

Transportation Authority of Marin

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 projects, 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

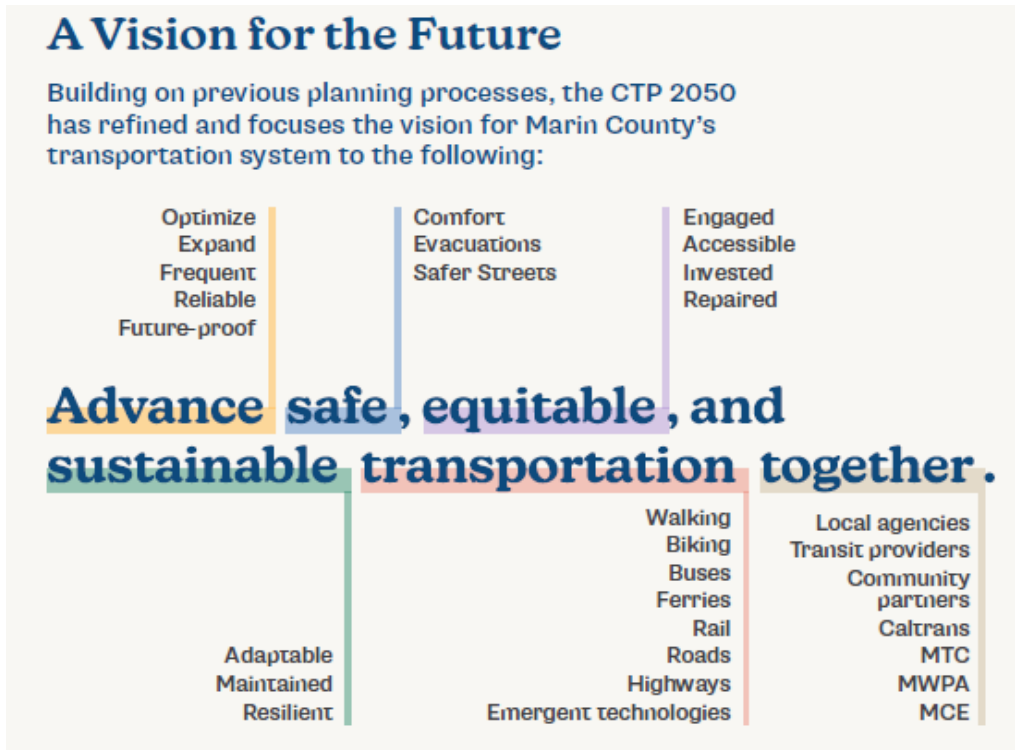
TAM Budget Process General Overview

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:

<p>Local Strategies</p> <p>Typically locally planned and implemented</p> <ul style="list-style-type: none">  Fix It First (and Better)  Easy & Safe School Travel  Safe Travel for All  Accessible & Walkable Communities  Equity Community Investments 	<p>Regional Strategies</p> <p>Often require multi-jurisdictional coordination</p> <ul style="list-style-type: none">  Regional Connectivity  Complete Active Transportation Network  Higher Quality Transit  Connected and Complete Community Corridors  Flexible Ride Programs 	<p>System Management</p> <p>Require a high level of partnering and in some cases a high degree of information sharing</p> <ul style="list-style-type: none">  Travel Education & Assistance Programs  Zero Emission Vehicles  Adaptation to Climate Change  Visitor Travel Management  Transportation Data & System Management
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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	\$ 36.62	\$ 37.35	\$ 38.10	\$ 38.86	\$ 39.64
% Growth	1.7%	2.0%	2.0%	2.0%	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	\$ 2.41	\$ 2.45	\$ 2.50	\$ 2.55	\$ 2.60
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	\$ 9.70	\$ 9.90	\$ 10.10	\$ 10.30	\$ 10.50
Category 3: Reduce <u>school-related</u> congestion and provide safer access to schools. (12%)*	\$ 4.05	\$ 4.13	\$ 4.39	\$ 4.48	\$ 4.57	\$ 4.66	\$ 4.76
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	\$ 20.14	\$ 20.54	\$ 20.96	\$ 21.38	\$ 21.80
*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:

- 1. Enhance and Maintain Bicycle, Pedestrian and Safety Improvements on Local Networks:** Includes bicycle facilities, pathways, crosswalks and access improvements.
- 2. 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
- 3. 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 \$61.92 million and total expected expenditure is \$72.28 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	36.62	37.35	38.10	38.86	39.64	40.43
% Growth	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

\$ in millions

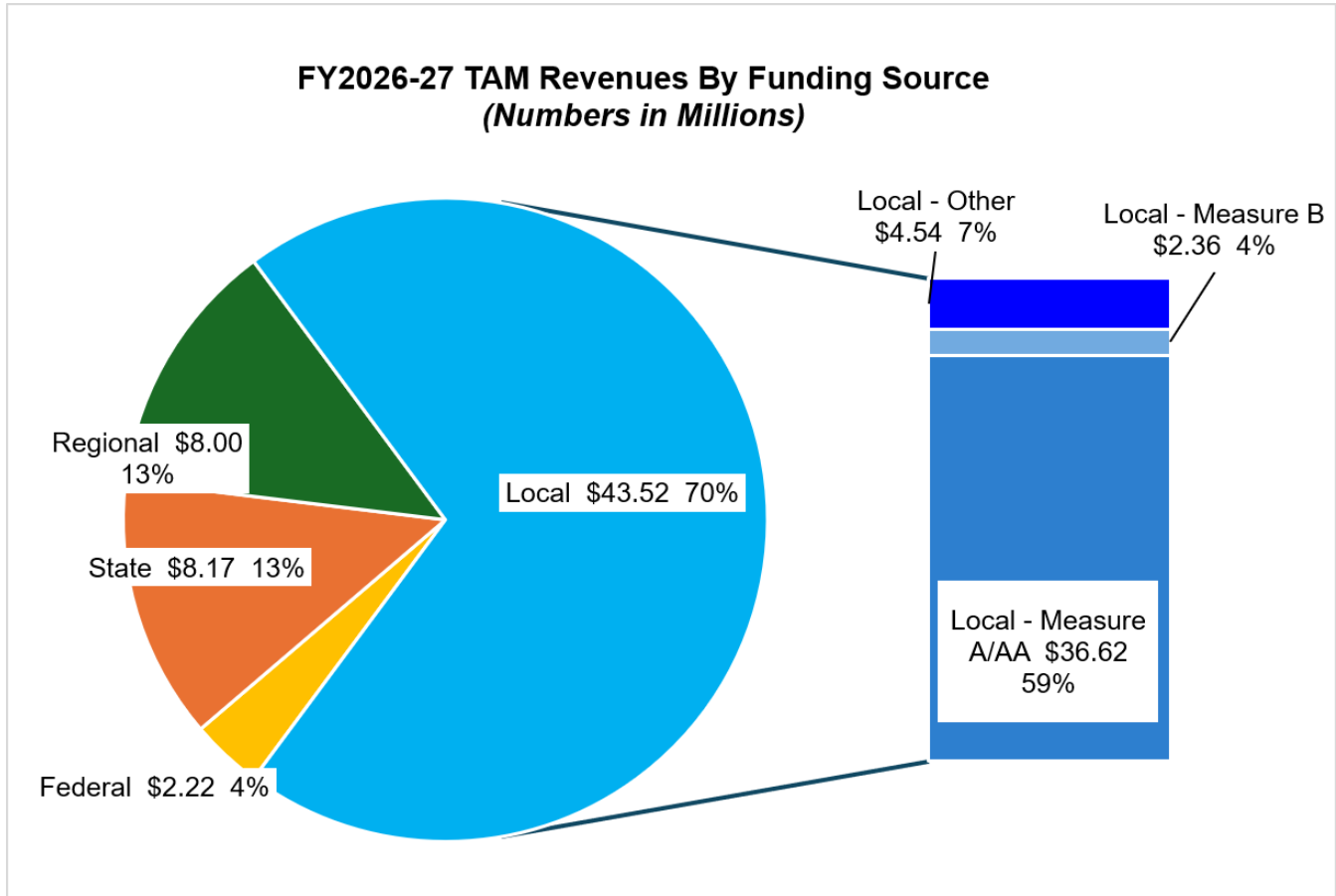
FY2026-27 Revenue Overview

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 \$61.92 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
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,620,000
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	61,920,122

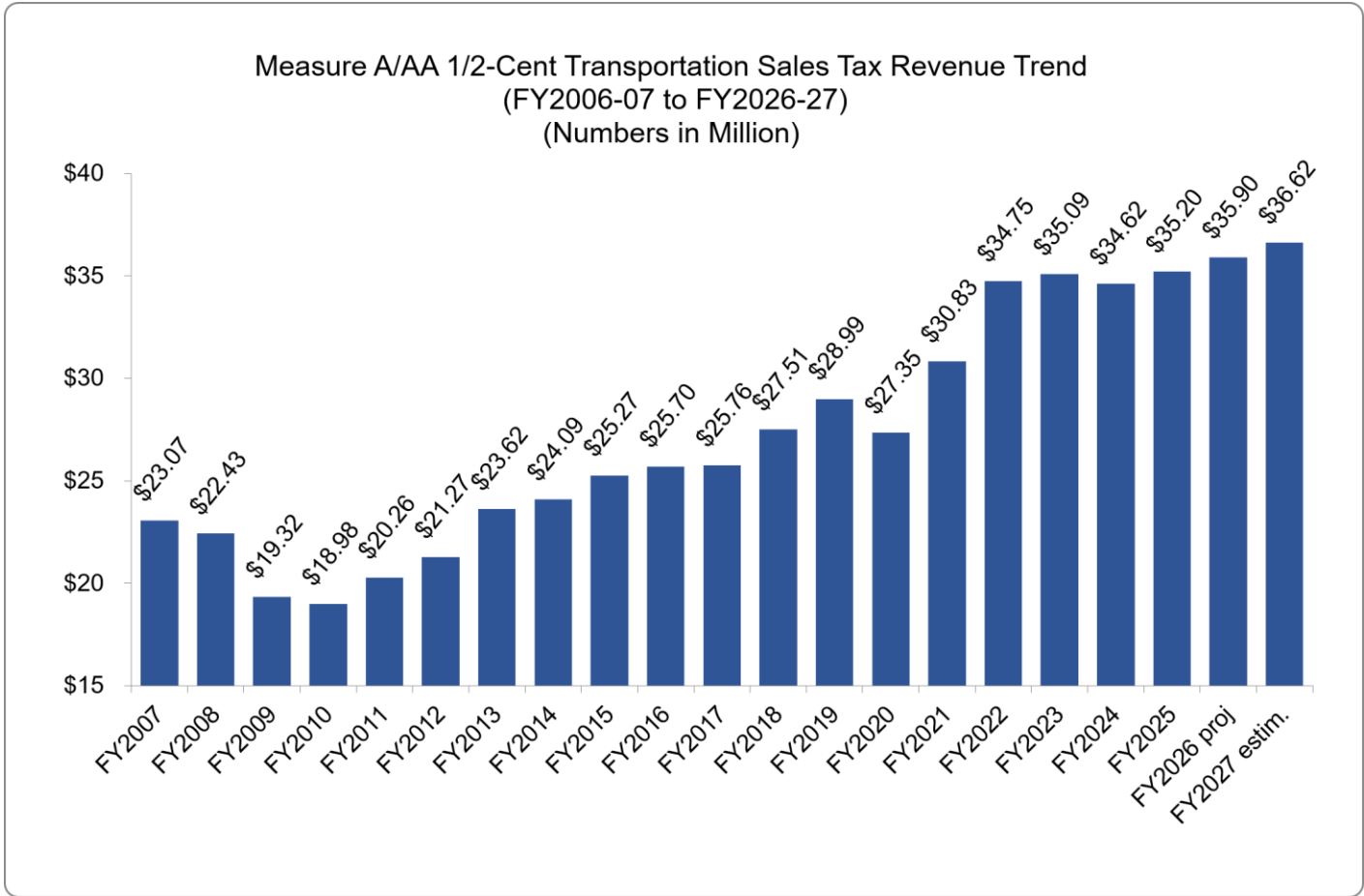
The funding generated by all the voter-approval Expenditure Plans illustrates how important local revenues are to the transportation future of Marin County. For FY2026-27, about 80% of the revenue that TAM expects is from voter approved local and regional measures and interest earnings from the fund 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.

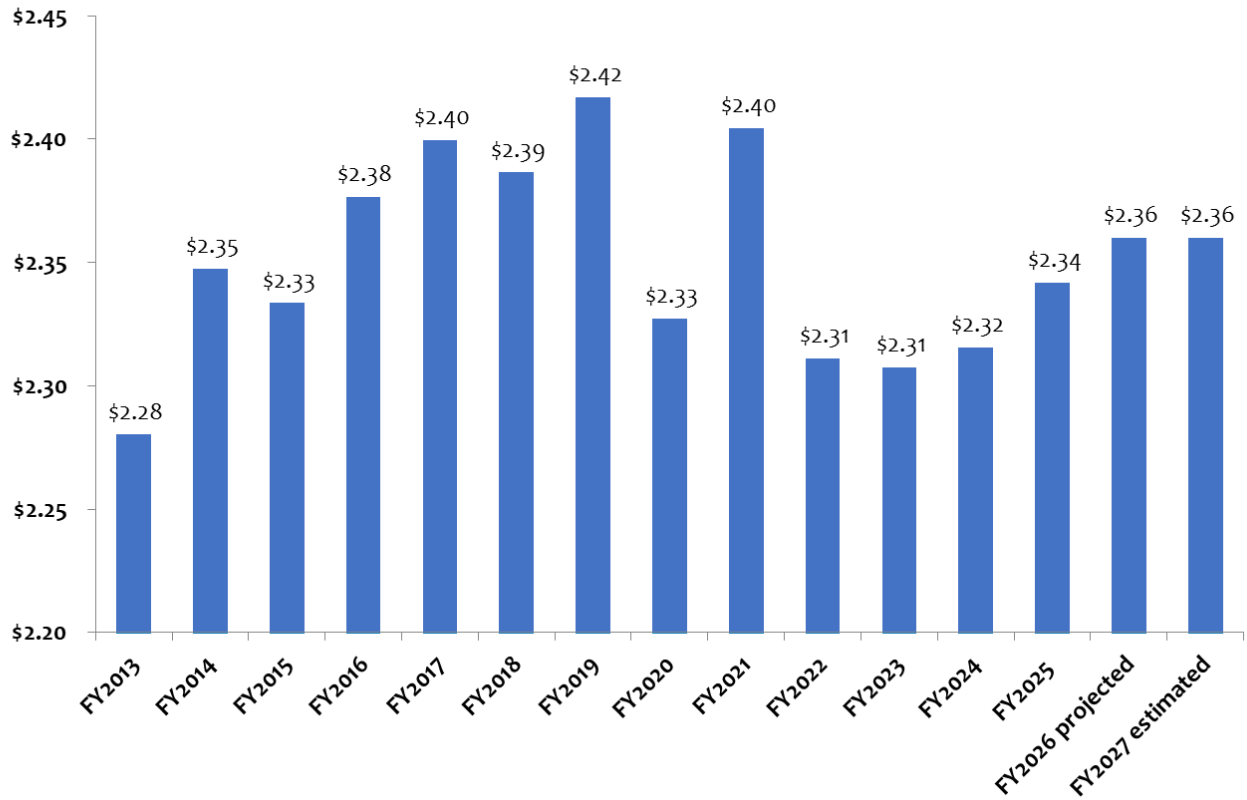
While sales tax revenue during the COVID19 pandemic declined in FY2020 and rebounded well in FY2021, receipts for several years reflect slow if not stagnant growth since FY2022. Current year receipts have been unexpectedly positive. Regional economic forecasts indicate continued uncertainty facing the 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 \$36.62 million revenue level for the Measure A/AA ½-Cent Transportation Sales Tax for FY2026-27. This is a 2.0% 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 through the MTC One Bay Area Grant (OBAG) program 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 Streets 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 \$72.28 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.

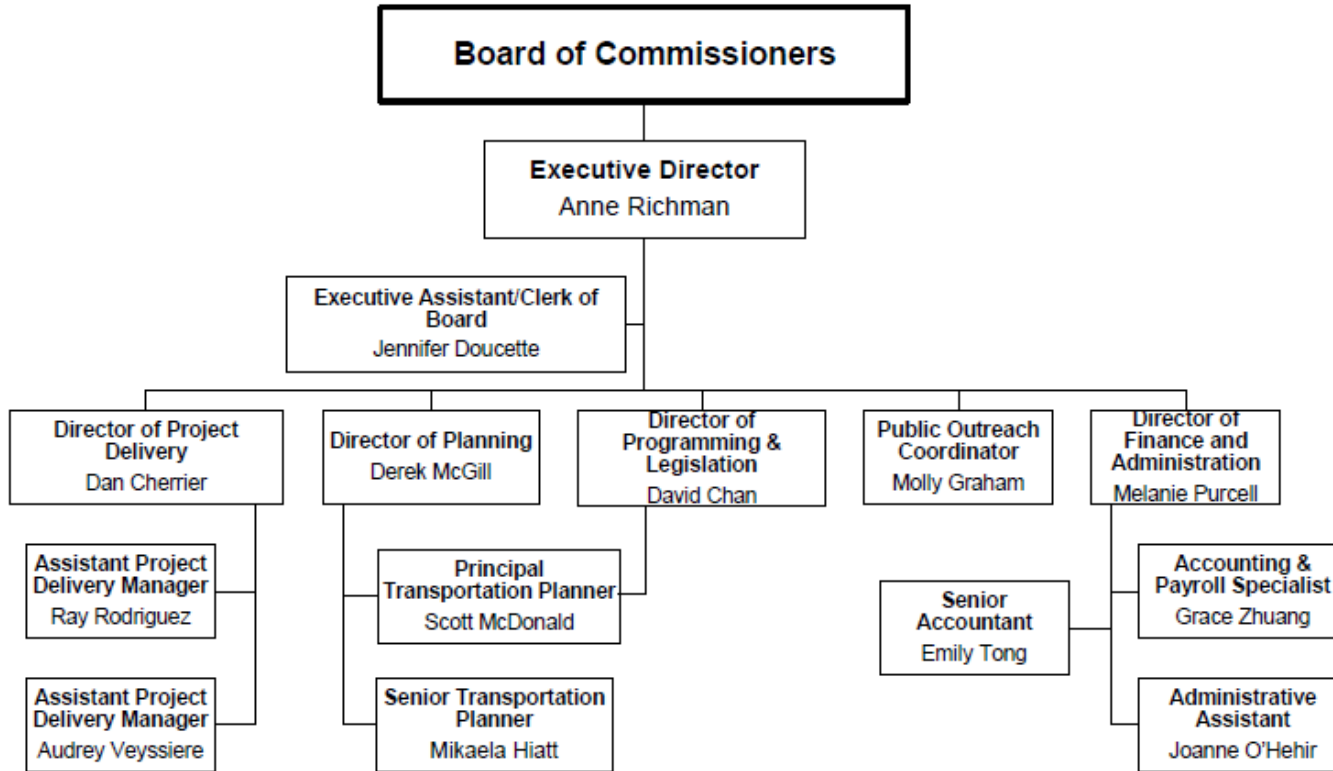
Cost of Living Adjustment (COLA)

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
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 \$21.27 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
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	15,331,417
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,906,417
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	21,271,497
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	3,200,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,700,000
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	43,037,914

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	-
County of Marin - Tiburon Blvd.Coordination	-	-	-	20,000
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	17,045,000

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.

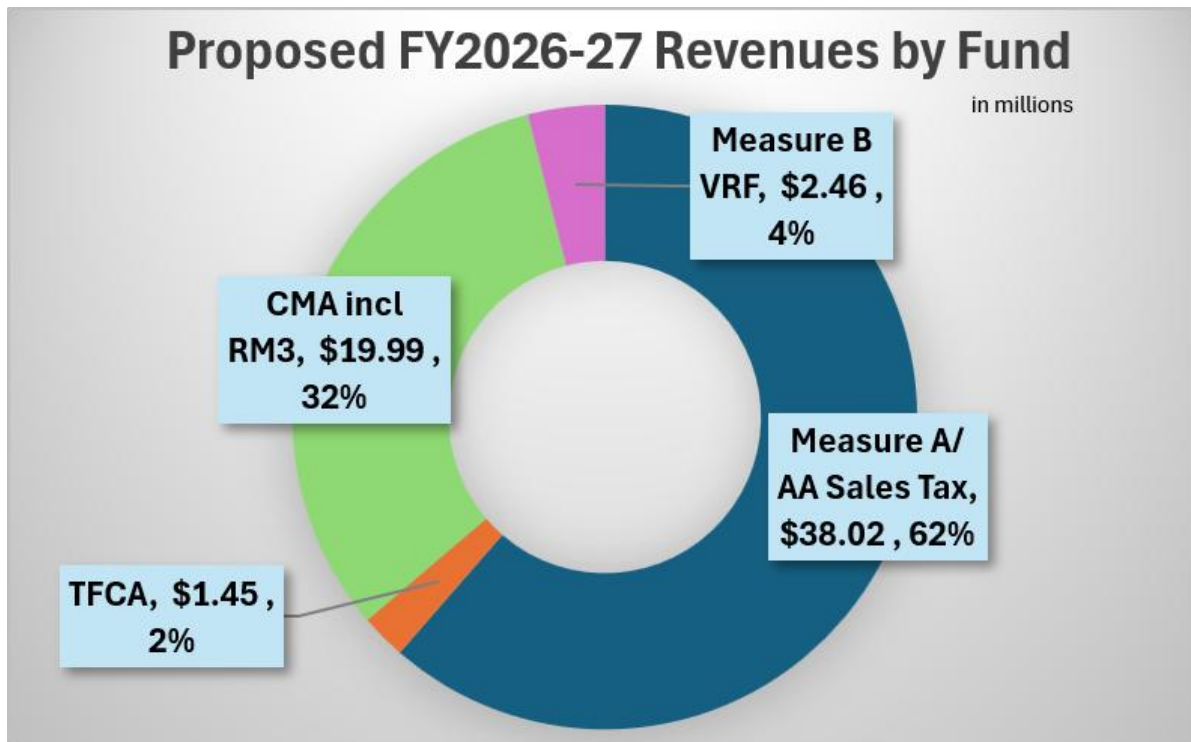
FY2026-27 Annual Budget – Expenditure/TFCA Programs/Project

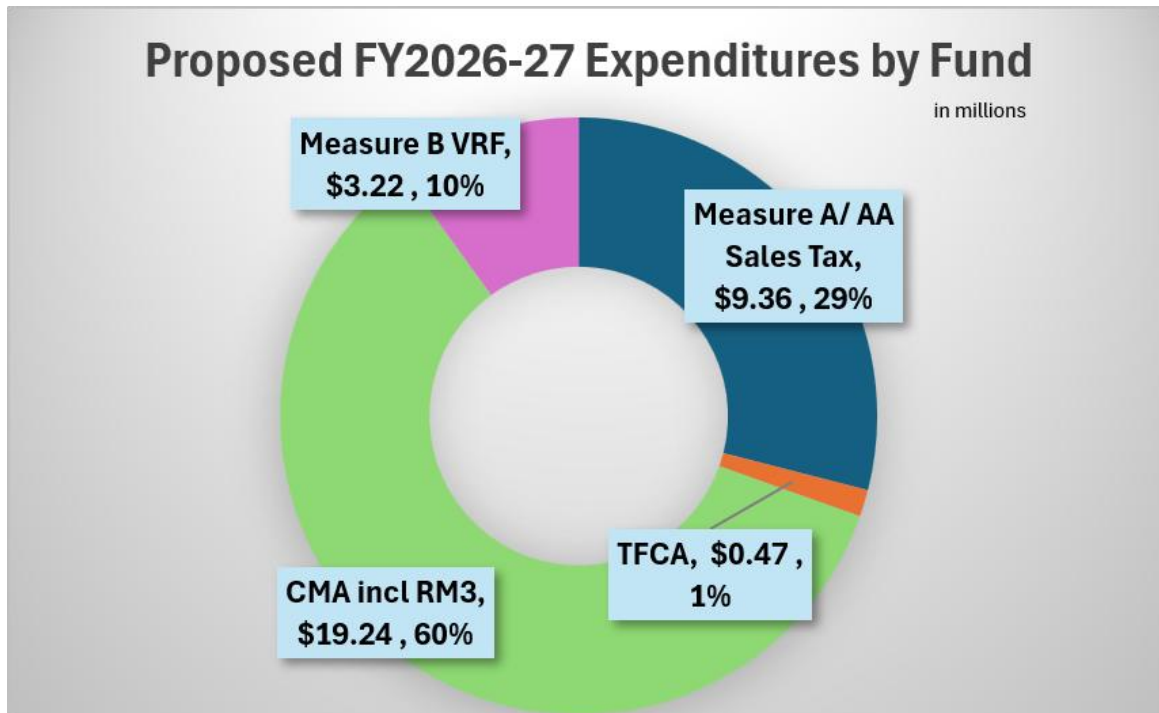
Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
Subtotal, TFCA Programs/Projects	924,488	378,493	227,000	381,493

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	45,823,937
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,620,000
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	61,920,122
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	15,331,417
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,906,417
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	21,271,497
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	3,200,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,700,000
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	43,037,914

**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				
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				
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	-
County of Marin - Tiburon Blvd.Coordination	-	-	-	20,000
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	17,045,000
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	72,282,699
Net Change in Fund Balance	1,143,336	(13,417,281)	(1,732,864)	(10,362,577)
Ending Balance	47,556,800	34,139,519	45,823,937	35,461,360

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>31,849,915</u>
REVENUE				
Measure A/AA Sales Tax	35,198,523	34,430,000	35,900,000	36,620,000
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>38,020,000</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				
Strategy 4 - Safer Access to Schools				
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	<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
Category 2: Local Transportation Infrastructure	<u>6,529,242</u>	<u>7,797,797</u>	<u>8,002,797</u>	<u>15,331,417</u>
Category 2.1 - Local Roads	6,349,508	6,622,797	6,622,797	12,906,417
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	<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
Category 4: Transit	<u>19,570,313</u>	<u>24,862,684</u>	<u>24,862,684</u>	<u>21,271,497</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	3,200,000
Category 4.4 - School Transit Service	1,454,496	1,600,000	1,600,000	1,700,000
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	43,037,914
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	<u>38,491,921</u>	<u>49,158,453</u>	<u>43,482,378</u>	<u>49,358,853</u>
Net Change in Fund Balance	(951,757)	(13,228,453)	(6,082,378)	(11,338,853)
Ending Balance	<u>37,932,293</u>	<u>24,703,840</u>	<u>31,849,915</u>	<u>20,511,062</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 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				
<i>Program Management/Administrative</i>	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 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	-	-	-
Total Revenues	<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	<u>1,442,146</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,405,209</u>
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	<u>25,379</u>	<u>46,000</u>	<u>39,500</u>	<u>34,500</u>
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	<u>1,742,248</u>	<u>4,755,000</u>	<u>3,870,000</u>	<u>3,953,081</u>

**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	-
County of Marin - Tiburon Blvd.Coordination	-	-	-	20,000
Expired Expenditure Line Items	-	30,000	-	-
Subtotal, Interagency Agreements	29,109,931	41,164,000	27,764,000	13,845,000
Total Expenditures	32,319,704	47,665,000	33,373,500	19,237,790
Net Change in Fund Balance	2,232,074	498,543	3,470,892	752,331
Ending Balance	6,469,381	6,967,924	9,940,274	10,692,605

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 – TFCA

Budget Line	FY2024-25 Actual	FY2025-26 Final Budget	FY2025-26 Estimates	FY2026-27 Budget
<i>Beginning Balance</i>	<u>1,127,546</u>	<u>590,477</u>	<u>590,477</u>	<u>999,514</u>
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>	<u>411,287</u>	<u>658,637</u>	<u>658,637</u>	<u>1,450,000</u>
EXPENDITURES				
Personnel				
Salaries & Benefits				
<i>Program Management/Administrative</i>	23,868	22,600	22,600	87,634
<i>Subtotal, Personnel</i>	<u>23,868</u>	<u>22,600</u>	<u>22,600</u>	<u>87,634</u>
TFCA Programs/Projects				
TFCA - Reimbursement of Various Capital Projects	924,488	378,493	227,000	381,493
<i>Subtotal, TFCA Program/Project Expenditures</i>	<u>924,488</u>	<u>378,493</u>	<u>227,000</u>	<u>381,493</u>
<i>Total Expenditures</i>	<u>948,356</u>	<u>401,093</u>	<u>249,600</u>	<u>469,127</u>
Net Change in Fund Balance	(537,069)	257,544	409,037	980,873
<i>Ending Balance</i>	<u>590,477</u>	<u>848,021</u>	<u>999,514</u>	<u>1,980,387</u>

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		\$ 36,620,000
Amount under Limit		\$ 55,182,368
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 Ad Hoc 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

Appendices:

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

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 Minimum Monthly Salary	FY26-27 Maximum Monthly Salary	Budgeted FTEs
Accounting and Payroll Specialist	14	\$ 7,141	\$ 8,701	1
Administrative Assistant	10	\$ 5,875	\$ 7,159	1
Assistant Project Delivery Manager	18	\$ 8,680	\$ 10,577	2
Associate Project Delivery Manager	21	\$ 10,049	\$ 12,244	0
Associate Transportation Planner	18	\$ 8,680	\$ 10,577	1
Deputy Executive Director	31	\$ 16,368	\$ 19,943	0
Director of Finance & Administration/ CFO	30	\$ 15,589	\$ 18,994	1
Director of Planning	29	\$ 14,846	\$ 18,089	1
Director of Programming & Legislation	29	\$ 14,846	\$ 18,089	1
Director of Project Delivery	30	\$ 15,589	\$ 18,994	1
Executive Assistant- Clerk of the Board	16	\$ 7,874	\$ 9,593	1
Principal Accountant	21	\$ 10,049	\$ 12,244	0
Principal Project Delivery Manager	26	\$ 12,825	\$ 15,626	0
Principal Transportation Planner	24	\$ 11,632	\$ 14,173	1
Public Outreach Coordinator*	18	\$ 8,680	\$ 10,577	1
Senior Accountant	18	\$ 8,680	\$ 10,577	1
Senior Project Delivery Manager	23	\$ 11,078	\$ 13,498	0
Senior Transportation Planner	21	\$ 10,049	\$ 12,244	0

* Incumbent salaries are currently outside range.

Note: Executive Director salary is negotiated directly by the Board.

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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.

Appendix: Board memo



DATE: June 25, 2026

TO: Transportation Authority of Marin Board of Commissioners

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

SUBJECT: Adoption of the Proposed TAM FY2026-27 Annual Budget (Action), Agenda Item No. 7b

RECOMMENDATION

The TAM Board reviews and adopts the Proposed TAM FY2026-27 Annual Budget, including the work plans and salary schedule effective as of July 1, 2026.

- All Funds Revenues = \$61,920,122
- Expenditures = \$72,282,699
 - CMA Fund = \$19,237,790
 - ½-Cent Transportation Sales Tax (A/AA) Fund = \$49,358,853
 - Measure B Vehicle Registration Fee Fund = \$3,216,928
 - TFCA Fund = \$469,127
- A 1.7% market adjustment to the FY2025-26 TAM salary schedule including the addition of a Principal Accountant position at Range 21 and adjustment of the Associate Project Delivery Manager to Range 21. The salary schedule is included in the FY2026-27 Annual Budget document on page 51.
- No changes to the Debt and Investment policies.

Changes since the Draft Budget was released in May are discussed later in this memo.

BACKGROUND

Budget Development Timeline and Process Requirement

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 public comment 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 February, and the TAM Board approved the recommended Measure A/AA ½-Cent Transportation Sales Tax and the Measure B \$10 Vehicle Registration Fee revenue levels and budget development schedule at its February 25, 2026 meeting. The Community Oversight Committee (COC) reviewed the Draft FY2026-27 Annual Budget at its

May 18, 2026 meeting, discussed the work planned, and provided feedback. The Draft FY2026-27 Annual Budget was also shared with the Marin Managers Association (MMA) for its review and comment during May 2026.

Following discussion at the May 11, 2026 Administration, Projects, and Planning (AP&P) Executive Committee meeting, the Draft TAM FY2026-27 Annual Budget was posted on TAM's website for the required 30-day public inspection, and a public hearing notice was published in the Marin Independent Journal on May 23, 2026.

TAM's Annual Budget Structure:

TAM's annual budget report, which includes four main sections and the appendices, provides the Board and the public with 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 financial situation. The main sections of the annual budget report are:

- Executive Director's Message – providing an overview of TAM's budget situation and highlighting prior year accomplishments and major milestones anticipated for the upcoming year;
- TAM Budget General Overview – providing an overview of TAM's budget process and related policies;
- Annual Budget Process and Overview – providing in-depth analyses of all revenue and expenditure budget line items that are proposed for the fiscal year;
- Work Plans by Function – providing a general overview and highlighted work items for the fiscal year for each functional group in the agency. Also included is an overview of significant accomplishments for the prior and current fiscal years.

DISCUSSION/ANALYSIS

The annual budget development process allows TAM to create 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. As part of the May presentations to the AP&P Executive Committee and the TAM Board, staff has reviewed all major operational changes and project/program highlights in the upcoming fiscal year, along with the potential economic challenges and funding opportunities ahead. 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, which means the budget document itself is a live document that requires ongoing review and update. The changes made to the draft budget since the May 28, 2026 Board meeting, along with anticipated amendments needed in the next few months, are discussed in detail below.

Changes Since the May 28, 2026 Board Review:

As requested by the AP&P Executive Committee at its May 11, 2026 meeting, staff has reviewed sales tax revenue information from other sources and the most recent receipts to consider a less conservative growth rate than originally projected. Originally, the draft budget included a 1.5% increase in Measure AA revenue over the estimated FY2025-26 revenue. The new revenue estimate is based on a 2% increase and is \$36.62 million, an increase of \$180,000 over the earlier forecast. This increases the funds available to each category although some agencies may choose to have the funds roll forward into the following fiscal year.

Investment and Debt Policy Review

Both the TAM Investment and Debt policies have requirements for annual review with any recommended changes to be approved by the Board. The Board approved an updated Debt Policy at its May 22, 2025 meeting and there are no changes to the investment policy this year.

Potential Budget Amendments in the Upcoming Months:

Staff will return to the Board in the future for consideration of amendments when additional grant opportunities or project specific adjustments are needed.

Public Comments Received as of June 17, 2026:

Since the release of the Draft TAM FY2026-27 Annual Budget for public inspection in mid-May, staff has not received any public comments.

Any comments received, along with the responses/actions needed, between now and the June 25 Board meeting, will be included in the staff presentation for the Board to review prior to final adoption of the Proposed FY2026-27 Annual Budget.

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

In addition, external grants received 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 \$61.92 million while the proposed expenditure is \$72.28 million. TAM's fund balance will be reduced by \$10.36 million but will remain positive at \$35.46 million by the end of FY2026-27.

NEXT STEPS

Upon approval by the TAM Board, staff will finalize the budget document and start the implementation of all projects/programs and other related changes as of July 1, 2026.