where feasible, locally defined bicycle and pedestrian projects will be implemented in conjunction with other roadway improvements. Funds utilized are eligible to be spent on the following:

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

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

Category 2.1 Local Transportation Infrastructure of Measure AA in prior Strategic Plans provide annual funding in arrears (collect funds before allocating) to jurisdictions. As such, Category 2.1 funds can be distributed upfront before projects commence. However, every other category in Measure AA and Measure B allocate funds are allocated based on projected collection and funds are reimbursed after expenses have been incurred.

Category 2.1 funds will be converted in the 2026 Strategic Plan from allocating in arrear to reimbursement-based, making Category 2.1 consistent with the other categories of Measure AA and Measure B.

In order to reconcile the allocate in arrear and reimbursement processes, already collected funds from FY25/26, and projected to be collected FY26/27 funds will be requested and allocated together, amounting to a "double allocation" of Category 2.1 funds for FY26/27.

2.2 Provide Safe Pathways for Safe Walking and Biking Access to Schools

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

or traffic safety devices.

Category 2.2 can be used to fund Safe Pathway projects or as matching funds from other sources and may be used in combination with road funds to accelerate pathway improvements in school areas. Safe Pathways funds shall be available to local jurisdictions and will be distributed on a competitive basis to jurisdictions following a Call for Projects managed by TAM.

Category 2.2 is intended to fund larger projects. The allocation of funds under Category 2.2 is recommended to be capped up to \$450,000 to assure equitable distribution of available funds but this amount can be adjusted depending on the amount of funds available and the bidding environment. A Call for Projects will be conducted approximately once every four years when the accumulation of funds has reached a sufficient level to fund more than seven projects. Smaller safe pathway projects discussed under Category 3.3 are generally included in a Call for Projects with Category 2.2.

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

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

All projects will come from approved Safe Routes plans. Approved Safe Routes plans are developed in a cooperative effort of schools’ Safe Routes to Schools teams, which can include local Safe Routes Task Forces, school officials and staff, parents and children, local elected officials, and representatives of public works departments of local jurisdictions, and at times, neighborhood representatives. The next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2029.

2.3 Develop Projects to Address Transportation Impacts from Sea Level Rise

The funds in this category are reserved for the planning of infrastructure improvements to address sea-level rise, or as matches to grants sought for that purpose, as spelled out in the adopted Measure AA Expenditure Plan. The funds are likely insufficient for design or construction of these solutions but can be used to plan for improvements and serve as matching funds to grants from other sources.

TAM staff have been working closely with local agencies to consider future needs and opportunities. Consultant support was retained to conduct a review of existing plans and studies at identified transportation locations vulnerable to sea level rise and begin conceptual design efforts at vulnerable locations in Marin County both on major transportation facilities and adjacent to these facilities, and the TAM Board adopted the Plan in 2025. Follow on tasks are now underway.

2.4 R Develop and advance projects for the Reimagined Roadway Category

This new category will receive 4.5% of Measure AA funds. The purpose of this program is to:

- Get Projects “Shovel Ready” - Advance large roadway capital projects through environmental clearance to best compete for future construction funds
- Create an avenue for multi-jurisdiction, multi-agency, and multi-modal project development
- Advance CTP goals and strategies and tackle functional purpose and modal priority tradeoffs through a holistic project development process

- Identify and prioritize corridor projects with countywide significance

TAM will manage the initial planning phase to identify key corridors collaboratively with local agencies and key stakeholders, such as transit agencies. Within the key corridors, prioritized projects and project elements will be identified with project partners. These prioritized projects will be advanced to the environmental and preliminary engineering phases before they are transitioned to local agencies to proceed with final design and construction.

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

Strategy 3 of the Expenditure Plan is to “reduce school related congestion and provide safer access to schools.”

3.1 Maintain the Safe Routes to Schools Program

Safe Routes to Schools (SR2S) is a proven program designed to reduce local congestion around schools while instilling healthy and sustainable habits in our young people. The program includes several components including classroom education, special events, and incentives for choosing alternative modes to schools, as well as technical assistance to identify and remove the barriers to walking, biking, carpooling, or taking transit to school. The program, which is currently managed by TAM, has proven its ability to increase alternative mode use to schools, with over 60 participating schools, and an average of over 30% active greentrips – walking, biking, and taking transit – to and from participating schools.

3.2 Expand the Crossing Guard Program

Since county voters approved transportation sales taxes, TAM has expanded its crossing guard program to nearly 100 locations throughout the county. These services are contracted to a professional company that specializes in crossing guard programs to ensure that there are trained crossing guards with back-ups for every prioritized intersection, and the program is professionally managed with reduced risk and liability.

3.3 Provide Capital Funding for Small School Safety Related Projects

While Category 2.2 funds “large” Safe Pathway projects with allocation of funds of \$450,000 or more, funds for “small” Safe Pathway projects are covered by Category 3.3. Small Safe Pathway projects are limited to \$100,000 per project maximum.

Small-scale safety improvement devices that may not compete well for larger grant programs such as signal upgrades, rectangular rapid flashing beacons, and other flexible technology improvements would be included in this program. Small Safe Pathways funds will be available to local jurisdictions and will be distributed on a competitive basis following a Call for Projects managed by TAM. As noted above, the next Call for Projects with Categories 2.2 and 3.3 funds is anticipated to commence in 2029.

Category 4: Maintain and Expand Local Transit Services

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

The goal of the Expenditure Plan is to support diverse, efficient, and sustainable transportation options that promote mobility and maintain the quality of life for residents of Marin County. This category contains a variety

of transit programs that work together with the other Expenditure Plan strategies to develop sustainable and responsive alternatives to driving for a variety of trip purposes in Marin.

It provides Marin with an efficient transit system that reduces greenhouse gas emissions and meets the needs of those who travel between and within the county's many communities.

4.1 Maintain and Improve Existing Transit Service

Category 4.1 allows Marin Transit to plan long term and contract Marin's local transit service. Funding will ensure that service levels are maintained and increased in the long term, with focus on the leveraging of other funds. This category will provide funding to maintain and improve intercommunity bus transit service and service along major bus transit corridors throughout Marin County.

Category 4.1 will also fund programs that provide discounts to low-income riders to support mobility and access to jobs and basic services for those with no alternatives. Approximately \$9 million is collected annually and made available to Marin Transit upon annual request.

4.2 Maintain and Expand Rural and Recreational Bus Services

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

4.3 Maintain and Expand Transit Services for Those with Special Needs

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

Services for seniors and persons with disabilities are planned with the support of the Marin Mobility Consortium, which advises Marin Transit on the needs of these communities and receives public input from all areas of the county. Measure AA funding will allow these innovations to continue and expand to serve Marin's aging population.

4.4 Provide Transit Services to Schools

Safe Routes to Schools programs benefit students and families in close proximity to Marin schools by educating and encouraging walking and biking. Public transit and yellow school bus services provide service for many students with longer trips to school. Category 4.4 dedicates funds to maintain yellow bus services in partnership with local schools and parent organizations. Category 4.4 also funds enhanced school-oriented bus services, also integral to this category.

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

4.5 Invest in Bus Transit Facilities

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

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

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

4.6 Expand Access to Ferries and Regional Transit

Expand and maintain shared mobility services, and new transit connections to address first and last mile connections to rail and ferry stations.

Marin County residents and workers now have expanded regional transportation options to improve regional mobility, particularly during commute hours. Local residents and workers often require first and last mile connections to make these regional options accessible, including access to the ferry and express bus services. This category helps to expand and maintain first and last mile solutions that provide access to regional transit stops for Marin's residents and commuters. The funds can be accessed by TAM, Marin Transit or Golden Gate Bridge Highway and Transit District as sponsors of shared mobility services such as bikeshare systems or new first/last mile connections (e.g. Shuttle service, new transit connections, or other shared mobility services) at major transit stops working in coordination with TAM.

Set Aside for Major Road and Richmond-San Rafael Bridge Approaches

In addition to funding the four categories noted above, the Measure AA Expenditure Plan also directed TAM to set aside \$2.35 million annually to fund commitments from the Measure A Program to several major road projects and to the Richmond-San Rafael Bridge approaches (on East Sir Francis Drake and Bellam Boulevards), until the \$32.90 million remaining funding commitment is fully fulfilled.

Funding for the Major Road Projects would have continued until the expiration of the Measure A Program in 2024. Measure AA funds will be made available to the jurisdictions with remaining originally programmed projects over the life of the new Measure AA, under as-needed timing of the project sponsor. Only those Major Roads projects specifically mentioned below will receive Measure AA funds.

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

The Bond Debt reserve was used to pay back the MTC loan, completed in 2015. From 2015 to 2018, and projected

into the future, the majority of the Bond Debt reserve was programmed for unfinished Major Road projects. A small amount of the Bond Debt reserve set-aside was used on a one-time basis by TAM for an urgent need, the Bellam Boulevard Off-Ramp and Intersection Project, East Sir Francis Drake Boulevard (ESFD) Project, and Highway 101/I-580 Direct Connector Feasibility Study. These projects are known as the Richmond-San Rafael Bridge Approach Projects.

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

- Southern Marin Planning Area, East Blithedale (Mill Valley) \$1.89 million
- Central Marin Planning Area, Third Street (San Rafael) \$12.5 million
- Ross Valley Planning Area, Sir Francis Drake Blvd, Hwy 101 to Ross, (County of Marin) \$11.87 million
- West Marin Planning Area, Sir Francis Drake, (County of Marin) \$74,000
- North Marin Planning Area, Novato Boulevard (Novato) \$11.59 million
- Richmond-San Rafael Bridge Approach Projects (TAM) \$3.8 million

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

This Set Aside category replaces the Bond Debt Reserve identified original Measure A Expenditure Plan. Measure AA funds will be set aside for approximately 14 years, or until unallocated commitments as defined are met.

As of the date of this Strategic Plan, all funds in this category have been allocated except for the funds programmed in the North Marin Planning Area for Novato's Novato Boulevard Rehabilitation Project and the nominal amount in the West Marin Planning Area.

The Novato Boulevard Rehabilitation Project is currently in the design phase. Novato will request the remaining available funds for the construction phase when the design phase is complete.

The nominal amount for the West Marin Planning Area was the amount accumulated after Marin County completed the second prioritized project, Sir Francis Drake Boulevard between Lagunitas Road and Wild Iris Drive. The funds can be used for any eligible project on Sir Francis Drake Boulevard between Fairfax Limit and Platform Bridge Road.

Implementation Guidelines

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

A. Claimant Policies

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

1. Eligibility for Funding

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

2. Application Process

- There are two paths for the allocation of funds:
 - a. Programmatic funding, such as Category 2.1, Local Roads.
 - b. Project specific funding, such as Category 1.3, Local Interchange projects.
- Allocations for programmatic funding will be made on an annual basis, in accordance with formulas specified in the Strategic Plan. For Local Roads projects, sponsors need to submit an allocation request form that specifies projects anticipated for implementation. The proposed projects should come from sponsors' Capital Improvement Programs (CIP) or equivalent. Sponsors may also use Local Roads funds for unanticipated emergency projects not in their CIP. If sponsors use such funds for projects not mentioned in the allocation request form, a revised allocation request form needs to be submitted to TAM before proceeding to implementation. Sponsors are also required to document the changes in the annual report.
- For an allocation of project specific Measure AA funds, project sponsors will need to submit a complete application package, consisting of the following information:
 - a. Identification of Lead Sponsor
 - b. Inclusion in local and/or regional plans (as required)
 - c. Status of environmental review (as required)
 - d. Notice of impediments to project or program
 - e. Scope of Work / Description of Service
 - f. Adherence to Performance Measures (as required)
 - g. Delivery Schedule (by Phase)
 - h. Funding Plan
 - i. Cost and funding for each phase of the project, including the status on non-Measure AA funds on whether these funds have been secured or have expiring deadlines
 - ii. Cash flow needed on Measure AA funds
 - iii. Expenditures to Date

3. Allocation and Disbursement of Funds

- All allocations of Measure AA funds by TAM will be reviewed for the following:
 - a. Consistency with the Strategic Plan [Program of Projects]
 - b. Completeness of the application via the Allocation Request Form and consistency with Strategic

Plan requirements.

- All allocations of Measure AA funds will be governed by a funding agreement between TAM and the sponsoring agency. The TAM Board will approve such allocations. TAM's Executive Director will have the authority to execute funding agreements.
 - Programmatic funding will be approved annually, and project specific funding will be approved based on project readiness. For multi-year projects, funding allocations and funding agreements may be for the term of project phases (i.e., environmental, design, construction).
 - All agreements will document the following (See Appendix 3b):
 - a. Scope of Work
 - b. Project Schedule
 - c. Funding Plan
 - d. Adherence to Performance Measures (if applicable)
 - e. Reporting requirements
 - f. Acceptance of TAM's Claimant Policies
 - Funding agreements shall be executed by resolution of the sponsor's governing board.
 - Prior to the disbursement of funds, a project must have:
 - a. an approved allocation resolution from the TAM Board
 - b. an executed funding agreement between the sponsoring agency and TAM.
 - The standard method of payment will be through reimbursement, with the exceptions of Category 4.1, 4.2, 4.3, and 4.4, which can be distributed one month before costs have been incurred. Project advances will require approval from the TAM Board.
 - Funds may be accumulated by TAM over a period of time to pay for larger and long-term projects. All interest income generated by these proceeds will be used for the transportation purposes described in the Expenditure Plan and Strategic Plan as approved by the TAM Boards.
 - Timely use of funds requirement will be specified in each agreement.
 - Project reimbursement requests must be accompanied by evidence of payment. Reimbursement requests shall be submitted no more frequently than monthly.
 - Measure AA funds will not substitute for another fund source that has been programmed or allocated previously to the project or program without prior approval of TAM.
 - Other fund sources committed to the project or program will be used in conjunction with Measure AA funds. To the maximum extent practicable, other fund sources will be spent down prior to Measure AA funds. Otherwise, Measure AA funds will be drawn down at a rate proportional to the Measure AA share of the total funds programmed to that project phase or program.
 - After a multi-year allocation of funds has been made to a project phase, the release of funds in any subsequent fiscal year will be subject to the submittal and acceptance by TAM's Executive Director of a complete Progress Report meeting the requirements for progress reports as adopted by the TAM Board.
 - Measure AA funds will be allocated to phases of a project or to a program based on demonstrated readiness to begin the work and ability to complete the project phase.
 - Measure AA allocations for right-of-way and construction will be contingent on a completed environment document.
4. Monitoring and Reporting Requirements
- Recipients of Measure AA funds will be required to submit status reports per the provisions of the funding agreement.
 - The report will provide information on compliance to establish performance measures.

- Audit requirements will be specified in the agreement.
5. Eligible and Ineligible Costs
- Funds are to be expended in accordance with the applicable provisions of the Expenditure Plan and the Public Utilities Code Section 180000 et seq.
 - Eligible phases are as follows:
 - a. Planning / Conceptual Engineering
 - b. Preliminary Engineering / Environmental Studies
 - c. Design Engineering (PS&E)
 - d. Right of Way Support / Acquisition
 - e. Construction
 - Eligible project sponsor costs include the following:
 - a. Direct staff time (salary and benefits)
 - b. Consultants selected through a competitive selection process
 - c. Right of way acquisition costs
 - d. Competitively bid construction contracts
 - TAM oversight costs are eligible costs.
 - Indirect costs (as defined by OMB Circular A-87) will not be considered an eligible expense.
 - Retroactive expenses are ineligible. No expenses will be reimbursed that are incurred prior to TAM Board approval of the Measure AA allocation for a project or program. TAM will not reimburse expenses incurred prior to fully executing a Funding Agreement.
6. Other
- Project sponsors will provide signage at construction sites for projects funded partially or wholly by Measure AA sales tax revenue so that the Marin County taxpayers are informed as to how funds are being used.
 - Project cancellation will require repayment of all unexpended funds and funds determined by audit not to have been expended as provided for in the funding agreement.

Appendix

Appendix 1 - Measure AA Five-Year Programming

Appendix 2 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Appendix 3 - Measure AA Expenditure Plan ([available for download](#))

Appendix 4 - Comments and Responses on Strategic Plan (if any)

Appendix 1 - Measure AA Five-Year Programming

		Numbers in '000's						
			Five Year Programming Availability					
Measure AA 1/2 Cent Sales Tax Programming		Prior	FY26/27	FY27/28	FY28/29	FY29/30	FY20/31	5-Year Total
Major Road Set-Aside								
<i>Active Projects</i>								
	Novato - Novato Blvd - Segment 1		8,300			-		8,300
	Total		8,300					8,300
Category 1 - Reduce Congestion								
Category 1.1	Completion of Marin-Sonoma Narrows ¹	12,400						-
Category 1.2	Match for Completion of 101/580 Direct Connector ¹	7,560	100	100	100	100	100	500
Category 1.3	Enhance Interchanges	4,743	750	1,000	1,000	1,500	1,500	5,750
Category 1.4	Transportation Demand Management	506	175	175	175	175	175	875
	Total	25,209	1,025	1,275	1,275	1,775	1,775	7,125
Category 2 - Local Transportation Infrastructure								
Category 2.1	Local Infrastructure	37,731	12,876	5,817	5,943	6,072	6,204	36,912
Category 2.2	Large Safe Pathway Capital Projects	6,121	954	969	991	1,012	1,034	4,960
Category 2.3	Sea Level Rise	2,040	318	323	330	337	345	1,653
Category 2.4	Innovative Technology	1,020						-
Category 2.4R	Reimagined Roadway		1,431	1,454	1,486	1,518	1,551	7,440
	Total	46,912	15,579	8,563	8,750	8,939	9,134	50,965
Category 3 - Safer Access to Schools								
Category 3.1	Safe Routes to Schools	1,005	1,029	1,052	1,077	1,101	1,127	5,386
Category 3.2	Crossing Guards	2,011	2,057	2,105	2,153	2,202	2,253	10,770
Category 3.3	Small Safe Pathway Capital Projects	287	294	301	308	315	322	1,540
	Total	3,303	3,380	3,458	3,538	3,618	3,702	17,696
Category 4 - Transit								
Category 4.1	Local Bus Transit Service	67,573	10,356	10,580	10,809	11,041	11,279	54,065
Category 4.2	Rural Bus Transit Service	5,196	963	978	999	1,020	1,043	5,003
Category 4.3	Special Needs Transit Service	19,453	3,048	3,097	3,164	3,232	3,301	15,842
Category 4.4	School Transit Service	10,238	1,604	1,630	1,665	1,701	1,738	8,338
Category 4.5	Bus Transit Facilities	8,191	1,283	1,304	1,332	1,361	1,390	6,670
Category 4.6	Expand Access to Transit	1,024	160	432	101	170	174	1,037
	Total	111,675	17,414	18,021	18,070	18,525	18,925	90,955

Appendix 2 - Measure AA Category 2.1 Local Road Infrastructure Programming by Agencies

Measure AA Sales Tax Programming			PRIOR ¹	FY26/27 ⁴	FY27/28	FY28/29	FY29/30	FY30/31	TOTAL ²
Category 2 - Local Transportation Infrastructure		POP/Mile³							
Category 2.1	Local Roads								
	Belvedere	0.97%	368,007	125,213	56,484	57,713	58,966	60,244	726,626
	Corte Madera	3.70%	1,380,728	474,542	215,451	220,136	224,915	229,789	2,745,560
	Fairfax	2.78%	1,042,591	356,687	161,700	165,216	168,803	172,461	2,067,459
	Larkspur	4.10%	1,518,107	525,429	238,304	243,486	248,772	254,164	3,028,261
	Mill Valley	5.51%	2,103,603	709,316	320,393	327,360	334,467	341,716	4,136,854
	Novato	17.90%	6,789,757	2,309,050	1,041,155	1,063,797	1,086,891	1,110,447	13,401,097
	Ross	0.98%	380,251	126,370	56,816	58,052	59,312	60,597	741,398
	San Anselmo	4.43%	1,673,198	571,318	257,522	263,122	268,834	274,660	3,308,654
	San Rafael	19.81%	7,429,362	2,552,330	1,152,257	1,177,315	1,202,873	1,228,943	14,743,080
	Sausalito	2.76%	1,041,030	353,338	160,461	163,950	167,510	171,140	2,057,429
	Tiburon	3.39%	1,291,138	435,200	197,187	201,475	205,849	210,310	2,541,158
	County	33.68%	12,713,441	4,336,929	1,958,814	2,001,411	2,044,860	2,089,178	25,144,633
	Total	100.00%	37,731,213	12,875,722	5,816,543	5,943,032	6,072,050	6,203,649	74,642,209
1 - Collection of Measure AA commenced April 1, 2019. Prior includes 15 months of funds collected from April 1, 2019 to June 30, 2025.									
2 - Total includes Prior and 5-Years of Programmed Funds.									
3 - The Population/Lane Miles Percentage was updated in 2026 with the latest available population data from the Department of Finance and lane miles data from MTC.									
4 - Includes actual funds collected for FY 25/26 and projected funds collected for FY 26/27 based on 22% and 18% of total Measure AA revenue, respectively.									

Appendix 3 - Measure AA Expenditure Plan

The Measure AA Expenditure Plan and amendments are available for download at:

http://tamwebsite900.wenginepowered.com/wp-content/uploads/2018/07/TAM_2018FinalExpenditurePlan_062918.pdf

https://www.tam.ca.gov/wp-content/uploads/2026/03/7b-Attachment-B-Measure-AA-EP-Proposed-Amendments_Revised.pdf



Draft 2026 Measure AA Strategic Plan

Transportation Authority of Marin
Community Oversight Committee

May 18, 2026

Measure AA Strategic Plan

Measure AA Expenditure Plan requires the Measure AA Strategic Plan

Difference between the Expenditure and Strategic Plans

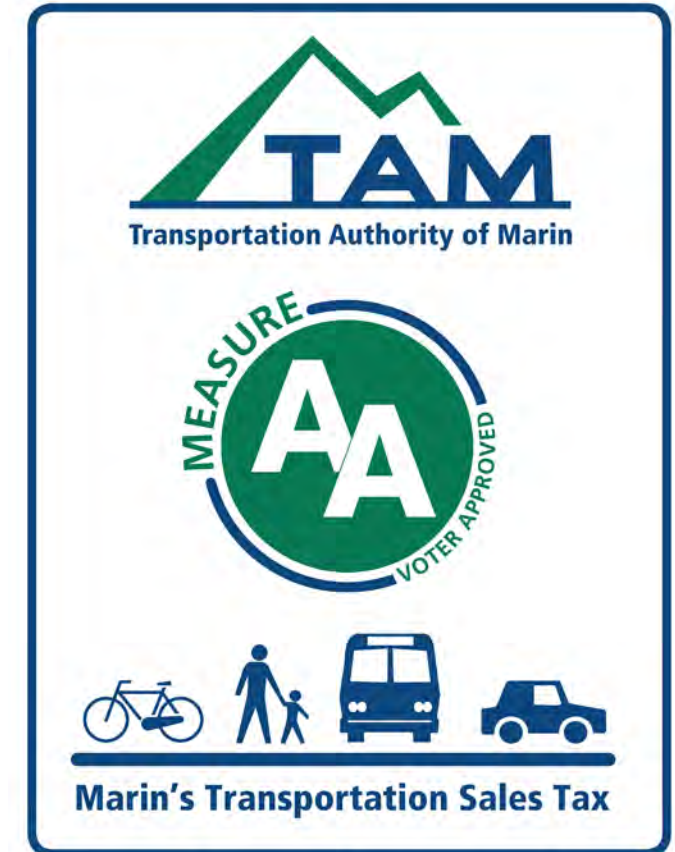
- Expenditure Plan defines what can be expended and how much can be expended
- Strategic Plan explains when funds can be expended and how much in a given year

Purpose of the Strategic Plan

- identifies the timing and process of funding allocations for project and program implementation based on project readiness
- provides guidance for recipients
- determines need for borrowing
- incorporates policies adopted by the TAM Board

Expenditure Plan Amendments

- As required by Measure AA, the Measure AA Expenditure Plan must be reviewed every six years.
- The first Measure AA Expenditure Plan Review started in the fall of 2024; TAM Board adopted amendments in March 2026.
- Did not change requirement for Strategic Plan



Prior Strategic Plans

Strategic Plan for Measure AA first adopted in 2019, updated in 2021 & 2023

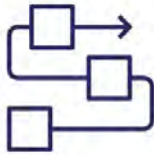
2021 Strategic Plan

- Combined Measure A and Measure AA funds into one Strategic Plan
- Needed to monitor and track Measure A funds until all funds were exhausted through allocations

2023 Strategic Plan

- Continued to include Measure A and Measure AA funds
- However, remaining Measure A funds were allocated by July 2024
- Tracking Measure A funds in the next Strategic Plan is no longer needed
- As anticipated, the 2026 Strategic Plan under the amended Measure AA Expenditure Plan only includes Measure AA funds

2026 Strategic Plan



- 2026 Strategic Plan developed to be consistent with the amended Expenditure Plan
- Policies, programming, and implementation guidelines not mandated for change by amended Expenditure Plan were primarily retained in the 2026 Strategic Plan

Changes Incorporated from Amended EP

Categories with Changes	2018 EP	2026 EP	Proposed Changes in Strategic Plan
Category 1.3 Local Interchanges	3.0%	2.5%	Reduction of 0.5%.
Category 2.1 Local Transportation Infrastructure	22.0%	18.0%	Funding for new Category 2.4
Category 2.3 Sea Level Rise	1.0%	1.0%	Change eligible recipients to include TAM and remove call for projects requirement
Category 2.4 Innovative Technology	0.5%	0.0%	Fold into funding for new Reimagined Roadways.
Category 2.4 Reimagined Roadway	0.0%	4.5%	New Category. Maintain 0.5% from 2.4 plus 4% from Category 2.1.
Category 3.2 Crossing Guard Program	7.0%	7.5%	Add 0.5% from Category 1.3, Revise language to specify number of guards rather than number of sites/locations.
Category 4.6 Ferries and Regional Transit	0.5%	0.5%	Change eligible recipients and broaden to First/Last Mile at Major Transit Stops.

Revenue Forecast

2023 Strategic Plan

- Established \$35.68M (FY23/24 base year) with 2% annual growth rate
- Resulted in estimated \$1.3B total revenue collection over the 30-year period
- Compared to \$1.2B in the original 2019 Strategic Plan

2026 Strategic Plan

- Updated financial forecasts as part of the Measure AA Expenditure Plan Review
- February 2026 – TAM Board adopted Measure AA revenue at \$36.44M for FY26/27 with modest growth factor of 1.5% for FY27/28 and 2.0% annually thereafter
- Estimated \$1.26B for the 30-year collection period

2019 Strategic Plan	2023 Strategic Plan	2026 Strategic Plan
\$1.2 billion	\$1.3 billion	\$1.26 billion

Other Notable Changes

- Category 2.1 Local Infrastructure – One-time “double allocation” for FY26/27, and expanded eligibility language approved by Board
- Language to allow future COC membership change
- Measure AA Expenditure Plan Review schedule to merge with Measure B Expenditure Plan Review



Strategic Plan Update and Approval



- Update every other year with 2028 as the next scheduled update
- Approval Requirement – must be approved by the TAM Board, following a noticed public hearing and a 30-day public comment period

Next Steps

- Staff requests the TAM Board release the Draft and open a 30-day public comment period at the May 28th TAM Board meeting
- Hold the public hearing at the June 25th TAM Board meeting
- If no material changes are needed, request the TAM Board approve the 2026 Strategic Plan at the June 25th TAM Board meeting
- Upon approval, post the 2026 Strategic Plan on TAM's website and communicate information to local agencies and stakeholders

Questions & Feedback

Thank you!

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DATE: May 18, 2026

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
Scott McDonald, Principal Transportation Planner

SUBJECT: Marin Commutes Program Update (Discussion), Agenda Item No. 8

RECOMMENDATION

This is a discussion item only.

BACKGROUND

The Marin Commutes Program is a comprehensive Transportation Demand Management (TDM) initiative led by TAM to reduce traffic congestion, improve air quality, and promote sustainable transportation in Marin County. Launched in 2019, MarinCommutes.org unified incentives and education efforts under a single, branded program. The program has added additional incentives and a TDM software platform, with year-round mode shift incentives and encouragement. Funded through Measure AA Category 1.4 and Measure B Element 3.2, the program includes coordination with local agencies and engagement with TAM's TDM Working Group and Commute Alternatives & Reduction of Trips (CART) Ad Hoc Committee to review the program and also identify future outreach opportunities.

DISCUSSION

The Marin Commutes Program has grown substantially over the past few years with increasing awareness of the program and through the introduction of the Marin Commutes Rewards Program, which now offers ongoing incentives for green trips. Based on COC input in 2023, the program has tracked success based on metrics established through the Measure B Vehicle Registration Expenditure Plan. This memo provides an update on the Marin Commutes Program, highlighting activities and accomplishments from Fiscal Year 2024–25 as compared with Fiscal Year 2023–24, and early progress in Fiscal Year 2025–26.

The program funds direct public financial incentives and is supported by multiple contracts, including:

- Program Management (Convey Inc., through February 2027),
- Software (Ride Amigos, through December 2026),
- Vanpool Formation (Commute with Enterprise, through June 2028), and
- Promotes the Redwood Bikeshare Program (Drop Mobility, through October 2026).

Other than Redwood Bikeshare, which is overseen jointly by TAM and Sonoma County Transportation and Climate Authorities, TAM is responsible for direct management of the range of Marin Commutes TDM services including scope development and contract administration, with oversight of ongoing outreach and promotion activities. Marin Commutes also coordinates closely with regional and local partners, including Marin Transit, Golden Gate Transit, SMART, MTC, local jurisdictions, and North Bay TDM partners.

Program Management and Performance

Performance results for FY2024–25 show strong growth across awareness, participation, and environmental impact metrics, and FY2025–26 progress through January reflects continued upward trends. More detail is shown in Attachment A based on required metrics established under the Measure B Expenditure Plan Amendment Process in 2023. The growth in program utilization is the direct result of a coordinated and sustained outreach strategy led by the contract team. This effort has focused on driving targeted traffic to MarinCommutes.org through comprehensive marketing initiatives, including seasonal campaigns tailored to commuter trends and travel behavior. In addition, the team has cultivated strong partnerships with local employers, strategically leveraging incentives to encourage participation and amplify program visibility. Together, these efforts have strengthened awareness, increased engagement, and contributed to measurable gains across key program performance metrics.

Marin Commutes Rewards Program

TAM launched the Marin Commutes Rewards Program in October 2022 to encourage and sustain shifts to sustainable commute modes. The program features a rewards ladder, monthly and annual drawings, and bonus incentives. Eligible participants who live or work in Marin County can earn up to \$500 annually by logging qualifying green trips – walking, biking, taking transit, carpooling, vanpooling, or working remotely through the RideAmigos platform (web and app-based service).

The Marin Commutes Rewards Program remains central to participation growth, with the employer sub-networks and promotional campaigns such as the HOV Diamond Dozen Challenge during Transit and Rideshare Month. The challenge generated 165 new users, logged more than 8,300 transit trips and 3,300 carpool/vanpool trips, and reduced an estimated 57.3 tons of CO₂, with approximately 85 percent of shared trips occurring along the Highway 101 corridor.

A five-year growth plan assumes 20 percent year-over-year growth in trips and incentive investment, with elevated growth in FY2025–26 based on the results through January in the fiscal year. The current program expends approximately \$20,000 on incentives per year. However, as program participation and utilization have grown, staff estimate that maintaining the current Marin Commutes Rewards Program incentive structure would require approximately \$50,000 annually by FY2029–30.

While Marin Commutes Rewards has been well utilized, the program relies on an early generation app (Ride Amigos' Commute Tracker), which has presented various challenges, prompting TAM to investigate the procurement of a more modern application. Both Ride Amigos and other TDM software providers offer more advanced applications that can be tailored to the program's needs. The current app supports trip logging, rewards administration, employer sub-networks, reporting tools, API integrations, and mobile/web access. However, the program has identified several areas requiring enhancement to meet evolving program needs, including stronger trip validation tools, more advanced emissions tracking and environmental impact reporting, improved employer dashboards and incentive customization, enhanced data integration and real-time reporting capabilities, Spanish-language support, ADA accessibility compliance, and seamless data migration. As participation grows and reporting requirements become more sophisticated, ensuring the platform can scale, maintain data integrity, and provide an intuitive user experience will be critical to sustaining program performance and supporting future expansion.

Emergency Ride Home Program

The Emergency Ride Home (ERH) Program serves as a safety net within Marin Commutes for commuters who use non-single-occupancy vehicle (SOV) modes, by reimbursing the cost of a ride home when unexpected circumstances require a change in plans.

In FY2024–25, 19 ERH requests were submitted. Historically, the most common reasons for use have been personal illness and unscheduled overtime.

Although utilization remains modest, the program plays an important role in influencing commute decisions and encouraging the use of alternative modes. Past survey results indicate that 67% of respondents felt more comfortable choosing a non-SOV option knowing the ERH program was available.

Vanpool Incentive Program

Within Marin Commutes, TAM's Vanpool Incentive Program supplements MTC's \$600 monthly subsidy with an additional \$150 per month for qualifying groups traveling to or from Marin. The program included 13 vanpools by the end of FY2024–25, which reduced to 12 vanpools in early FY2025–26 but added an additional vanpool in April 2026 bringing the total to a current 13 vanpools. Vanpooling saves time and money while reducing the stress of driving alone. To support this option, TAM provides a \$150 monthly subsidy for vanpools (typically 7–15 seats), totaling up to \$3,600 over a 24-month period for vanpools that remain in operation.

The COVID-19 pandemic and the continued prevalence of hybrid work have had some impacts on vanpooling in Marin County and regionally. While the number of registered vanpools serving Marin was significantly higher pre-pandemic, it has since stabilized at around a dozen vanpools.

Awareness of the program continues to grow, and TAM is working under contract with Commute with Enterprise, also MTC's vanpool contractor, to identify additional employer outreach opportunities. Vanpools are most successful when supported by large employers with substantial in-person workforce requirements.

Bikeshare Promotion

In addition to its core incentive programs, Marin Commutes plays an important role in promoting the separate but complementary Redwood Bikeshare program as part of a broader multimodal strategy. The Marin Commutes outreach team from Convey includes bikeshare industry experience and developed several dedicated promotional emails, social media amplification, and an updated webpage featuring current hub locations. Since the Redwood Bikeshare program launched, Marin Commutes has integrated bikeshare into its overall outreach and seasonal campaigns, including Bike Month and Spring Challenges. By highlighting bikeshare as a first and last mile solution, the program reinforces connections to transit and carpool options while increasing visibility for active transportation. This coordinated approach ensures that bikeshare is presented not as a standalone service, but as an integrated component of Marin County's sustainable transportation network. In May the Marin Commutes 'May in Motion' campaign for bike month features various messages to promote Redwood Bikeshare including the promotion of a discounted \$5 membership for the month of May and a chance to win a 6-month Redwood Bikeshare membership.

Upcoming Approach to Program Implementation

TAM staff is currently considering the scope of services for the next phase of the Marin Commutes program with the goal of coordinating program management, TDM software platform services, and the provision of direct incentives potentially into a single contract vehicle.

Another key potential enhancement under the future contract would be the development of a new, program-branded app. This app could provide greater customization, improved trip verification capabilities, and an enhanced user interface to better support participant engagement and program goals.

In the coming months, staff will analyze results from a survey conducted in April 2026. Early review indicates that participants are generally satisfied with Marin Commutes programs and report that the Rewards program's financial incentives provide some motivation to use alternative modes, with a notable share indicating the program has influenced their decision to take alternative modes. Further analysis is needed to inform potential program updates, marketing strategies, and a deeper analysis of participant comments. Findings will also guide development of the scope of work for the next contract period.

In March 2026, the TAM Funding, Programming & Legislation (FP&L) Executive Committee and TAM Board received a similar program update and expressed positive feedback on the program implementation and results described in this staff report.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The Transportation Demand Management and Public Outreach services provided through this contract support several concepts from the CTP. Core principles of safe, equitable, and sustainable transportation from the CTP are promoted through encouragement of alternative modes of transportation, which can result in reductions in greenhouse gas emissions, reduced reliance on single-occupant commute trips, and increased utilization of shared and active transportation.

FISCAL CONSIDERATION

There are no fiscal impacts associated with this presentation. The Marin Commutes Program currently operates in the \$350,000-\$400,000 range annually.

NEXT STEPS

Looking ahead, the program's next steps focus on expanding partnerships, strengthening outreach, and preparing for future growth. Staff will continue leveraging funding and relationships by providing easy-to-use content for partners, including newsletters, social media, and other materials for community-based organizations, elected officials, and employers. The program will maintain a strong focus on community events and continue direct employer engagement to grow participation and establish additional employer sub-networks.

Marketing efforts will capitalize on opportunities such as Bike Month campaigns, Emergency Ride Home promotion, Transit and Rideshare Month campaigns, and targeted bikeshare outreach.

Staff will also finalize fiscal year performance data for FY2025–26, promote regional incentives and transit operator discounts, and initiate a procurement process to select a program management consultant and rewards platform to support long-term program sustainability and technology needs. These next steps are intended to scale participation, deepen partnerships, and position Marin Commutes for continued growth and measurable impact.

ATTACHMENTS

Attachment A – Staff PPT Presentation



Item 8 - Attachment A

Marin Commutes Program Update

Transportation Authority of Marin

Community Oversight Committee

May 18, 2026

Marin Commutes



- Provides information and resources to residents, employees, and employers about alternatives to driving alone
 - <https://marincommutes.org/>
- Provides **incentives and programs** to promote alternative modes of transportation, including:
 - Marin Commutes Rewards
 - Emergency Ride Home
 - Vanpool Incentive
 - Redwood Bikeshare



Program Contracts

TAM's TDM work is funded by Measure AA 1.4 (0.5%) and Measure B 3.2 (8%), cost is approximately \$350,000-\$400,000 per year

Multiple Contracts Support Program Delivery

- Program Administration (Convey): Contract through February 2027
- Software Platform (Ride Amigos): Contract through December 2026
- Vanpool Incentive (Commute with Enterprise): Contract through June 2028

Additional Contracts

- Bikeshare Program (Drop Mobility): Contract through October 2026

Stakeholder Coordination

TAM TDM Working Group

- Marin Transit
- Golden Gate Transit
- SMART
- County of Marin
- City of Mill Valley
- City of San Rafael
- City of Novato
- Metropolitan Transportation Commission



North Bay TDM Working Group

- Sonoma County Transportation & Climate Authorities
- Napa Valley Transportation Authority
- Solano Transportation Authority
- Transportation Authority of Marin



Marin Climate & Energy Partnership

Marin Sustainability Coordinators

Bikeshare Working Group



Community & Employer Engagement

Community events and presentations, including:

Canal Alliance Community Fair, San Rafael Health & Wellness Fair, Play-Marin Walkathon, Novato Health & Benefits Fair, Redwood Bikeshare Launch, Marin Climate and Energy Partnership, Local Chambers of Commerce.

• April & May events included:

- Dominican University Earth Day
- Earth Day Marin
- Dominican University Staff Wellness Fair
- MarinHealth Staff Wellness Fair
- Bike to Work Day Energizer Station

Employer meetings, including

Bio-Marin, City of Novato, College of Marin, Dominican College, Altrans/Kaiser, Marin Community Clinics & MarinHealth

2489 newsletter subscribers receive regular communications

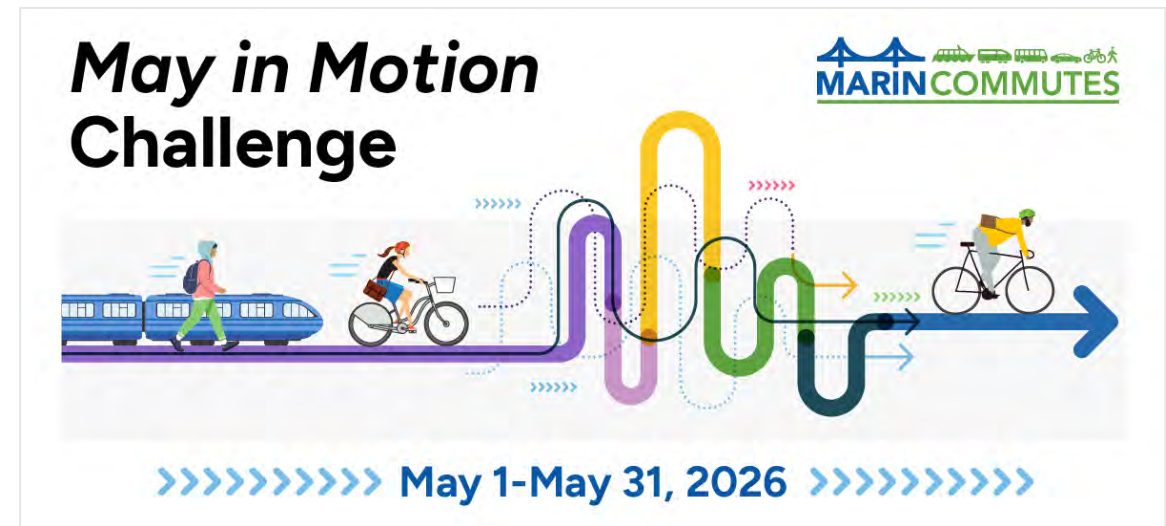
562 subscribers receive focused employer emails



May in Motion Challenge

May in Motion Challenge

- May 1 – May 31
 - Celebrates spring, bike month and Redwood Bikeshare!
 - Promotes **active and sustainable transportation** with **bonus points** for bike/walk trips during **Bike to Work week** (May 11-15)
 - **Log 8 active or sustainable commute trips** by May 31 and automatically earn a free Redwood Bikeshare day pass and entry into the grand prize drawing
 - **Bi-weekly drawings** for a \$50 gift card for each leaderboard category
 - **New incentives** include **Redwood Bikeshare** specific rewards (free day passes & **grand prize** of a free six-month membership)
 - Bilingual partner toolkits sent-out to support promotion



Yearly Marin Commutes Performance Metrics

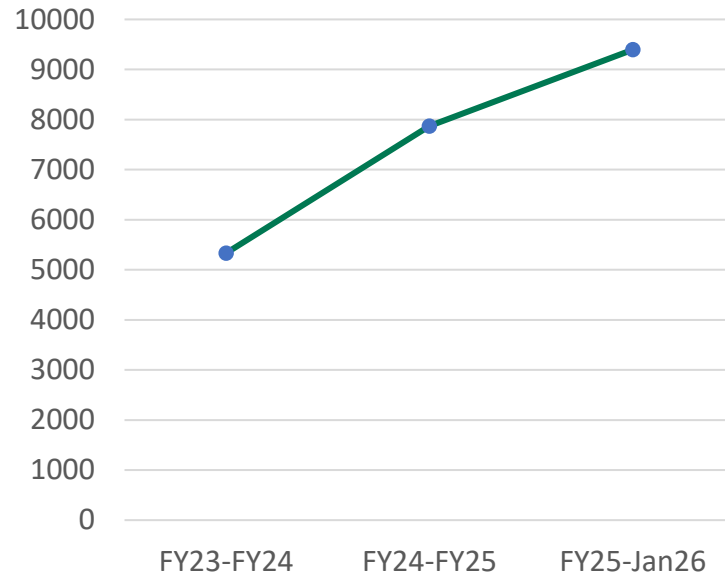
Performance Measure	Metric
Awareness of commute alternatives	<ul style="list-style-type: none"> • Website traffic • Meetings/presentations/events • Emergency Ride Home (ERH) website engagement
Participation in commute alternatives	<ul style="list-style-type: none"> • Registered users • Newsletter/mailling list subscribers • Partners and employer contacts registered • Vanpool utilization
Impact of commute alternatives	<ul style="list-style-type: none"> • Single-occupancy Vehicle (SOV) trips reduced • SOV miles avoided • CO₂ emissions savings
Funding and partnerships	<ul style="list-style-type: none"> • Leveraged funding • Formed partnerships

Performance Metrics & Results: FY24-25

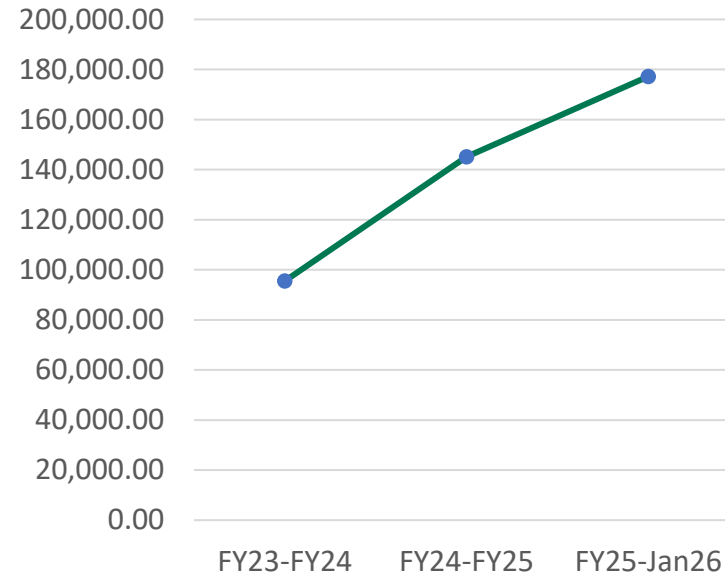
Performance Measure	Metric	Fiscal Year 23-24 7/1/23 - 6/30/24	Fiscal Year 24-25 (7/1/24 - 6/30/25)	
Awareness of commute alternatives	Website traffic	7,324 new visitors (610/mo)	9,348 new visitors (779/mo)	27% ↑
		9,423 unique visits (785/mo)	13,113 unique visits (1,093/mo)	39% ↑
		299 ERH page visits (25/mo)	1,796 ERH page visits (150/mo)	500% ↑
	Meetings/presentations/events	27 touchpoints	30 touchpoints	11% ↑
Participation in commute alternatives	Registered users	1,566 registered users	2,208 registered users	40% ↑
	Newsletter/ mailing list subscribers	1,760 subscribers	2,288 subscribers	30% ↑
	Partner & employer contacts registered	575 subscribers	565 subscribers	Maintained
	Vanpool utilization	10 active vanpools	13 active vanpools	30% ↑
Impact of commute alternatives	SOV trips reduced	5,070 trips / mo.	7,687 trips / mo.	51% ↑
	SOV miles avoided	90,029 miles / mo.	140,112 miles / mo.	55% ↑
	CO2 emissions savings	24.52 tons / mo.	42.74 tons / mo.	74% ↑
Funding and partnerships	Partners offering additional incentives	2	2	Maintained
	Value of partner incentives	\$18,570	\$39,360	111% ↑

Impact of Commute Alternatives

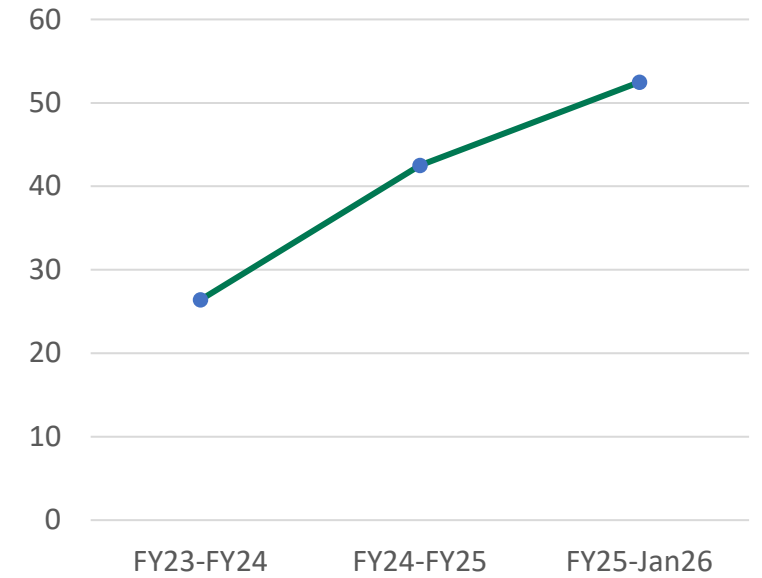
SOV Trips Reduced
(trips per month)



SOV Miles Avoided
(miles per month)



CO2 Emissions Reduced
(tons per month)



Spring Updates: Marin Commutes Survey

Marin Commutes Survey (Bilingual)

- **681 responses**
 - Survey live from **April 3 - April 21**
 - **Goals:** Understand travel behaviors, barriers/motivators related to using alt. modes, program use/awareness and improvement opportunities
 - **Audience:** Marin Commutes Rewards users & broader public that live, work or go to college in Marin
 - **Responses incentivized** with optional drawing for three \$50 gift cards
 - **Promotion included:** Marin Commutes rewards email list, website, social media (organic & paid), TAM newsletter, and partner channels
 - Partner toolkits provided at launch to support promotion

Your commute. Your voice.

Take the Marin Commutes survey today

MARIN COMMUTES

Marin Commutes Survey

The **Transportation Authority of Marin (TAM)** is conducting a survey to understand how people travel to work and/or college, what influences those choices, and how Marin Commutes programs and services could be improved.

The survey should take about **7-9 minutes**. Your responses are confidential and reported only in summary.

As a thank you, you may optionally enter a drawing to win one of three **\$50 gift cards**.

Must be at least 18 years old to participate. To enter the drawing without taking the survey, please mail your name, phone number, and mailing address to: Convey, Inc., 1250 45th Street, Suite 250 | Emeryville, CA 94608. Limit one entry per household.

Tu viaje. Tu voz.

Responde hoy la encuesta de Marin Commutes

Spring Updates: High-Level Survey Findings

- **Demographics**

- **Marin County residents/workers/ students:** 67% live in Marin, 70% work/go to college in Marin
- **All ages:** 35–44 (26%), 45–54 (20%), 55–64 (19%), and 25–34 (18%)

- **Commuting**

- **Daily commutes:** 32% commute 5 days/week
- **Long commutes:** 65% commute (one-way) for 30 mins or longer
- **Many driving alone:** 42% indicated they drive alone
- **Carpooling & bus** identified as the most viable alternatives to driving alone (34% each)

- **Program Feedback/Impacts**

- **Strong program offerings:** 64% satisfied or very satisfied with programs they use/have used with 20% neutral
- **Current financial incentives motivating:** 86% find the Rewards program offering at least somewhat motivating
- **Rewards program influences alternatives:** 82% of active MCR users reported at least some degree of influence in deciding to use alternative modes
- **ERH access increases comfort:** 84% report ERH program provides some degree of comfort for using alternative modes

Next Steps: Marin Commutes Program Strategy

Streamlining Program Structure

- Current: Separate contracts for management + platform
- Incentives funding scaling from ~\$20K/yr → ~\$50K/yr by FY2029–30

What's Coming

- Continue outreach and promotions
- Program evaluation through FY2025-26 and recommendations to shape future contract scope
- Meet with TAM TDM Working group for feedback
- New branded app with improved features



Questions?

Thank you!

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DATE: May 18, 2026

TO: Transportation Authority of Marin Community Oversight Committee

FROM: Anne Richman, Executive Director
Ray Rodriguez, Assistant Project Delivery Manager
Audrey Veyssiere, Assistant Project Delivery Manager

SUBJECT: 2026-2030 Crossing Guard Evaluation (Discussion), Agenda Item No. 9

RECOMMENDATION

This is a discussion item only.

BACKGROUND

TAM has been funding and managing the Marin County Crossing Guard Program (Program) since 2006. Funding for the Program comes from the transportation sales tax, Measure A/AA, and from the vehicle registration fee (VRF), Measure B. In the current fiscal year, the Program is expected to cost approximately \$2.5 million.

A key decision in managing the Program is to determine the locations for guards. In summary, the decision process involves assessing locations near schools throughout the County, developing a ranked list based on established criteria, and assigning guards to the top locations within the fiscal constraints of the program. Evaluations have occurred for implementation in 2010, 2014, 2018, and 2023. The current assessment has been completed and the 2026 ranked list is shown in Attachment A.

Early in the program's history, locations were based on recommendations from local public works officials and on criteria from the California Manual of Uniform Traffic Control Devices (CMUTCD). Marin Public Works Association (MPWA) and the former TAM Technical Advisory Committee developed a scoring system in 2009 that was based in part on the CMUTCD criteria and other factors. The TAM Board-approved scoring system utilizes vehicle volumes, pedestrian volumes, skew angle of the intersecting streets, stopping sight distance if impaired, designation if on the crest of a vertical curve, speed limit of any approaching roadway, accident history, and other relevant factors. Committees were formed in 2017 and 2021 to determine if any changes should be made to the scoring system.

MPWA and the TAM Board approved the latest changes to the scoring methodology in April 2022. Those changes include using posted speed limits rather than school speed limit zones when determining the crosswalk speed limit; dropping the lower age of school age pedestrian to four years old to account for new transitional kindergarten (T-K) programs; and increasing the scoring weight of recent accidents at or near the crosswalk involving bicycles or pedestrians.

The evaluation process typically takes several months for data collection, analysis, and outreach with local jurisdictions and school districts. It is important to have a standard process for evaluating the sites to reduce potential liability associated with location selection.

To reduce Program costs, in April 2024, the TAM Board approved an updated approach to limit the number of locations evaluated each recertification cycle. Two lists were created:

- Studied Locations to be Automatically Guarded (see Attachment C): A list of 42 locations that have scored 80 or higher on the latest two ranked lists. These locations will be automatically provided with a crossing guard and will not be counted.
- Studied Locations to no longer be evaluated (see Attachment D): A list of 21 locations that have scored 45 or below on the latest two ranked lists, will be automatically excluded from further consideration for a crossing guard.

Locations not on those two lists become the subject of the evaluation. In this cycle, 102 locations were evaluated. Note, additional locations were added to both lists during this current evaluation cycle; the new sites are shown in bold font.

DISCUSSION/ANALYSIS

In order to obtain some of the needed data for this cycle, contracts were signed with 4 video counting firms this past summer. The video firms supplied the vehicle counts for the 102 intersections evaluated over a span of five weeks (between September 16 and October 21). The work was supplemented by the TAM on-call contractor, TYLin, which supplied the pedestrian counts from the videos. TYLin also gathered the accident data. TAM staff performed quality control on the vehicle and pedestrian counts, which involved many reviews, and performed all the site scoring.

The scores for the sites were then placed in a ranked list. Several sites had the same score and when necessary, an additional sorting was performed using Peak Hour pedestrian values. A first draft list was shared with the MPWA, and meetings with affected jurisdictions and school districts were organized in March. These conversations led to the Ranked List shown in Attachment A.

Based on the January 2026 TAM Board decision to fund 96 guards for the next 4 years, there are some changes in the new list compared to the current guard locations:

- The addition of two new sites for evaluation: Manuel T. Freitas Parkway & Las Pavadas Avenue (TAM Site No. 164), and Tamalpais Drive & Lakeside Drive (TAM Site No. 165).
- Six locations will require two guards – shown in blue on Attachment A – these sites have multiple lanes and were selected by our crossing guard vendor. It is now recommended that two guards be utilized when crossing some multi-lane roads. This number of six locations should remain constant over the next four years unless roadway changes are implemented (i.e., the addition of a lane at a guarded location), or new multi-lane sites are added during evaluations.
- Some locations (previously below the cutoff line) – shown in green on Attachment A – are now above the cutoff line and are proposed for crossing guard services.
- Some current locations have fallen below the funding cutoff. These locations are shown in red on Attachment A.
- Two local jurisdictions are proposing to exchange locations. Crossing guards are defined as a traffic control device and the Public Works Director and the City Manager for each jurisdiction has final approval for guard placement. The Town of Corte Madera is opting to move a guard location that scored above the funding cutoff at Spindrift/Prince Royal to Tamalpais/Eastman, which was scored below the funding cutoff; and the Town of Tiburon is opting to move a guard from Karen Way to Tiburon/Blackfield.

- Four School Districts (SD) are proposing to pay for guards at the following locations: Tiburon Boulevard & East Strawberry Drive in Marin County (Mill Valley SD); Sir Francis Drake Boulevard & College Avenue in Kentfield (Kentfield SD); Arthur Street & Cambridge Street in Novato (Novato Unified SD), Leafwood Drive (North of Sunset Pkwy) (Novato Unified SD); and Paradise Drive & Seawolf Passage in Corte Madera (Larkspur-Corte Madera SD). Note, some districts are still evaluating funding additional locations. Guards at these locations will be part of the TAM program and managed by TAM's vendor along with the other sites.
- Status of sites that have no coloring on Attachment A remain the same as now, either guarded or unguarded, depending on if they are above or below the funding cutoff.

The tables below show the guard assignments by school districts and jurisdictions. The numerator is the number of guards/locations that will be funded starting next school year. The denominator is the number of guards/locations evaluated. (Note, these lists include guards paid for by school districts.)

SCHOOL DISTRICTS	In terms of guards		In terms of locations	
	Before (2023 – 2026)	After (2026 – 2030)	Before (2023 – 2026)	After (2026 – 2030)
Bolinas-Stinson Union	0/2	1/2	0/2	1/2
Kentfield	8/9	8/9	7/8	7/8
Lagunitas	1/1	1/1	1/1	1/1
LCM	6/12	8/13	6/12	8/13
Mill Valley	16/18	19/21	16/18	16/18
Miller Creek	6/10	6/12	6/10	5/11
Novato Unified	25/36	25/37	25/36	24/36
Reed Union	10/15	7/15	10/15	7/15
Ross	3/6	3/6	3/6	3/6
Ross Valley	9/15	5/15	9/15	5/15
San Rafael	12/22	12/22	12/22	12/22
Sausalito Marin City	1/6	1/6	1/6	1/6
Shoreline Unified	0/1	1/1	0/1	1/1
Private Schools*	3/11	4/11	3/11	4/11
TOTAL	100/164	100/171	99/163	94/165

**Private Schools include Marin Primary, Ross Valley Charter School, St. Patrick School, Marin Horizon School, Mount Tamalpais School, North Bridge Academy, St. Anselm School, and Mark Day School.*

JURISDICTIONS	In terms of guards		In terms of locations	
	Before (2023 – 2026)	After (2026 – 2030)	Before (2023 – 2026)	After (2026 – 2030)
Corte Madera	4/8	6/9	4/8	6/9
Fairfax	4/5	4/5	4/5	4/5
Larkspur	4/6	4/6	4/6	4/6
County of Marin	23/35	27/36	22/34	25/34
Mill Valley	8/10	10/12	8/10	8/10
Novato	23/34	23/35	23/34	22/34
Ross	3/5	3/5	3/5	3/5
San Anselmo	5/13	1/13	5/13	1/13
San Rafael	16/29	16/31	16/29	15/30
Sausalito	0/4	0/4	0/4	0/4
Tiburon	10/15	7/15	10/15	7/15
TOTAL	100/164	100/171	99/163	94/165

On March 23, staff presented the draft 2026 ranked list to the MPWA who provided a majority vote to recommend the ranked list to the Funding, Program, and Legislation (FP&L) Executive Committee and full TAM Board for consideration.

On April 23, the TAM Board of Commissioners approved the following items:

- Adopt the Ranked list of Crossing Guard Locations shown in Attachment A.
- Adopt the revised lists of locations which no longer will be evaluated due to perennially high and low scoring values shown in Attachment C and Attachment D, respectively.

Program Costs – By continuing to incorporate qualifying locations into the Attachment C or Attachment D lists, Program cost-savings are expanded. During the current assessment:

- 10 new locations meet the criteria to be on the Studied Locations to be Automatically Guarded List (see Attachment C). This list now includes 52 sites.
- 19 new locations meet the criteria to be on the Studied Locations to no longer be evaluated List (see Attachment D). This list now includes 40 sites.

The list of evaluated locations shrunk from 163 in 2023, to 102 for the 2026 effort, and is expected to be down to 72 during the 2030 list creation.

RELATIONSHIP TO COUNTYWIDE TRANSPORTATION PLAN (CTP)

The Crossing Guard Program is consistent with the Safe Travel for All, the Accessible and Walkable Communities, and the Complete Active Transportation Network elements of the CTP.

FISCAL CONSIDERATION

The Measure AA Expenditure Plan specifies a base level of 96 guards (referenced as locations in one section). This was an increase of approximately 20 crossing guards from the previous transportation sales tax (Measure A).

When the Program began in August 2006, Measure A had been in place and sales tax collected for 18 months with very little expenditures (the time lag was necessary to determine guard conditions and to procure a vendor for the guard service). Therefore, a substantial crossing guard reserve was created and has allowed the Program to operate without needing to exactly match estimated revenue and costs each year.

In prior cycles, guard numbers were recommended by staff based on the reserve being exhausted at the end of the sales tax measure, which for Measure A was 2024, and is 2049 for Measure AA. As recently as 2022, it was expected that the 96 guard/location number could remain in place until 2049 based on future costs and revenues. Unfortunately, the cost forecasts were greatly revised when the state minimum wage unexpectedly experienced a major increase. This information was presented to the TAM Board and various actions were taken at the December 2023 and April 2024 meetings.

In January 2026, the TAM Board approved a funding framework for the program for the next four-year cycle. Several funding, cost, and operating factors were considered, including the Measure AA Expenditure Plan amendments, the number of guards, and program funding and costs. The analysis was based on a more realistic ten-year horizon to exhaust the Program reserve in 2034, which ties in with the 2030 new location list. The projected staffing levels are subject to change during the creation of the 2030 ranked list and a new time horizon of ten years from that date may be utilized to perpetuate a constant staffing level. This approach was presented to the Community Oversight Committee on March 16, 2026.

The January 2026 Board actions consisted of:

- Assuming funding levels from the proposed Measure AA Expenditure Plan amendments
 - Moving 0.5% of the sales tax going forward from Category 1.3 to Category 3.2. Category 1.3 (U.S. 101 Interchange Improvements) would change from 3% to 2.5%, while Category 3.2 (Crossing Guards) would change from 7% to 7.5%, thereby providing an additional approximate amount of \$150,000 annually for the Crossing Guard program – equivalent to about five guards currently.
 - Changing any reference in the Expenditure Plan referring to the number of guards/locations to just guards.
- Adding \$500,000 of Measure AA Interest Funds to support the Crossing Guard Program on a one-time basis.
- The number of guards will be held constant at 96 until 2030, then reduced as shown below.

<i>Crossing Guard Staffing Levels</i>	
Number of Guards beginning August 2026	96
Number of Guards beginning August 2030	91
Number of Guards beginning August 2034	84

Note, as shown in the bottom row of the table above, under current cost and revenue assumptions, the Program will require additional reductions in August 2034 since all of the Program Reserve will be exhausted at that time. Once the Program Reserve is exhausted, the program will need to rely only on the annual revenues for Crossing Guards generated from Measure AA and Measure B. Staff will continue to seek other potential funding streams to supplement the Program's financials.

The draft FY2026/2027 TAM Budget includes funding for the Board approved crossing guard level of 96 TAM paid guards.

NEXT STEPS

Staff will work with the schools to notify students and parents of any changes for the upcoming school year. This outreach process has started and will continue into June 2026. It involves publication of the changes through schools' newsletters and others communication channels. Signs announcing the changes will be posted for several consecutive days at the affected intersections.

The current contract with the crossing guard vendor expires in July 2026, and it allows for a two-year extension. Staff are currently in negotiations to extend the contract. A recommendation will be taken to the Board for consideration at a future meeting.

Staff will continue to explore additional crossing guard funding options. In addition, staff will monitor the assumptions used to predict the cash flows and return to the Board if significant discrepancies are noted.

For sites being paid for by school districts, various interagency agreements will be brought to the Board in the next few months.

An Ad-Hoc Committee of public works directors, school district superintendents, and TAM staff will be formed within the next year to review the scoring process and will bring back any proposed changes to the scoring process to MPWA and the TAM Board for approval. The Ad-Hoc Committee will also look at potential physical improvements to the various intersections, especially those intersections near the funding cutoff line.

ATTACHMENTS

- Attachment A – TAM Crossing Guard 2026 Recertification List
- Attachment B – 2026 Locations Counts Summary Map
- Attachment C – List of Studied Locations to be Automatically Guarded
- Attachment D – List of Studied Locations to no longer be evaluated
- Attachment E – PPT Presentation

Crossing Guard Location 2026 Recertification List
TAM Board
4/23/2026

Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
121	Sir Francis Drake Blvd & Glen Dr	Fairfax	Ross Valley	Uncontrolled	1	n/a	X	X	
012	Doherty Dr & Rose Lane (East) (at Piper Park)	Larkspur	Larkspur - Corte Madera	Uncontrolled	2	n/a	X	X	
003	Nova Albion Way at Vallecito School	San Rafael	Miller Creek	Uncontrolled	3	n/a	X	X	
122	Miller Ave & Almonte Blvd	Mill Valley	Mill Valley SD	Uncontrolled	4	n/a	X	X	
043	Center Rd & Wilson Ave	Novato	Novato Unified	Stop Sign	5	n/a	X	X	
016	East Strawberry Dr at Strawberry School	Marin County	Mill Valley SD	Uncontrolled	6	n/a	X	X	
044	Center Rd & Leland Dr	Novato	Novato Unified	Uncontrolled	7	n/a	X	X	
107	Sunset Pkwy & Merritt Dr	Novato	Novato Unified	Uncontrolled	8	n/a	X	X	
124	Olive Ave (in back of school)	Novato	Novato Unified	Uncontrolled	9	n/a	X	X	
042	Sir Francis Drake Blvd & Oak Tree Lane	Fairfax	Ross Valley	Uncontrolled	10	n/a	X	X	
024	Lagunitas Rd & Ross Common	Ross	Ross	Uncontrolled	11	n/a	X	X	
134	Ross Common (at Post Office)	Ross	Ross	Uncontrolled	12	n/a	X	X	
014	East Blithedale Ave & Lomita Ave	Mill Valley	Mill Valley SD	Signal	13	n/a	XX	X	
113	Sir Francis Drake Blvd & Manor Rd	Marin County - Kentfield	Kentfield	Uncontrolled	14	n/a	X	X	
008	Sir Francis Drake Blvd & Wolfe Grade	Marin County - Kentfield	Kentfield	Signal	15	n/a	XX	XX	
010	Larkspur Plaza Dr (Tam Racket Club) & Doherty Dr	Larkspur	Larkspur - Corte Madera	Signal	16	n/a	X	X	
123	Sutro Ave (in front of Pleasant Vly Elementary)	Novato	Novato Unified	Uncontrolled	17	n/a	X	X	
007	College Ave & Stadium Way	Marin County - Kentfield	Kentfield	Signal	18	n/a	X	X	
019	Camino Alto & Sycamore Ave	Mill Valley	Mill Valley SD	Signal	19	n/a	XX	X	
040	Happy Lane & 5th Ave	San Rafael	San Rafael Elementary	Uncontrolled	20	n/a	X	X	
063	Las Gallinas Ave & Elvia Ct	San Rafael	Miller Creek	Stop Sign	21	n/a	X	X	
053	Paladini Rd & Vineyard Rd	Novato	Novato Unified	Stop Sign	22	n/a	X	X	
057	Mohawk Ave (in front of Neil Cummins School)	Corte Madera	Larkspur - Corte Madera	Uncontrolled	23	n/a	X	X	
145	San Ramon Way & San Juan Ct	Novato	Novato Unified	Uncontrolled	24	n/a	X	X	
118	Woodland Ave & Lindaro St	San Rafael	San Rafael Elementary	Stop Sign	25	n/a	X	X	
093	Woodland Ave & Eva St	San Rafael	San Rafael Elementary	Stop Sign	26	n/a	X	X	
075	Magnolia Ave & Wiltshire Ave	Larkspur	Marin Primary	Uncontrolled	27	n/a	X	X	
046	Sutro Ave & Dominic Dr	Novato	Novato Unified	Uncontrolled	28	n/a	X	X	
054	Wilson Ave & Vineyard Rd	Novato	Novato Unified	Stop Sign	29	n/a	X	X	

Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
034	Bahia Way at School Entrance	San Rafael	San Rafael Elementary	Uncontrolled	30	n/a	X	X	
017	Bell Lane & Enterprise Concourse	Marin County	Mill Valley SD	Stop Sign	31	n/a	XX	X	
110	Belle Ave (in front of school)	San Rafael	San Rafael Elementary	Uncontrolled	32	n/a	X	X	
074	Hickory Ave (near Mohawk Ave)	Corte Madera	Larkspur - Corte Madera	Uncontrolled	33	n/a	X	X	
061	Karen Way (in front of school)	Tiburon	Reed Union	Uncontrolled	34	n/a			Swap to Site 18 - Tiburon/Blackfield
119	Miller Ave & Evergreen Ave	Mill Valley	Mill Valley SD	Uncontrolled	35	n/a	X	X	
153	Redwood Ave & Pixley Ave	Corte Madera	Larkspur - Corte Madera	Uncontrolled	36	n/a	X		
130	Shoreline Hwy & Pine Hill Rd	Marin County	Mill Valley SD	Uncontrolled	37	n/a	X	X	
158	Calle Empinada & Calle Paseo	Marin County	Novato Unified	Uncontrolled	38	n/a	X	X	
035	Kerner Blvd & Canal St	San Rafael	San Rafael Elementary	Stop Sign	39	n/a	X	X	
147	McAllister Ave & Stadium Way	Marin County - Kentfield	Kentfield	Uncontrolled	40	n/a	X	X	
027	Butterfield Rd & Green Valley Ct	Marin County	Ross Valley	Uncontrolled	41	n/a	X	X	
052	Alameda De La Loma & Calle De La Mesa (East)	Marin County	Novato Unified	Stop Sign	42	n/a	X	X	
041	Oak Manor Dr (mid-block at school)	Fairfax	Ross Valley	Uncontrolled	43	n/a	X	X	
032	Bahia Way & Kerner Blvd	San Rafael	San Rafael Elementary	Stop Sign	44	n/a	X	X	
023	Lagunitas Rd & Allen Ave	Ross	Ross	Stop Sign	45	n/a	X	X	
108	Lovell Ave & Old Mill St	Mill Valley	Mill Valley SD	Uncontrolled	46	n/a	X	X	
050	San Ramon Way & San Benito Way (North)	Novato	Novato Unified	Stop Sign	47	n/a	X	X	
033	North San Pedro Rd & Roosevelt Ave	San Rafael	San Rafael Elementary	Uncontrolled	48	n/a	X	X	
036	177 North San Pedro Rd	San Rafael	San Rafael Elementary	Uncontrolled	49	n/a	X	X	
021	Tiburon Blvd & Lyford Dr	Tiburon	Reed Union	Signal	50	n/a	X	X	
136	Tiburon Blvd & Mar West St	Tiburon	Reed Union	Uncontrolled	51	n/a	X	X	
039	5th Ave & River Oaks Dr	San Rafael	San Rafael Elementary	Uncontrolled	52	n/a	X	X	

Sites above this line qualify to receive one or two guard(s) funded by TAM without having to be rescored because they historically scored high.

068	Sunset Pkwy & Ignacio Blvd	Novato	Novato Unified	Stop Sign	53	128	X	X	
015	Throckmorton Ave & Old Mill St	Mill Valley	Mill Valley SD	Stop Sign	54	120	X	X	
065	Sir Francis Drake Blvd & Marinda Dr	Fairfax	Ross Valley Charter School	Stop Sign	55	105	X	X	
106	Adams St & Johnson St	Novato	Novato Unified	Stop Sign	56	98	X	X	
048	South Novato Blvd & Yukon Way	Novato	Novato Unified	Uncontrolled	57	96	X	X	
059	Butterfield Rd & Rosemont Ave (in front of School)	San Anselmo	Ross Valley	Stop Sign	58	95	X	X	
062	Blackstone Dr & Las Gallinas Ave	Marin County	Miller Creek	Stop Sign	59	92	X	X	

Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
055	West Castlewood Dr & Knight Dr	San Rafael	San Rafael Elementary	Stop Sign	60	91	X	X	
038	Woodland Ave & Seibel St	San Rafael	San Rafael Elementary	Uncontrolled	61	90	X	X	
002	Las Gallinas Ave & Miller Creek Rd	Marin County	Miller Creek	Stop Sign	62	89	X	X	
079	Gibson Ave & Shoreline Hwy	Marin County - Tamalpais Valley	Mill Valley SD	Signal	63	89	X	X	
101	One Main Gate Rd at School	Novato	Novato Unified	Uncontrolled	64	87	X	X	
020	Tiburon Blvd & Avenida Mireflores	Tiburon	Reed Union	Signal	65	84	X	X	
064	Lomita Dr (in front of Edna Maguire School)	Mill Valley	Mill Valley SD	Stop Sign	66	79	X	X	
159	Donahue St & Drake Ave (NW)	Marin County	Sausalito Marin City	Uncontrolled	67	79	X	X	
127	Redwood Hwy & SB Seminary Dr On-Ramp	Mill Valley	Mill Valley SD	Stop Sign	68	78	X	X	
143	South Novato Blvd & Lark Ct	Novato	Novato Unified	Uncontrolled	69	76	X	X	
013	Magnolia Ave & King St	Larkspur	St. Patrick School	Stop Sign	70	75	X	X	
146	Almonte Blvd & Rosemont Ave	Marin County	Mill Valley SD	Uncontrolled	71	74	X	X	
006	College Ave & Woodland Ave/Kent Ave	Marin County - Kentfield	Kentfield	Stop Sign	72	73	X	X	
132	San Benito Way & San Ramon Way (south)	Novato	Novato Unified	Uncontrolled	73	72	X	X	
104	Center Rd & Tamalpais Ave	Novato	Novato Unified	Stop Sign	74	71	X		
049	San Marin Dr & San Ramon Way	Novato	Novato Unified	Stop Sign	75	69	XX	X	
070	Olema-Bolinas Rd (in Front of School)	Marin County - Bolinas	Bolinas-Stinson Union	Uncontrolled	76	69	X		
164	Manuel T Freitas Pkwy & Las Pavadas Ave	San Rafael	Miller Creek	Stop Sign	77	69	XX		Site added to the recertification list
081	Melrose Ave & Evergreen Ave	Marin County - Tamalpais Valley	Marin Horizon School	Stop Sign	78	68	X		
126	Shoreline Hwy & Almonte Blvd	Marin County - Tamalpais Valley	Mill Valley SD	Signal	79	68	X	X	
165	Tamalpais Drive & Lakeside Drive	Corte Madera	Larkspur - Corte Madera	Uncontrolled	80	70	X		Site added to the recertification list
073	Sir Francis Drake Blvd & Meadow Way	Marin County - San Geronimo	Lagunitas	Uncontrolled	81	67	X	X	
149	Blackfield Dr & Cecilia Way	Tiburon	Reed Union	Uncontrolled	82	66	X		
087	Tiburon Blvd & Stewart Dr	Tiburon	Reed Union	Stop Sign	83	66	X	X	
105	Center Rd & Diablo Ave	Novato	Novato Unified	Stop Sign	84	65	X		
005	Sir Francis Drake Blvd & Laurel Grove Ave (East)	Marin County - Kentfield	Kentfield	Signal	85	64	X	X	
086	Tiburon Blvd & Kleinert Way/Ned's Way	Tiburon	Reed Union	Stop Sign	86	64	X	X	
137	Spindrift Passage & Prince Royal Passage	Corte Madera	Larkspur - Corte Madera	Uncontrolled	87	63			Swap to Site 58 - Tamalpais/Eastman
140	Shoreline Hwy (in front of West Marin School)	Marin County	Shoreline	Stop Sign	88	61	X		
045	South Novato Blvd & Sunset Pkwy	Novato	Novato Unified	Signal	89	60	X	X	
128	Redwood Hwy & NB Off-Ramp/DeSilva Dr (at POC)	Marin County	Mill Valley SD	Signal	90	60	X	X	

Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
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Sites above this line qualify to receive one or two guard(s) funded by TAM.

Sites below this line don't qualify to receive a guard funded by TAM.


095	Racquet Club Dr & 5th Ave	San Rafael	San Rafael Elementary	Stop Sign	91	59			
082*	Tiburon Blvd & East Strawberry Dr	Marin County	Mill Valley SD	Uncontrolled	92	58	X	X	Paid for by MVSD
060	Sunset Pkwy & Lynwood Dr	Novato	Novato Unified	Uncontrolled	93	57			
077	East Blithedale Ave & Elm Ave	Mill Valley	Mill Valley SD	Signal	94	57			
099	Bellam Blvd & Andersen Dr	San Rafael	San Rafael Elementary	Signal	95	57			
078	Ricardo Lane & East Strawberry Dr	Marin County	Mill Valley SD	Stop Sign	96	56			
094	Woodland Ave & Lovell Ave	San Rafael	San Rafael Elementary	Uncontrolled	97	56			
163*	Leafwood Dr (North of Sunset Pkwy)	Novato	Novato Unified	Stop Sign	98	56	X	X	Paid for by NUSD
071	Marinwood Ave & Miller Creek Rd	Marin County	Miller Creek	Stop Sign	99	55			
162	Las Gallinas Ave & Oleander Dr	San Rafael	Miller Creek	Uncontrolled	100	55		X	
009*	Sir Francis Drake Blvd & College Ave	Marin County - Kentfield	Kentfield	Signal	101	52	X	X	Paid for by KSD
025	Sir Francis Drake Blvd & Lagunitas Rd	Ross	Ross	Signal	102	52			
102	Wilson Ave at X-walk to field	Novato	Novato Unified	Uncontrolled	103	52		X	
138	Arthur St & Hayes St	Novato	Novato Unified	Uncontrolled	104	51			
037	Knight Dr & Ashwood Ct	San Rafael	San Rafael Elementary	Uncontrolled	105	50			
056	Avenida Mireflores at School	Tiburon	Reed Union	Uncontrolled	106	50		X	
142	Tiburon Blvd & San Rafael Ave	Tiburon	Reed Union	Signal	107	50		X	
030	Sir Francis Drake Blvd & Tamal Ave	San Anselmo	Ross Valley	Signal	108	49		X	
022	Tiburon Blvd & Trestle Glen Blvd	Tiburon	Reed Union	Signal	109	48		X	
112	Grand Ave & Jewell St	San Rafael	San Rafael Elementary	Stop Sign	110	48			
148	Avenida Mireflores & Hilary Dr	Tiburon	Reed Union	Uncontrolled	111	48		X	
029	Sir Francis Drake Blvd & Bolinas Ave	San Anselmo	Ross	Signal	112	47			
109	Nova Albion Way & Montecillo Rd	San Rafael	Miller Creek	Stop Sign	113	47			
139	Sutro Ave & Center Rd	Novato	Novato Unified	Stop Sign	114	47		X	
089	Woodland Ave (at back of Wade Thomas school)	San Anselmo	Ross Valley	Uncontrolled	115	46			
150	Trumbull Ave & Vineyard Rd	Novato	Novato Unified	Stop Sign	116	46		X	
001	Mt Shasta Dr & Idylberry Rd	Marin County - Lucas Valley	Miller Creek	Stop Sign	117	45			
091	Sir Francis Drake Blvd & Saunders Ave	San Anselmo	Ross Valley	Stop Sign	118	45		X	
120	San Marin Dr & San Carlos Way	Novato	Novato Unified	Stop Sign	119	45			
004	Nova Albion Way & Arias St	San Rafael	Miller Creek	Signal	120	43		X	


Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
011	Corte Madera Ave & Tamalpais Dr (& Redwood)	Corte Madera	Larkspur - Corte Madera	Signal	121	42			
161	Bolinas Ave & Shady Lane	Ross	Ross	Uncontrolled	122	42			
066	Ross Ave & Kensington Rd	San Anselmo	Ross Valley	Stop Sign	123	39		X	
031	Sir Francis Drake Blvd & Barber Ave/Ross Ave	San Anselmo	Ross Valley	Signal	124	32			
067	Sir Francis Drake Blvd & Butterfield Rd	San Anselmo	Ross Valley	Signal	125	32		X	


Sites below this line don't qualify to receive a guard funded by TAM without having to be rescored because they historically scored low.

117	East Blithedale Ave & Buena Vista Ave	Mill Valley	North Bridge Academy	Stop Sign	126	n/a			
028	Sir Francis Drake Blvd & Broadmoor Ave	San Anselmo	Ross Valley	Signal	127	n/a			
058	Tamalpais Dr & Eastman Ave	Corte Madera	Larkspur - Corte Madera	Signal	128	n/a	X	X	Swapped from Site 137 - Spindrift/Prince Royal
115	Sir Francis Drake Blvd & Eliseo Dr	Larkspur	Larkspur - Corte Madera	Signal	129	n/a			
097	Bellam Blvd & I-580 On Ramp	San Rafael	San Rafael Elementary	Signal	130	n/a			
084	Richmond Rd & Belle Ave	San Anselmo	St. Anselm School	Uncontrolled	131	n/a			
047*	Arthur St & Cambridge St	Novato	Novato Unified	Stop Sign	132	n/a	X	X	Paid for by NUSD
083	Evergreen Ave & Ethel Ave	Marin County	Marin Horizon School	Stop Sign	133	n/a			
072	Nova Albion Way & Las Gallinas Ave	San Rafael	Miller Creek	Signal	134	n/a			
051	Diablo Ave & Hotchkin Dr	Novato	Novato Unified	Uncontrolled	135	n/a			
088	Blackfield Dr & Karen Way	Tiburon	Reed Union	Uncontrolled	136	n/a			
098	Bellam Blvd & EB I-580 off-ramp	San Rafael	San Rafael Elementary	Signal	137	n/a			
125	Wilson Ave & Hansen Rd	Novato	Novato Unified	Uncontrolled	138	n/a			
133	Arthur St & Taft Ct / Tyler St	Novato	Novato Unified	Uncontrolled	139	n/a			
129	Marin St & Bayview St	San Rafael	San Rafael Elementary	Stop Sign	140	n/a			
116	Golden Hind Passage (in front of school)	Corte Madera	Larkspur - Corte Madera	Uncontrolled	141	n/a			
114	Sir Francis Drake Blvd & Bon Air Rd	Marin County	Kentfield	Signal	142	n/a			
152	Bon Air Rd & South Eliseo Dr	Larkspur	Larkspur - Corte Madera	Signal	143	n/a			
018	Tiburon Blvd & Blackfield Dr	Tiburon	Reed Union	Signal	144	n/a	X	X	Swapped from Site 61 - Karen Way
026	Sir Francis Drake Blvd & Oak Manor Dr	Fairfax	Ross Valley	Signal	145	n/a			
135*	Paradise Dr & Seawolf Passage	Corte Madera	Larkspur - Corte Madera	Signal	146	n/a	X	X	Paid for by LCMSD
160	Drake Ave & Phillips Dr (N)	Marin County	Sausalito Marin City	Uncontrolled	147	n/a			
131	Kleinert Way & Neds Ave	Tiburon	Reed Union	Uncontrolled	148	n/a			
080	Montford Ave & Melrose Ave	Marin County	Marin Horizon School	Stop Sign	149	n/a			
076	Harvard Ave & Wellesley Ave	Marin County	Mount Tamalpais School	Uncontrolled	150	n/a			

Site No	Description	Community	School District	Type of Control	Rank	Weighted Score	Number of guards proposed to be placed by TAM (2026 - 2030)	Number of guards currently placed by TAM at the location	Comments
151	Tiburon Blvd & Rock Hill Dr	Tiburon	Reed Union	Signal	151	n/a			
155	Buchanan Dr (at school Drway)	Sausalito	Sausalito Marin City	Uncontrolled	152	n/a			
085	Richmond Rd & Mariposa Ave	San Anselmo	St. Anselm School	Uncontrolled	153	n/a			
154	Buchanan Dr & Wateree St	Sausalito	Sausalito Marin City	Uncontrolled	154	n/a			
141	Arias St & Trellis Dr	San Rafael	Mark Day School	Uncontrolled	155	n/a			
100	Olive Ave & Summers Ave	Novato	Novato Unified	Uncontrolled	156	n/a			
111	Lincoln Ave & Paloma Ave	San Rafael	San Rafael Elementary	Signal	157	n/a			
069	Olema-Bolinas Rd & Mesa Rd	Marin County	Bolinas-Stinson Union	Stop Sign	158	n/a			
090	Sir Francis Drake Blvd & Aspen Ct	San Anselmo	Ross Valley	Signal	159	n/a			
144	Main Gate Rd and C St	Novato	Novato Unified	Uncontrolled	160	n/a			
096	Bellam Blvd & Francisco Blvd East	San Rafael	San Rafael Elementary	Signal	161	n/a			
157	Bridgeway & Nevada St	Sausalito	Sausalito Marin City	Signal	162	n/a			
092	Red Hill Ave & Sequoia Dr	San Anselmo	Ross Valley	Signal	163	n/a			
103	End of Tinker Way	Novato	Novato Unified	Uncontrolled	164	n/a			
156	Nevada St & Tomales St	Sausalito	Sausalito Marin City	Uncontrolled	165	n/a			

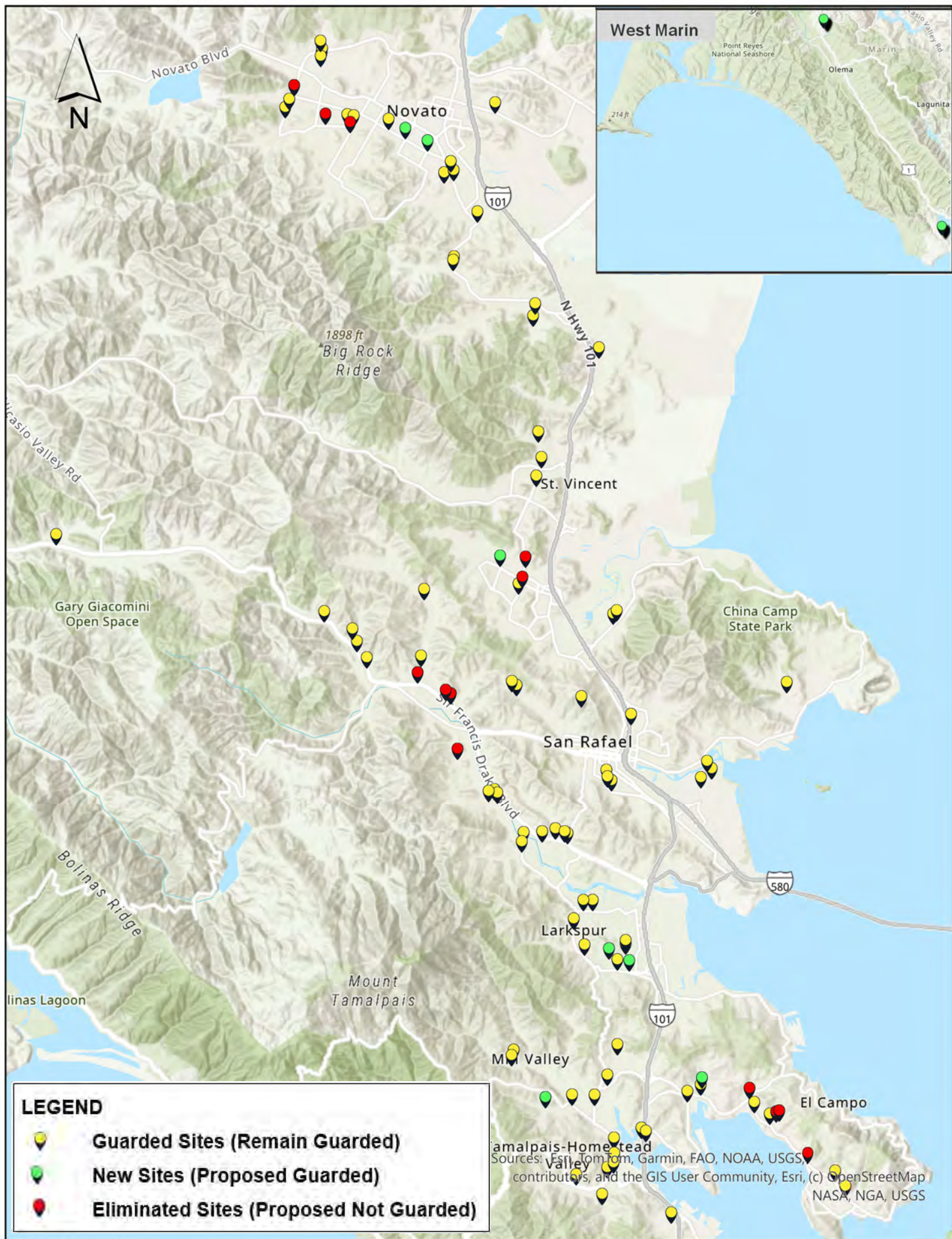
 Sites in blue require two guards.

 Sites in green are currently not guarded and will be guarded starting next School Year.

 Sites in red that are currently guarded and will not be guarded starting next School Year.

***** Sites an asterisk will receive a guard to be placed by TAM (not funded by TAM), but paid for by others as listed in the Comments section.

2026 Counts Summary – TAM Board of Commissioners – 4/23/2026



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ATTACHMENT C

Crossing Guard Program - Studied Locations to be Automatically Guarded

To reduce Program costs, in April 2024 the TAM Board approved an updated approach to the number of locations evaluated each recertification cycle. The following list was created to include locations that have scored 80 or higher on the latest two ranked lists. These locations will be automatically provided with a crossing guard and will not be rescored, unless the intersection is changed.

In 2024, 42 locations were added to the list. During the 2026 recertification cycle, 10 new locations are added to the list. These locations are bolded below.

Site No	Description	Community	School District	Extra guard required
057	Mohawk Ave (in front of Neil Cummins School)	Corte Madera	Larkspur - Corte Madera	
074	Hickory Ave (near Mohawk Ave)	Corte Madera	Larkspur - Corte Madera	
153	Redwood Ave & Pixley Ave	Corte Madera	Larkspur - Corte Madera	
121	Sir Francis Drake Blvd & Glen Dr	Fairfax	Ross Valley	
042	Sir Francis Drake Blvd & Oak Tree Lane	Fairfax	Ross Valley	
041	Oak Manor Dr (mid-block at school)	Fairfax	Ross Valley	
012	Doherty Dr & Rose Lane (East) (at Piper Park)	Larkspur	Larkspur - Corte Madera	
010	Larkspur Plaza Dr (Tam Racket Club) & Doherty Dr	Larkspur	Larkspur - Corte Madera	
075	Magnolia Ave & Wiltshire Ave	Larkspur	Marin Primary	
016	East Strawberry Dr at Strawberry School	Marin County	Mill Valley	
017	Bell Lane & Enterprise Concourse	Marin County	Mill Valley	X

Site No	Description	Community	School District	Extra guard required
130	Shoreline Hwy & Pine Hill Rd	Marin County	Mill Valley	
158	Calle Empinada & Calle Paseo	Marin County	Novato Unified	
052	Alameda De La Loma & Calle De La Mesa (East)	Marin County	Novato Unified	
027	Butterfield Rd & Green Valley Ct	Marin County	Ross Valley	
113	Sir Francis Drake Blvd & Manor Rd	Marin County - Kentfield	Kentfield	
008	Sir Francis Drake Blvd & Wolfe Grade	Marin County - Kentfield	Kentfield	X
007	College Ave & Stadium Way	Marin County - Kentfield	Kentfield	
147	McAllister Ave & Stadium Way	Marin County - Kentfield	Kentfield	
122	Miller Ave & Almonte Blvd	Mill Valley	Mill Valley School District	
014	East Blithedale Ave & Lomita Ave	Mill Valley	Mill Valley School District	X
019	Camino Alto & Sycamore Ave	Mill Valley	Mill Valley School District	X
119	Miller Ave & Evergreen Ave	Mill Valley	Mill Valley School District	
108	Lovell Ave & Old Mill St	Mill Valley	Mill Valley School District	
043	Center Rd & Wilson Ave	Novato	Novato Unified	
044	Center Rd & Leland Dr	Novato	Novato Unified	

Site No	Description	Community	School District	Extra guard required
107	Sunset Pkwy & Merritt Dr	Novato	Novato Unified	
124	Olive Ave (in back of school)	Novato	Novato Unified	
123	Sutro Ave (in front of Pleasant Vly Elementary)	Novato	Novato Unified	
053	Paladini Rd & Vineyard Rd	Novato	Novato Unified	
145	San Ramon Way & San Juan Ct	Novato	Novato Unified	
046	Sutro Ave & Dominic Dr	Novato	Novato Unified	
054	Wilson Ave & Vineyard Rd	Novato	Novato Unified	
050	San Ramon Way & San Benito Way (North)	Novato	Novato Unified	
024	Lagunitas Rd & Ross Common	Ross	Ross	
134	Ross Common (at Post Office)	Ross	Ross	
023	Lagunitas Rd & Allen Ave	Ross	Ross	
003	Nova Albion Way at Vallecito School	San Rafael	Miller Creek	
063	Las Gallinas Ave & Elvia Ct	San Rafael	Miller Creek	
040	Happy Lane & 5th Ave	San Rafael	San Rafael Elementary	
118	Woodland Ave & Lindaro St	San Rafael	San Rafael Elementary	

Site No	Description	Community	School District	Extra guard required
093	Woodland Ave & Eva St	San Rafael	San Rafael Elementary	
034	Bahia Way at School Entrance	San Rafael	San Rafael Elementary	
110	Belle Ave (in front of school)	San Rafael	San Rafael Elementary	
035	Kerner Blvd & Canal St	San Rafael	San Rafael Elementary	
032	Bahia Way & Kerner Blvd	San Rafael	San Rafael Elementary	
033	Pedro Rd & Roosevelt Ave	San Rafael	San Rafael Elementary	
036	177 North San Pedro Rd	San Rafael	San Rafael Elementary	
039	5th Ave & River Oaks Dr	San Rafael	San Rafael Elementary	
061	Karen Way (in front of school)	Tiburon	Reed Union	
021	Tiburon Blvd & Lyford Dr	Tiburon	Reed Union	
136	Tiburon Blvd & Mar West St	Tiburon	Reed Union	

ATTACHMENT D

Crossing Guard Program - Studied Locations to no longer be evaluated

To reduce Program costs, in April 2024 the TAM Board approved an updated approach to the number of locations evaluated each recertification cycle. The following list was created to include locations that have scored 45 or lower on the latest two ranked lists. These locations will be automatically excluded from further consideration for a crossing guard.

In 2024, 21 locations were added to the list. During the 2026 recertification cycle, 19 new locations are added to the list. These locations are bolded below.

Site No	Description	City/Community	School District
058	Tamalpais Dr & Eastman Ave	Corte Madera	Larkspur - Corte Madera
116	Golden Hind Passage (in front of school)	Corte Madera	Larkspur - Corte Madera
135	Paradise Dr & Seawolf Passage	Corte Madera	Larkspur - Corte Madera
026	Sir Francis Drake Blvd & Oak Manor Dr	Fairfax	Ross Valley
115	Sir Francis Drake Blvd & Eliseo Dr	Larkspur	Larkspur - Corte Madera
152	Bon Air Rd & South Eliseo Dr	Larkspur	Larkspur - Corte Madera
069	Olema-Bolinas Rd & Mesa Rd	Marin County	Bolinas-Stinson Union
114	Sir Francis Drake Blvd & Bon Air Rd	Marin County	Kentfield
080	Montford Ave & Melrose Ave	Marin County	Marin Horizon School
083	Evergreen Ave & Ethel Ave	Marin County	Marin Horizon School
076	Harvard Ave & Wellesley Ave	Marin County	Mount Tamalpais School

Site No	Description	City/Community	School District
160	Drake Ave & Phillips Dr (N)	Marin County	Sausalito Marin City
117	East Blithedale Ave & Buena Vista Ave	Mill Valley	North Bridge Academy
047	Arthur St & Cambridge St	Novato	Novato Unified
051	Diablo Ave & Hotchkin Dr	Novato	Novato Unified
100	Olive Ave & Summers Ave	Novato	Novato Unified
103	End of Tinker Way	Novato	Novato Unified
125	Wilson Ave & Hansen Rd	Novato	Novato Unified
133	Arthur St & Taft Ct / Tyler St	Novato	Novato Unified
144	Main Gate Rd and C St	Novato	Novato Unified
028	Sir Francis Drake Blvd & Broadmoor Ave	San Anselmo	Ross Valley
090	Sir Francis Drake Blvd & Aspen Ct	San Anselmo	Ross Valley
092	Red Hill Ave & Sequoia Dr	San Anselmo	Ross Valley
084	Richmond Rd & Belle Ave	San Anselmo	St. Anselm School
085	Richmond Rd & Mariposa Ave	San Anselmo	St. Anselm School
141	Arias St & Trellis Dr	San Rafael	Mark Day School

Site No	Description	City/Community	School District
072	Nova Albion Way & Las Gallinas Ave	San Rafael	Miller Creek
096	Bellam Blvd & Francisco Blvd East	San Rafael	San Rafael Elementary
097	Bellam Blvd & I-580 On Ramp	San Rafael	San Rafael Elementary
098	Bellam Blvd & EB I-580 Off Ramp	San Rafael	San Rafael Elementary
111	Lincoln Ave & Paloma Ave	San Rafael	San Rafael Elementary
129	Marin St & Bayview St	San Rafael	San Rafael Elementary
154	Buchanan Dr & Wateree St	Sausalito	Sausalito Marin City
155	Buchanan Dr (at school Drway)	Sausalito	Sausalito Marin City
156	Nevada St & Tomales St	Sausalito	Sausalito Marin City
157	Bridgeway & Nevada St	Sausalito	Sausalito Marin City
018	Tiburon Blvd & Blackfield Dr	Tiburon	Reed Union
088	Blackfield Dr & Karen Way	Tiburon	Reed Union
131	Kleinert Way & Neds Ave	Tiburon	Reed Union
151	Tiburon Blvd & Rock Hill Dr	Tiburon	Reed Union

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2026-2030 Crossing Guard Evaluation

Transportation Authority of Marin

Community Oversight Committee

May 18, 2026

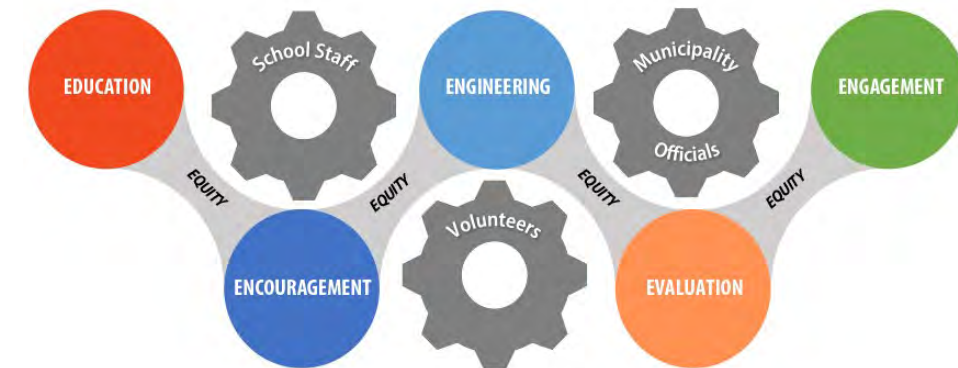
SR2S Program History

2000: Pilot Program funded by National Highway and Traffic Safety Administration with Wendi Kallins and Deb Hubsmith

2004: Safe Routes to Schools funding approved as part of Measure A – ½-Cent Transportation Sales Tax

Created reliable funding for the three elements of SR2S:

- Education and Encouragement program
- Crossing Guard Program
- Infrastructure funding for Safe Pathways projects



Crossing Guard Program History

2004: Measure A was approved to include crossing guards

- 4.2% of ½-Cent Transportation Sales Tax
- Addressed liability concerns with local volunteer/paid programs
- Reduced administrative burden on school districts

2005-2006: First evaluation of guard locations – occurs every 4 years

- Used California Manual of Uniform Traffic Control Devices criteria
- Ensures Crossing Guards are at the locations most needed for safety
- Standard process with defined criteria
- 54 Guards of 90+ recommended sites qualified

2018: Measure AA was approved increasing funding to 7.0% - 96 Guards

2026: Amendment to Measure AA approved at TAM Board 3/26 7.5% - In process

Crossing Guards – Recent Board Actions

2023-2024 cost pressures emerged

- Program costs rose unexpectedly, partly due to a state minimum wage increase
- Board actions followed in December 2023 and April 2024
- Forecasts showed reserves were not enough to sustain 96 guards long term

2026 (January) funding actions approved

- TAM Board approved planning for Measure AA Expenditure Plan amendments
- Expected to add about \$150,000 per year to the program
- Also added \$500,000 in one-time Measure AA sales tax interest funds

This approach would provide the following crossing guard staffing levels:

Number of Guards beginning August 2026	96
Number of Guards beginning August 2030	91
Number of Guards beginning August 2034	84

2026 Evaluation Process

September – October 2025

- Video
- Vehicles and pedestrians counts

November 2025 – February 2026

- Score
- Quality control

February 19 and March 19, 2026

- TAM staff presented list to MPWA
- MPWA approved list

March – April 2026

- TAM staff met with affected jurisdictions and school districts

April 23, 2026

- TAM Board approved the 2026 recertification lists



Crossing Guard Program – Location Scoring Criteria

April 2022

Index	Criterion	Scoring	Weight
1	Actual vehicular volume crossing crosswalk as percent of qualifying volume	Minimum: 0 Maximum: 20	2
2	Actual school-aged pedestrian (TK-8th grade) volume as percent of qualifying volume	Minimum: 0 Maximum: 20	5
3	Intersection Skew Angle	Minimum: 0 Maximum: 5	1
4	Stopping Sight Distance at Intersection	Minimum: 0 Maximum: 2	10
5	Location of intersection on a horizontal curve with posted warning or speed reduction sign(s)	No = 0 Yes = 1	5
6	Posted speed limit <u>Note:</u> This does not include school zone speed limits	Minimum: 0 Maximum: 5	2
7	Pedestrian-Vehicular Accident History	No = 0 Yes = 1	10
8	Other factors (i.e., Multiple ingress-egress, crossing > 4 lanes total, and other documented/concurred by DPW)	Minimum: 0 Maximum: 4	5

Crossing Guard Program Considerations

Liability guides any program changes

- Scoring criteria are based on a nationally recognized standard
- Counsel has advised that exceptions would significantly increase liability risk
- Crossing guard incident awards can be exceptionally large

Jurisdictions have final say on guard placement

- Crossing guards are treated as a traffic control device
- Two Marin jurisdictions have chosen to swap guard locations
- Jurisdictions doing so must accept full liability in writing

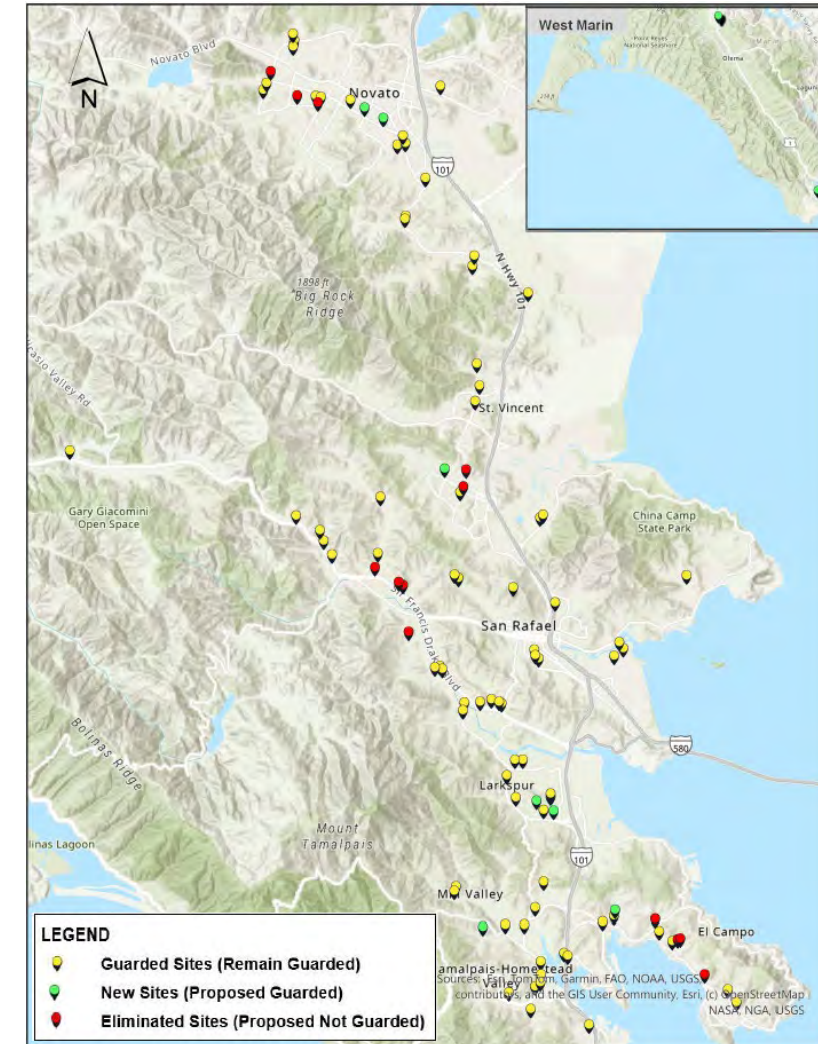
Local agencies can fund additional guards

- Any school district or jurisdiction may fully fund a guard regardless of ranking on the list

2026-2030 Recertification Cycle

101 guards ~ 95 locations

- 96 guards at 90 locations funded by TAM
 - 6 locations with an extra guard
 - 9 new locations funded by TAM
 - 13 currently guarded locations not continuing next year
 - 2 swaps
- 5 locations paid for by local agencies



Attachment B

Next Steps



May 2026

- Outreach with schools and directly at locations with changes
- Crossing Guard of the Year at the TAM Board

Spring 2026

- Possible extension of the Crossing Guard vendor contract
- Measure AA Amendment process concludes, annual TAM Budget approval
- Agreements with Districts that are funding locations

Summer 2026

- Update Safe Routes to Schools Maps with Crossing Guard locations for the new school year

Thank You!

For comments or more information, please email
Ray Rodriguez
rrodriguez@tam.ca.gov

