



CITY OF LARKSPUR

**ADOPTED
BUDGET
FY 2011-2012**

**Four Year
CAPITAL IMPROVEMENT PROGRAM
2011-2015**

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CITY OF LARKSPUR

BUDGET MESSAGE
FISCAL YEAR 2011-12

CAPTIAL IMPROVEMENT PROGRAM
FISCAL YEAR 2011-12 TO 2014-15

June 8, 2011

TO THE HONORABLE MAYOR CHU AND MEMBERS OF THE CITY COUNCIL:

OVERVIEW

For your consideration, I submit the Fiscal Year 2011-12 budget. I am again indebted to the City's Finance Director, Amy Koenig, for her substantial efforts to prepare this document. I also want to thank the department heads, who helped me propose a budget that allows us to operate within our means and maintain reserves. With revenues relatively flat in comparison to the prior fiscal year, offsetting unavoidable increases in expenditures is all the more difficult. The department heads have put considerable thought into how to maintain core service levels under these circumstances.

There is cause to celebrate as we transition from FY2010-11 to FY2011-12. Foremost, last June, the Council adopted a budget containing a 1.2% deficit that grew at mid-year due to the rising cost of providing health care benefits. Through careful oversight by the management team and the willingness of our employee groups to contribute through a temporary change in their benefits, we addressed this deficit. Barring an unforeseen expense in the final weeks of the fiscal year, all indications are that we will close the books with revenues and expenditures aligned. Furthermore, the budget presented in these pages is balanced. And while it will take commitment to meet the revenue and expenditure targets in the proposed budget, I am confident our team will once again rise to the challenge.

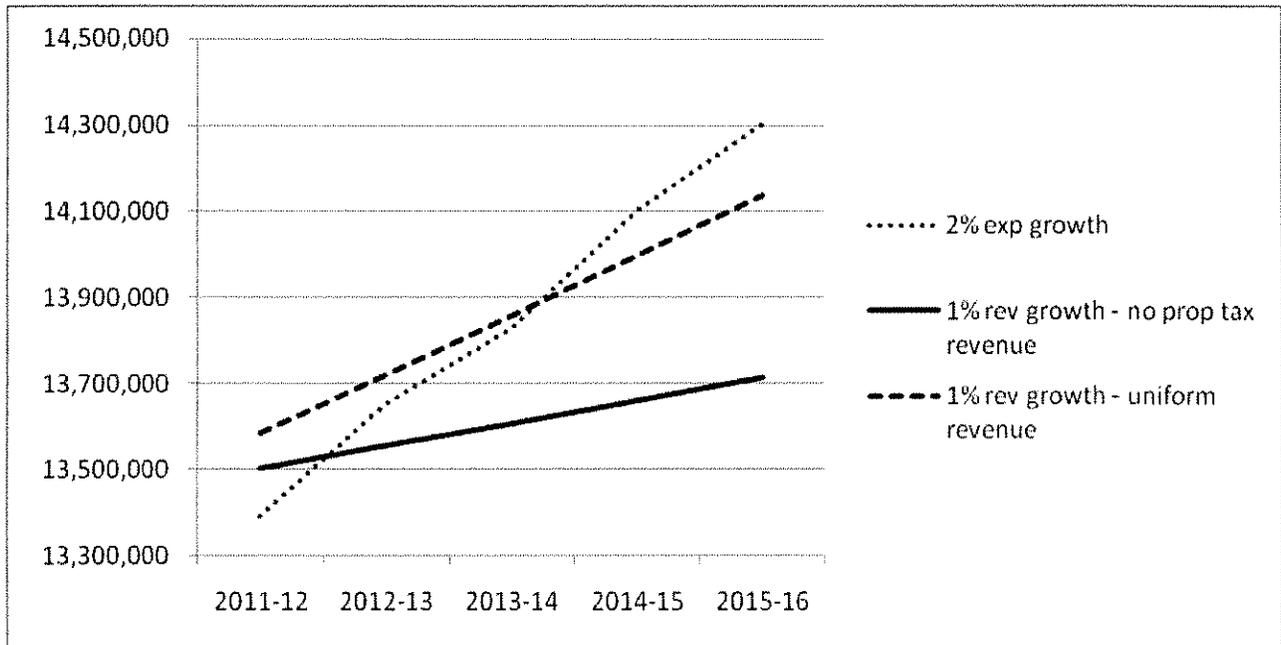
We saw our cash position strengthened by the positive resolution of our lawsuit with Jacobs Engineering over design issues with the Bon Air Bridge. The Council will find a new page in the budget book this year; the page details the Bon Air Bridge Fund created by the Council to hold the City's share of the award from the lawsuit. With \$6.9 million in the Fund, we have the money to begin addressing the problems with the bridge. If we are fortunate to realize anticipated grant funding for the bridge, the City will one day have the ability to apply this Fund to other capital needs. Many City staff members and attorneys with the City's law firm, Meyers-Nave, contributed to our success. They all deserve our gratitude. However, I would be remiss before leaving this subject if I did not highlight the leadership of my predecessor, Jean Bonander, and the commitment of our Public Works Director/City Engineer Hamid Shamsapour. That Larkspur prevailed in this lawsuit will be listed near the top of their many legacies to the community.

The City departments demonstrated that despite tight economic circumstances, they could complete key projects. Among the most notable was the delivery of a certified Housing Element by the Planning Department. The Planning Department also facilitated the first phase of the General Plan Update – meetings of the Citizen Advisory Committee. Processes involving citizen groups were a theme in

FY2010-11. The Fire Department launched the Community Emergency Advisory Committee (CEAC), a committee intended to assist Larkspur with the continued development and enhancement of its community emergency preparedness programs. In Recreation, following extensive outreach, the staff and the Commission completed a draft Piper Park Master Plan that will come before the Council soon

As I noted last year, City operations run “lean and mean” in terms of manpower and resources – a condition that has persisted and will likely continue to persist for many years. Current economic trends suggest that Larkspur has entered a period of generally flat revenues. The City’s revenue growth over the past decade was the product of significant turnover and reassessment of property; property taxes grew at a pace that well-exceeded growth in expenditures. That condition no longer exists. I recently presented the Council with a five-year forecast of the City’s General Fund that is summarized in the graph below.

Five Year Forecast: General Fund Revenues (Rev) versus Expenditures (Exp)



The graph contains three lines. One line shows the City’s General Fund expenditures growing at a pace of 2% per year. Another line shows a revenue projection of no growth in property taxes and a 1% growth rate for all other revenue. The final line shows a 1% growth rate for all revenue. (Additional details can be found in my presentation from May 4, 2011.)

The intent of this graph is to illustrate that without a combination of increased revenues and reduced expenditures, the City is headed toward a structural deficit. Compounding our challenge is a mounting need to address deferred maintenance (City Hall and the Downtown Fire Station are deteriorating badly) and capital investment (most immediately, a new Corporation Yard).

While this forecast is cause for concern and should serve as an impetus for change, it should not be overlooked that in the current fiscal year, expenditures are expected to fall below revenues. Unlike

many other cities in California, Larkspur does not face an immediate fiscal crisis. We have the opportunity to address this situation with a long-term view.

I anticipate FY 2011-12 to be a year of assessment and transition. Our goal should be to determine how best to generate new revenue streams and to flatten growth in our expenditures projection. To analyze revenue opportunities, I am proposing three key studies. The first study is an economic development study to be funded from the Transient Occupancy Tax (TOT) Fund. The purpose of this study is to develop policies, practices, and programs that will help our business community thrive as the economy recovers. The second study is a cost recovery and comprehensive fee study which will assess city operations and determine appropriate fee schedules to recover costs to levels consistent with the Council's goals and objectives. The third study will look at revenue initiatives and determine what programs might be supported by Larkspur voters. I am proposing that we borrow reserve funds for the latter two studies, as these one-time projects have the potential to return the investment to reserves at a later date.

For expenditures, I propose we engage in three critical processes. The first process involves conducting a series of meetings between the Council, staff, and the public to define the core or basic services of each department. Once defined, this basic level of service can serve as the baseline budget for the department and afford us the ability to decide if there are services we will no longer provide. The second process continues Larkspur's long-standing efforts to partner with other public and private agencies to reduce costs and improve (or perhaps simply maintain) services. The last process is to engage our employee groups in bargaining with a goal to preserve our commitments to one another while keeping compensation at levels the City can afford.

It will be a busy year.

BUDGET SUMMARY

The recommended budget generally maintains program levels from the prior fiscal year. Structurally, revenues and expenditures align, but the budget includes several one-time expenses that I am proposing be offset with reserves. Staff will continue its practice of freezing any expenditures deemed operationally unnecessary and evaluating opportunities to improve cost-recovery or generate new revenues.

Revenues

Excluding transfers, General Fund revenues are projected at \$12,613,057, which is \$379,193 or 3% less than was anticipated in the prior fiscal year. Most indications are that property taxes (which represent more than half of General Fund revenues) will remain stable, and this budget includes a recommendation from the County Assessor to project no increase in property taxes. These projections are consistent with the conservative approach applied to the budget.

This budget assumes Larkspur will follow the statewide trend of growth in sales tax revenues, though we have kept projections lower than some estimates provided to us. The budget also assumes a nominal return on the City's investments, which consist primarily of interest income from the City's cash reserves. Finally, the budget assumes revenues from development fees (Planning and Building) will increase slightly from the actual numbers we anticipate in the current fiscal year.

Expenditures

Anticipated General Fund expenditures total \$13,107,384, which is \$299,251 or 2.2% more than the estimate of expenditures for the prior fiscal year. The increase in expenditures is primarily the result of the rising cost of benefits and the inclusion in this budget of several one-time expenses. A comparison of General Fund expenditures in each department is provided on Page 13. Key changes to department and division budgets are discussed within the budget book.

One-Time Expenditures to be Offset with Reserves

Our goal for the General Fund is to ensure that we can maintain a minimum 10% unrestricted reserve. We can maintain this level while applying some reserve monies to one-time expenditures that are included in the proposed budget. These one-time expenditures fall into two categories: studies and projects and capital repairs.

A total transfer of \$150,500 is proposed. Three studies are included. The cost recovery and comprehensive fee study and the revenue initiatives study were discussed previously. I propose allocating \$50,000 to each one. Each study has the potential to generate revenues that could restore these allocations to the reserve. A third study is an assessment of pension and other post-employment benefits (OPEB) liabilities consistent with a format discussed at the Marin County Council of Mayors and Councilmembers Ad-Hoc Committee on Pension and OPEB Reform meetings. I propose allocating \$3,500 for this study.

In the category of capital repairs, I concur with the staff's assessment that we have need of our "rainy day" funds for several projects. We literally need to address rainy days at City Hall and the Downtown Fire Station (#15), where leaks necessitate roof repairs/replacements that will cost \$10,000 and \$25,000, respectively. We also need to initiate a window replacement program at City Hall and urgently need to replace two windows in the Library. As the Council is aware, the historical nature of City Hall makes window replacement an expensive endeavor. I have proposed a \$10,000 transfer for this project.

Finally, as the Council is aware, we must do work on Doherty Drive beginning in August or September. We initially proposed closing the road for a 45-60 day window. Based on community feedback, we think it is prudent to have funds available to keep the road open during construction. We have no monies in the budget for the contingencies that arise with this alternative and propose making \$75,000 available from reserves for the Doherty Drive rehabilitation work.

Other Funds

Two notable changes are proposed in funds other than the General Fund. Based on the Council's direction, the business community enhancement grant program in the TOT Fund has been eliminated. Of the programs that were receiving these grant funds, only an allocation for the Fourth of July parade is proposed for FY2011-12 (\$15,000). One-time expenditures are proposed for an economic development study (\$25,000) and the installation of a sign on Highway 101 directing traffic to the Historical Downtown (\$15,000).

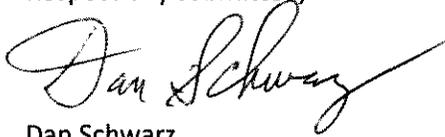
In the Gas Tax Fund, past practice has been to emphasize the "local street maintenance and rehabilitation program" when funds are available. Monies in our Gas Tax Fund are also available for storm drainage issues. Over the past few years, the City has experienced a number of unfortunate drainage issues, resulting in a few landslides. I propose making \$250,000 available in a "citywide storm drain repairs" category that staff can draw from as needed to invest in preventative measures that will improve storm drainage.

IN CLOSING

The City has emphasized fiscally conservative and prudent decision making for many years, and I am pleased to present to the Council a budget consistent with these values. Though I have placed some emphasis on disconcerting revenue and expenditure trends that need to be addressed, I note that we sit in a far more financially stable position than most cities. From this position of relative calm, we can deliver core services while developing a long-range fiscal strategy.

It remains my tremendous honor and privilege to serve you and the community.

Respectfully submitted,

A handwritten signature in cursive script that reads "Dan Schwarz". The signature is written in black ink and is positioned to the right of the typed name.

Dan Schwarz

SUMMARY 2011/12

FUND	ESTIMATED BALANCE 6/30/2011	Estimated Revenue	Transfer In	Transfer Out	Estimated Expenditures	Transfers & Expenditures	ESTIMATED BALANCE 6/30/2012
General	700,000	13,297,950	275,500	285,629	13,287,821	13,573,450	700,000
Bon Air Bridge	6,900,000	480,900		20,000	540,000	560,000	6,820,900
Capital	-265,223	1,252,523	1,492,500		2,870,023	2,870,023	-390,223
Clean Water	8,000	93,000		20,000	75,000	95,000	6,000
Equipment/Tech	489,000	25,000		120,000	351,000	471,000	43,000
Gas Tax/Road Impact	786,493	0		172,500	2,490,000	2,662,500	-1,876,007
L/T Capital/Disaster	1,102,953						1,102,953
Park Development	51,000	50			22,000	22,000	29,050
State & Regional	633,660	1,119,500		1,358,000		1,358,000	395,160
Summer School	2,600	165,000			163,844	163,844	3,756
TOT Fund	37,000	47,000			55,000	55,000	29,000
Twin Cities Child Care	23,000	643,000			635,069	635,069	30,931
Transportation	453,800	3,000		10,000	46,000	56,000	400,800
TOTAL	10,922,283	17,126,923	1,768,000	1,986,129	20,535,757	22,521,886	7,295,320

**SCHEDULE OF REVENUES
BY FUND**

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	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2010-11 ESTIMATED	2011-12 BUDGET
GENERAL FUND REVENUE						
TAXES						
Property taxes/current	6,623,742	6,892,811	6,906,016	7,100,000	7,000,000	7,100,000
Property taxes/ERAF	1,101,687	830,859	926,582	900,000	843,000	850,000
Property taxes/unsecured	48,983	181,024	182,325	170,000	189,000	190,000
Homeowners exemption	40,431	40,997	40,849	45,000	41,000	41,000
Supplemental	119,542	154,596	71,987	150,000	70,000	70,000
Sales and use tax	1,585,117	1,524,672	1,458,308	1,450,000	1,490,000	1,550,000
Scavenger franchise	345,284	338,567	365,003	340,000	375,000	375,000
PG&E franchise	103,708	108,568	96,272	100,000	101,600	101,900
Cable TV franchise	232,038	247,108	258,460	245,000	265,000	260,000
Business license tax	382,710	369,615	385,747	375,000	390,000	380,000
Property transfer tax	122,829	93,502	75,301	100,000	75,000	100,000
Transient occupancy tax	554,177	441,898	406,172	400,000	425,000	425,000
TOTAL	11,260,248	11,224,217	11,173,022	11,375,000	11,264,600	11,442,900
LICENSES AND PERMITS						
Building permits	378,107	332,713	368,615	375,000	350,000	350,000
Other licenses and permits	3,850	3,477	3,989	3,000	3,000	3,000
Residential inspections	32,390	17,205	19,398	25,000	16,000	16,000
TOTAL	414,347	353,395	392,002	403,000	369,000	369,000
PENALTIES AND FINES						
Vehicle code fines/city	12,843	7,292	7,445	15,000	6,000	6,000
Vehicle code fines/cvc	0	-14,648	32,034	35,000	17,000	17,000
Library fines and fees	21,278	23,349	25,356	24,000	24,000	24,000
Tree fines/Other fines	1,500				1,500	
TOTAL	35,621	15,993	64,835	74,000	48,500	47,000
USE OF MONEY AND PROPERTY						
Investment earnings	137,900	42,239	22,145	25,000	35,000	35,000
Rental	1	1	1	50	7	10
TOTAL	137,901	42,240	22,146	25,050	35,007	35,010
OTHER AGENCIES						
Vehicle in-lieu tax	53,755	41,510	36,050	30,000	35,000	35,000
CLSA subvention/Inter Lib Loan	41,042	43,311	42,769	50,000	24,000	24,000
TOTAL	94,797	84,821	78,819	80,000	59,000	59,000
CHARGES/CURRENT SERVICES						
Planning fees	215,711	129,530	106,029	140,000	75,000	90,000
Plan check fees	64,409	46,602	38,893	65,000	6,000	35,000
Consultant Admin Fees	14,055	11,564	10,836	15,000	3,000	3,000
Fire department fees	24,942	31,600	31,319	30,000	33,000	33,000
Encroachment permit fees	6,567	24,197	16,580	15,000	32,000	25,000
Recreation program fees	455,458	423,855	434,223	425,000	450,000	450,000
In-lieu fees (Tamalpais Retirement Ctr)	38,352	39,119	39,901	40,700	40,700	41,500
Plan retention fees	4,940	2,182	4,585	2,500	2,200	2,200
Other current service fees	10,900	6,706	8,320	7,500	12,000	12,000
TCPD/RVPA reimbursement	46,000	48,000	48,000	88,000	81,000	81,000
TOTAL	881,334	763,355	738,686	828,700	734,900	772,700

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2010-11 ESTIMATED	2011-12 BUDGET
OTHER REVENUE						
Filing fees	600	1,040	170	1,500	1,000	1,000
Other revenues	62,604	87,593	104,455	55,000	60,000	55,000
Misc state revenue	193,863	265,978	111,280	150,000	41,000	60,000
Disposition of property		15,000	9,864		50	
Disposition of real property		945,000	20,000			
TOTAL	257,067	1,314,611	245,769	206,500	102,050	116,000
TOTAL GENERAL FUND	13,081,315	13,798,632	12,715,279	12,992,250	12,613,057	12,841,610
Transfer from Bon Air Bridge Fund						20,000
Transfer from Capital Improvement						
Transfer from Transportation	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from Gas Tax/Road Impact	200,000	200,000	150,000	200,000	200,000	150,000
Transfer from Equipment/Tech		75,500	75,500	133,000	133,000	118,000
Transfer from Clean Water	60,000	30,000		20,000	20,000	20,000
Transfer from Reserve				254,105		150,500
TOTAL	280,000	325,500	245,500	627,105	373,000	478,500
TOTAL GENERAL FUND INCLUDING TRANSFERS	13,361,315	14,124,132	12,960,779	13,619,355	12,986,057	13,320,110
OTHER FUNDS						
CLEAN WATER	93,321	113,697	94,119	94,000	93,000	93,000
CHILD CARE	572,447	600,411	643,515	650,000	643,000	645,000
SUMMER SCHOOL	167,540	228,917	247,212	150,000	200,000	200,000
GAS TAX FUND						
Investment earnings	15,753	88	0	12,000	5,000	5,000
State gas tax 2105	72,229	66,374	65,995	73,000	66,694	65,000
State gas tax 2106	56,893	53,560	53,711	58,000	54,019	52,000
State gas tax 2107	96,829	88,424	87,822	98,000	88,756	86,000
State gas tax 2107.5	3,000	3,000	3,000	3,000	3,000	3,000
Trans. Congestion/Road Impact	263,724	506,208	280,248	150,000	150,000	150,000
Grant/other	23,555	398,323	340,812	960,000	180,000	1,550,000
TOTAL GAS TAX FUND	531,983	1,115,977	831,588	1,354,000	547,469	1,911,000
State gas tax 2103-Prop 42 Replacement (2011)					124,085	137,000
TRANSIT MITIGATION	17,249	261,966	88,468	5,000	5,000	5,000

CAPITAL PROJECTS REVENUE

This section has been replaced with Capital Improvement Summary (Page 55)

GENERAL FUND

GENERAL FUND OPERATING

2010/11

Estimated Fund Balance 6/30/10		700,000
Revenue 2010/11 (including transfers)		12,986,057
Less:		
Expenditures (Net Operating)	12,625,687	
Debt Service	207,286	
Transfers to other Funds	150,000	
Total	<u>12,982,973</u>	12,982,973
Estimated Fund Balance 6/30/11		703,084

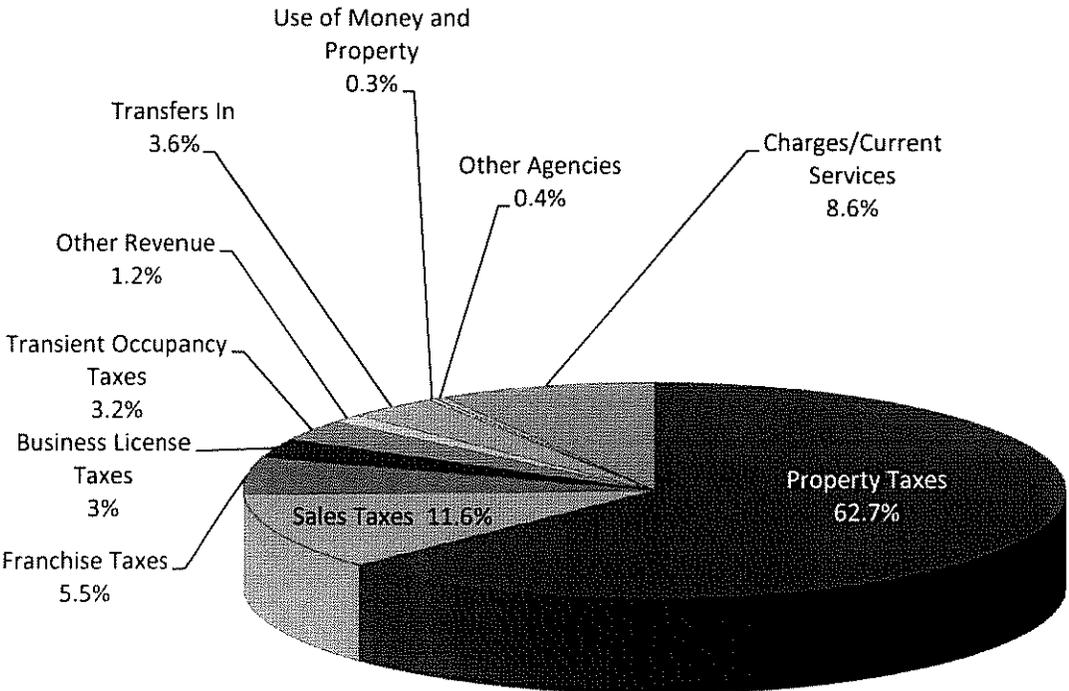
2011/12

Estimated Fund Balance 6/30/11		700,000
Revenue 2011/12 (including transfers)		13,320,110
Less:		
Expenditures (Net Operating)	12,949,884	
Debt Service (detail on page 57)	212,726	
Transfers to other Funds	157,500	
Total	<u>13,320,110</u>	13,320,110
Estimated Fund Balance 6/30/12		700,000

GENERAL FUND EXPENDITURE COMPARISON

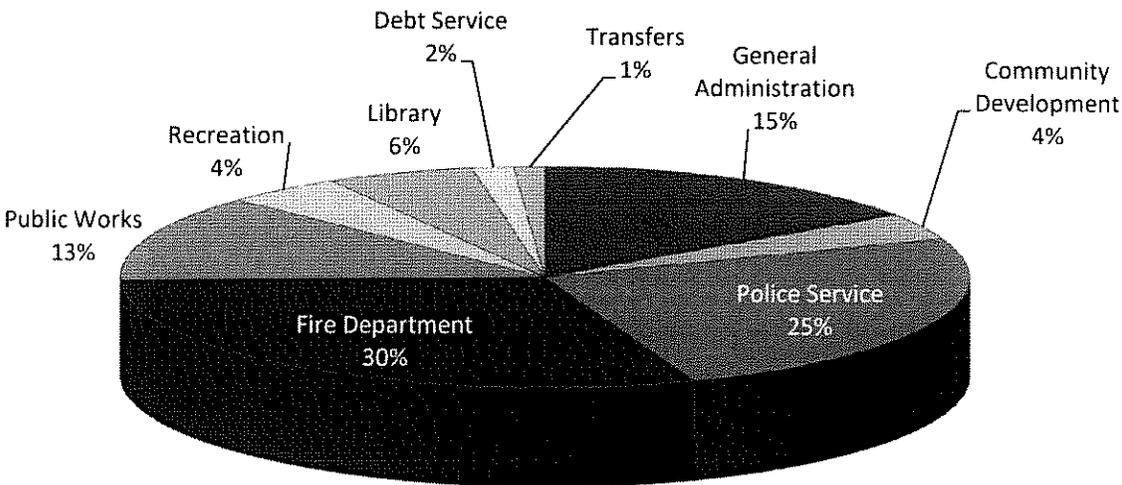
DESCRIPTION	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2010-11 ESTIMATE	2011-12 BUDGET
Council	53,413	52,710	62,615	73,281	68,000	75,508
General Administration	1,348,294	1,492,600	1,509,563	1,516,456	1,496,000	1,695,263
Facilities and Computer Maintenance	253,154	192,575	211,370	267,500	245,000	292,400
Planning/Community Development	462,782	488,549	498,024	553,373	533,000	508,369
Police Services	3,485,664	3,369,259	3,349,800	3,298,687	3,298,687	3,325,568
Fire Department	3,752,870	3,768,038	3,897,921	4,023,114	3,875,000	3,869,471
Fire-Building Inspection	191,873	185,785	180,757	207,665	180,000	159,235
Public Works/ Engineering	374,806	345,969	368,483	363,558	345,000	364,685
Public Works/Streets	904,794	880,717	871,660	882,885	825,000	864,782
Public Works/Parks	530,185	618,160	452,296	466,606	446,000	448,522
Recreation	603,974	585,560	565,932	621,816	585,000	593,080
Library	667,446	680,215	733,203	739,694	729,000	753,001
TOTAL OPERATING	12,629,255	12,660,137	12,701,624	13,014,635	12,625,687	12,949,884
to Capital Improvement	154,044	945,000	24,619	192,000	150,000	157,500
to Insurance Fund	584,000			200,000		
NET OPERATING	13,367,299	13,605,137	12,726,243	13,406,635	12,775,687	13,107,384
Debt Service-Lease payment						
Fire Station	81,999	61,207				
MERA Bond Payment	39,777	39,786	39,838	40,000	34,627	40,000
Multi-Use Field P&I	94,718	94,718	94,719	94,720	94,719	94,726
Fire Truck Lease		75,436	77,940	78,000	77,940	78,000
Corporation Yard Loan						
TOTAL GENERAL FUND EXPENDITURES	13,583,793	13,876,284	12,938,740	13,619,355	12,982,973	13,320,110
TOTAL GF REVENUES	13,361,315	14,124,132	12,960,779	13,619,355	12,986,057	13,320,110

Budgeted 11/12 Revenues



- Property Taxes
- Sales Taxes
- Franchise Taxes
- Business License Taxes
- Transient Occupancy Taxes
- Other Revenue
- Transfers In
- Use of Money and Property
- Other Agencies
- Charges/Current Services

Budgeted 11/12 Expenditures



- General Administration
- Police Service
- Public Works
- Library
- Transfers
- Community Development
- Fire Department
- Recreation
- Debt Service

CITY COUNCIL

PROGRAM DESCRIPTION

To establish City policy and discharge duties required by State Law and local ordinance. To direct and insure the implementation of the Larkspur General Plan; to establish policy directing the level of municipal services to be delivered; to approve contracts, raise revenues, approve expenditures; appoint commission and committee members and establish local laws for the protection and general welfare of all Larkspur residents.

PROGRAM OBJECTIVE:

Receive input from constituents; represent constituents at City Council meetings; organize and conduct City Council meetings; coordinate with City Manager and Staff providing direction and receiving recommendations on how best to implement Council policies.

2011-12 Goals:

- To review the key priorities in the 2050 study and discuss with the community how to effectively finance critical infrastructure improvements and community facilities.
- To help the community more effectively prepare for disasters.
- Represent the City at meetings and forums where countywide policy issues are discussed that could affect the citizens of Larkspur
- Participate in the League of Cities legislative efforts through the Marin County Council of Mayors and Council Members organization
- Review and participate in the development of the Larkspur General Plan Update
- Establish and monitor Citywide Goals and Objectives with the City Manager

2011-12 Key Changes:

- The changes in this budget are related to increases in benefits costs.

ANNUAL BUDGET

CITY COUNCIL

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	46,934	49,798	57,585	68,681	18,500	19,055
Benefits					52,408	53,981
Professional services	1,225	0	1,300	1,000	1,000	1,030
Materials & supplies	266	172	777	300	300	309
Communication & travel	4,988	2,740	2,953	2,500	2,500	2,575
Miscellaneous	0	0	0	800	800	824
TOTAL	53,413	52,710	62,615	73,281	75,508	77,774
Council Members	5	5	5	5	5	5

ADMINISTRATION DEPARTMENT PROGRAM DESCRIPTION

The Administration Department is comprised of the City Manager, Finance and the City Clerk. The functions include the overall management of the city operations; city budgeting and accounting; investments; computer services and website management; agendas and minutes for City Council meetings; recruitment and employee services; labor negotiations; Twin Cities Police Management committee; capital improvements planning and programming; customer service; business licensing; city permits; and public noticing.

2011-12 PROGRAM OBJECTIVES

1. Identify new/alternative local revenues, track relevant legislation and review new technologies to increase funding for City services and monitor the City's future financial condition for strategic planning purposes.
2. Implement the Council's infrastructure goals.
3. Revise and adopt new personnel rules and regulations.
4. Conduct an efficiency assessment of department to determine if staff assignments should be reconfigured.
5. Develop financing plan for Corporation Yard and complete lease agreement with TUHSD.
6. Conduct Economic Development Study and adopt a policy ad program.
7. Acquire and Install Accounting Systems Software

PERFORMANCE MEASUREMENTS

Launch new website and multimedia outreach tools in July and August 2011. Work with Council's Ad-Hoc Committee on Revenue Initiatives to develop plan for calendar year 2012.

Review and recommit to the Larkspur 2050 Plan in coordination with the City Council.

Work with Human Resources consultant to develop new rules by end of calendar year.

Work with Human Resources consultant to ensure staff is properly deployed and has adequate resources to perform tasks.

Inform the community about facility needs, and keep the Council/community informed of progress throughout 2011-12.

Study to commence mid-year.

Purchase and install integrated accounting software for management of city finances, budgets and investments by 12/31/11.

2011-12 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits, and attorney expenses.

Authorized Positions

City Manager	1.00
Finance Director	1.00
City Clerk/Cust. Svc. Supervisor	1.00
Customer Service Representative	2.00
Accounting Specialist	1.00
Permit Technician	<u>1.00</u>
	7.00

ANNUAL BUDGET

ADMINISTRATION

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	921,822	930,641	941,414	1,011,556	699,901	713,899
Benefits					253,886	258,964
Retiree Health					83,649	85,322
Professional services	158,588	194,588	249,377	190,000	205,000	209,100
Materials & supplies	10,807	8,670	12,759	15,000	15,000	15,300
Communications & travel	24,210	23,981	29,214	36,200	45,200	46,104
Maintenance & supplies	300	0	0	2,000	1,000	1,020
Insurance	21,582	13,726	12,885	16,000	16,500	16,830
Contingency/Contracts	206,060	318,375	263,914	230,700	256,627	261,760
Special projects	4,925	2,619	0	15,000	118,500	120,870
TOTAL	1,348,294	1,492,600	1,509,563	1,516,456	1,695,263	1,729,168
City Manager	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1
City Clerk/Cust Svc. Supervisor	1	1	1	1	1	1
Customer Service Rep	3	2	2	2	2	2
Accounting Specialist	1	1	1	1	1	1
Permit Technician	1	1	1	1	1	1
TOTAL	8	7	7	7	7	7

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ANNUAL BUDGET

ADMINISTRATION-FACILITIES AND COMPUTER MAINTENANCE

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Contract Services	0	0	18,330	20,000	15,000	15,300
Utilities	17,160	17,716	17,736	18,000	18,000	18,360
Building Maintenance & supplies	54,480	49,587	40,457	57,100	97,000	98,940
Equipment Maintenance	49,201	15,897	8,424	35,000	25,000	25,500
Insurance	129,313	106,974	124,023	135,000	135,000	137,700
Rent	3,000	2,400	2,400	2,400	2,400	2,448
TOTAL	253,154	192,574	211,370	267,500	292,400	298,248

2011-12 Key Changes:

Some deferred maintenance items are budgeted this year.

Fire Station #15 Roof replacement (25K)

City Hall Roof Repair (12K)

City Hall Window Replacement (10K)

PLANNING DEPARTMENT - CURRENT PLANNING PROGRAM DESCRIPTION

Implement the Larkspur General Plan through application of land use and development regulations set forth in Title 17 (Subdivision Ordinance) and Title 18 (Zoning Ordinance) to processing development applications, enforcement, and City-initiated programs.

2011-12

PROGRAM OBJECTIVES

1. Minor projects. Process approximately 70 to 90 zoning permits/subdivision actions.
2. Major projects. Process large scale/complex development projects.
3. Enforcement of the zoning ordinances.
4. Plan check building permits for zoning conformance.

PERFORMANCE MEASUREMENTS

Schedule first public hearing within 30 days after application has been accepted as complete. Zoning Administrator to hear approximately 25 permits.

Initiate public hearings within 60 days of application completeness. Meet periodically with major developers and/or property owners to facilitate development.

Initiate investigation of violations within 5 working days. If violation exists, send notice of violation within 5 working days.

Process approximately 250 building permits. Complete zoning plan check within 7 working days.

2011-12 Key Changes:

The only changes to the budget figures are related to increased fixed costs in salaries and benefits.

The number of applications has been revised to more accurately reflect changes in the economy and corrections to past estimates. The program also recognizes the need to periodically meet with major developers and/or property owners to facilitate development on properties throughout Larkspur.

Retirement of the Planning Director affords the opportunity to assess organizational structure and the delivery of planning and other development related services. The budget does include funds for an interim director.

Authorized Positions

Director	.40
Senior Planner	.80
Associate Planner	<u>1.00</u>
	2.00

PLANNING DEPARTMENT - ADVANCE PLANNING PROGRAM DESCRIPTION

Review and amend the General Plan to reflect changes in state law and the community interests and needs of the City. Implement the General Plan through amendments and additions to the zoning ordinance. Maintain a body of data pertaining to the City of Larkspur.

2011-12

PROGRAM OBJECTIVES

1. Coordinate and facilitate Citizen Advisory Committee (CAC) to ensure the members have the opportunity to review and provide input on the existing General Plan and the components of the Comprehensive update.

2. Work with CAC members to assist them in encouraging community involvement throughout the update process.

3. Implement SMART Station Area Study work program.

4. Implement Housing Element.

PERFORMANCE MEASUREMENTS

CAC meets regularly to review and provide input on the General Plan update process, including: (a) Reviewing the existing General Plan and the identification of its deficiencies relative to State law and current thinking; (b) Identifying if new or revised General Plan elements are necessary and the focus of those elements; (c) review consultant work, as it becomes available; and (d) make recommendations to the Planning Commission and City Council relative to the components of the General Plan update.

Complete initial review of draft General Plan Elements by the end of December 2011.

Active community involvement in the process at CAC meetings and other public meetings and hearings. Continue to support community involvement in North Magnolia improvements and activities.

Hire consultants by September 2011; having existing conditions/analysis completed by December 2012; meet with the CAC and Technical Advisory Committee and seek input and hold public meetings during development of the plan from September 2011 through the completion of the plan. More specific objectives to be developed through the contract with ABAG/MTC and the consultant contract.

Prepare and process for approval Municipal Code amendments addressing density bonuses, reasonable accommodations, and emergency shelters and transitional/supportive housing. Complete by December 2011.

5. Complete a five-year 2010 Greenhouse Gas Emissions Inventory for the Climate Action Plan.
6. Continue amendments to zoning ordinance to update and clarify as needed.
7. Support Heritage Preservation efforts to preserve the City's historic archives and the historic structures and features within the City.
8. Continue to coordinate with State and regional agencies on regional planning matters and issues impacting the community, such as climate action programs, planning for the SMART Station, regional multi-use routes, zero waste programs, and the MTC/ABAG process to develop a Sustainable Communities Strategy.

Prepare and complete a five-year 2010 Greenhouse Gas Emissions Inventory with the assistance of the Marin Climate and Energy Partnership.
Complete by February 2012.

Prepare and process for approval amendments to the City's Zoning Ordinance parking regulations.

Continue to support and work with the Heritage Preservation Board on its efforts to archive the City's historic photos and materials. Provide 20 hours per month of staff support for the archival project and other heritage issues.
Complete archival project with consultant by September 2011.

To the extent possible, Planning staff will continue to attend meetings and workshops on regional planning matters and investigate grant opportunities for planning activities.

2011-12 Key Changes:

SMART Station Area Grant and the Zero Waste Grant are included and will provide important funding for major work activities this fiscal year.

Authorized Positions

Director	.60
Senior Planner	<u>.20</u>
	.80

ANNUAL BUDGET

PLANNING-COMMUNITY DEVELOPMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	441,253	468,772	469,086	512,273	278,422	283,990
Benefits					107,631	109,784
Retiree benefits					14,666	14,959
Professional services	3,241	4,883	5,425	20,000	90,000	91,800
Materials & supplies	1,470	636	1,555	1,700	1,700	1,734
Communications & travel	9,568	7,525	7,699	8,200	5,050	5,151
Maintenance & supplies	0	492	892	700	700	714
Insurance	0	0	6,539	7,000	6,700	6,834
Miscellaneous	7,250	6,240	6,828	3,500	3,500	3,570
TOTAL	462,782	488,548	498,024	553,373	508,369	518,536
Planning Director	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1
Associate Planner	1	1	1	1	1	1
TOTAL	3	3	3	3	3	3

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ANNUAL BUDGET

POLICE

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Operating	3,485,664	3,369,259	3,349,800	3,298,687	3,325,568	3,350,000
TOTAL	3,485,664	3,369,259	3,349,800	3,298,687	3,325,568	3,350,000

FIRE ADMINISTRATIVE SERVICES DIVISION

PROGRAM DESCRIPTION

Oversees the effective delivery of Fire and Building Department services by providing administrative leadership and support in the areas of planning, budgeting, personnel and organizational development.

2011-12

PROGRAM OBJECTIVES

1. Strive to ensure that the Fire Department continues to deploy maximum services to our citizens while reducing costs wherever feasible.
2. Look for consolidation opportunities with agencies in our Ross Valley operational zone.
3. Continue to manage the administrative component of the Ross Valley Paramedic Authority (RVPA), which provides paramedic services to an 8-member JPA.

PERFORMANCE MEASUREMENTS

Fire Administration will continue to ensure that the fire agency remains fully capable in the deployment of our services. In addition the Fire Chief will look for ways to reduce costs including the utilization of cost recovery efforts when possible.

The Ross Valley is an ideal geographical zone for fire and EMS consolidation. The Chief will seek to identify and pursue any merger potential that could improve service levels and reduce costs.

The Fire Chief will continue to provide effective administrative oversight and serve at the pleasure of the 8-member JPA board.

2011-12 Key Changes:

Department reorganization led to the elimination of the Deputy Fire Chief position.

Authorized Positions

Fire Chief	<u>.50</u>
	.50

FIRE PREVENTION DIVISION PROGRAM DESCRIPTION

Administers the Fire Prevention functions which are designed to reduce fire loss, increase life safety and control other hazardous conditions. Conducts plan reviews and inspections to ensure that new construction or the remodeling of existing buildings conforms to applicable codes and safety ordinances.

2011-12

PROGRAM OBJECTIVES

1. Continue to deploy CPR, GET READY and MCCERT disaster preparedness programs to the community.
2. Provide staff support to the Community Emergency Advisory Committee (CEAC).
3. Oversee the daily functions of fire code enforcement services.
4. Practice vegetation management and risk reduction strategies in the City's designated High Fire Risk Zones.

PERFORMANCE MEASUREMENTS

Staff will continue to teach CPR, GET READY classes on a regular basis and participate in the regular deployment of Ross Valley regional CERT program courses.

Ensure that the CEAC committee has the resources and staff support needed in order to accomplish its desired goals.

The part time civilian fire marshal will handle the daily functions of fire code enforcement including plan checks, permit issuance and site inspections.

By July 15, 2011, the owner of every property in the High Risk Zone areas will receive a letter summarizing the threat, encouraging defensible space practices and providing direction to additional on-line information resources. Additionally, when requested by the property owner, Fire Department staff will conduct inspections of hillside properties.

2011-12 Key Changes:

Authorized Positions

Fire Chief	.10
Contract Fire Marshall	<u>.75</u>
	.85

FIRE PROTECTION & EMERGENCY MEDICAL SERVICES DIVISION

PROGRAM DESCRIPTION

Coordinates the delivery of fire protection and pre-hospital emergency medical care services to the community. Provides state-of-the-art training to shift personnel, and assists in providing fire prevention and community education programs.

2011-12

PROGRAM OBJECTIVES

1. Continue our participation and involvement in the Central Marin Training Consortium, which sets forth an annual comprehensive training program for engine company personnel.
2. Continue ongoing training programs to maintain a well prepared, all-risk emergency response force.

PERFORMANCE MEASUREMENTS

Staff will be responsible for ensuring that all engine company crews meet all pre-established training objectives and that we assist with the development and evolvement of this important training consortium.

Engine company personnel will participate in training exercises and classroom sessions to maintain proficiency in the areas of emergency medical treatment, fire suppression techniques (structural and wildland), hazardous materials incident mitigation, gas and electrical emergencies, decontamination techniques and technical rescue procedures, which include vehicle extrication, rope rescue, confined space rescue and water rescue.

2011-12 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits.

Authorized Positions

Proposed

Fire Chief	.30
Captains	6.00
Firefighter/Engineers	<u>10.00</u>
	16.30

ANNUAL BUDGET

FIRE DEPARTMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	3,429,429	3,464,684	3,599,671	3,689,114	2,198,587	2,242,559
Benefits					1,180,852	1,204,469
Retiree Health					150,532	153,543
Professional services	84,472	77,950	111,062	110,000	110,000	112,200
Materials & supplies	54,371	26,970	42,013	73,000	73,000	74,460
Utilities	18,317	18,564	18,313	17,000	17,000	17,340
Communications & travel	18,561	17,102	14,058	20,000	20,000	20,400
Maintenance & supplies	78,357	54,856	52,719	60,000	60,000	61,200
Insurance	46,023	40,652	40,414	42,000	47,500	48,450
Miscellaneous	20,566	65,575	15,850	7,500	7,500	7,650
Capital outlay	2,774	1,685	3,821	4,500	4,500	4,590
TOTAL	3,752,870	3,768,038	3,897,921	4,023,114	3,869,471	3,946,860
Fire Chief	1	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	0	0
Fire Captain	6	6	6	6	6	6
Firefighter	10	10	10	10	10	10
TOTAL	18	18	18	18	17	17

BUILDING CODE ENFORCEMENT DIVISION PROGRAM DESCRIPTION

Deploys the Building Inspection component including plan review, permit issuance, inspection of construction projects and municipal code oversight to ensure compliance with all applicable codes and ordinances.

2011-12

PROGRAM OBJECTIVES

1. Continue to provide high levels of customer service through a community based approach to code enforcement utilizing our contract Building Department staff.
2. Strive to make the permit application process as streamlined as possible based on current staffing configuration.

PERFORMANCE MEASUREMENTS

Building Department staff will continue to serve the public utilizing a community-based approach that includes continual enhancement of strong communications and customer service skills.

Staff will make every practical attempt to move the application package through the permit review and plan check processes, to minimize delays and to identify and eliminate any procedural defects that could impede the permit processing turn around time.

2011-12 Key Changes:

Changes to this budget reflect lowering the Building Inspection Contract to coincide with the decline in building permits issued.

Authorized Positions

Fire Chief	.10
Contract Building Inspector	<u>.60</u>
	.70

ANNUAL BUDGET

FIRE-BUILDING INSPECTION/CODE ENFORCEMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	15,052	18,238	14,171	20,765	13,559	13,830
Retiree Health					7,276	7,422
Professional Services	174,589	166,247	163,085	180,000	135,000	137,700
Materials & supplies	992	0	0	0	0	0
Communications & travel	1,140	1,200	1,200	1,200	1,200	1,224
Maintenance & supplies	0	0	2,201	3,500	0	0
Contingency/miscellaneous	100	100	100	2,200	2,200	2,244
TOTAL	191,873	185,785	180,757	207,665	159,235	162,420
Building Inspector	1	1	1	0	0	0
TOTAL	1	1	1	0	0	0

PUBLIC WORKS - ADMINISTRATION/ENGINEERING PROGRAM DESCRIPTION

The Administrative Division has the responsibility for leadership and direction for all the Department of Public Works activities.

2011-12

PROGRAM OBJECTIVES

1. Continue working on GIS mapping which will include citywide data base maps and infrastructure.
2. Implement changes to the pavement management program (PMS) using GIS, and select road segments for improvement.
3. Complete current Capital Improvement projects and develop a comprehensive list of future projects.
4. Continue work on Bon Air Road, Doherty, and Alexander bridges.
5. Complete projects funded by grants
6. Continue working on relocating the Engineering Offices and the Corporation Yard.
7. Create Public-Private Partnership

PERFORMANCE MEASUREMENTS

- Continued implementation and integration of GIS/Marin Map will progress throughout the 2011-12 fiscal year.
- Repair and pave City Streets as funds become available.
- Develop a list and prioritize by April of each year for the upcoming fiscal year.
- Complete design of Bon Air Road and Doherty Drive and Alexander Avenue bridges as approved by City Council and take to construction.
- Complete designs and take to construction.
- Assist the City Manager in developing an agreement with the Tamalpais Union School District for relocation of our Engineering Office and Corporation Yard to their property on Doherty Drive.
- Will receive up to \$150,000 from the owner of Skylark Apartments to repave Skylark Drive.

2011-12 Key Changes:

The only budgetary change in this program is related to fixed costs in salaries and benefits.

Authorized Positions

Public Works Director/	
City Engineer	.40
Senior Engineer	1.00
GIS Technician	.90
Customer Svc. Rep.	<u>.90</u>
	3.20

ANNUAL BUDGET

PUBLIC WORKS-ADMINISTRATION-ENGINEERING

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	235,513	214,561	223,786	235,158	158,552	161,723
Benefits					74,144	75,627
Retiree Health					5,589	5,701
Professional service	114,550	83,831	100,248	100,000	100,000	102,000
Materials & supplies	3,672	3,666	4,374	3,500	3,500	3,570
Communications & travel	5,768	3,727	3,893	4,000	4,000	4,080
Insurance	0	0	5,935	6,000	4,000	4,080
Miscellaneous	15,303	15,184	15,247	14,900	14,900	15,198
Equipment Replacement	0	25,000	15,000	0	0	0
TOTAL	374,806	345,969	368,483	363,558	364,685	371,979
Public Works Director	0.4	0.4	0.4	0.4	0.4	0.4
GIS Technician		0.9	0.9	0.9	0.9	0.9
Customer Service Rep	1.0	0.9	0.9	0.9	0.9	0.9
TOTAL	2.4	3.2	2.2	2.2	2.2	2.2

PUBLIC WORKS - STREET MAINTENANCE DIVISION PROGRAM DESCRIPTION

The Street Maintenance Division's primary responsibility is the public thoroughfare. This includes the upkeep of the City streets, rights-of-way, street sweeping, street lighting; storm drainage systems and the signal systems for the safe passage of vehicles and pedestrians. The Division maintains all City owned equipment and vehicles, and contracts as needed for specialty vehicles and services.

2011-12

PROGRAM OBJECTIVES

1. Continue to implement NPDES program (documentation, enforcement, inspection and public education).
2. Continue refining Standard Operating Procedure (SOP) for emergency call-outs: pump station operation and training, hazardous materials clean up, erosion mitigation clean up, tree removal in public streets and large scale emergency repairs.
3. Continue facilities repairs based on the list of repairs necessary to maintain all City infrastructure in a safe and efficient manner.
4. Manage all street landscape maintenance in house.

PERFORMANCE MEASUREMENTS

This is an ongoing program. We plan to increase our efforts in educating the public through mailings and handouts at City Hall, in addition to encroachment permits and inspections.

Conduct quarterly review of maintenance practices, monitoring, regulatory compliance and troubleshooting.

Complete funded repairs as needed.

City staff will attempt to maintain the City's street landscape without outside resources.

2011-12 Key Changes:

The only budgetary change in this program is related to fixed costs in salaries and benefits.

Authorized Positions

Director	.40
Superintendent	.70
Maintenance Worker II	1.00
Maintenance Worker I	2.00
	4.10

ANNUAL BUDGET

PUBLIC WORKS-STREET MAINTENANCE DIVISION

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	421,237	471,610	458,561	504,435	308,783	314,959
Benefits					158,379	161,547
Retiree Health					19,170	19,553
Professional services	78,250	74,142	70,532	60,000	60,000	61,200
Materials & supplies	29,328	21,882	20,035	19,500	19,500	19,890
Utilities	140,579	109,501	134,303	115,000	115,000	117,300
Communications & travel	8,054	8,724	11,197	8,000	8,000	8,160
Maintenance & supplies	162,215	143,669	155,378	160,000	160,000	163,200
Insurance	38,877	37,444	7,738	8,000	8,000	8,160
Equipment charges/misc	14,123	13,745	13,916	7,950	7,950	8,109
Capital outlay	12,131	0	0	0	0	0
Storm Damage						
TOTAL	904,794	880,717	871,660	882,885	864,782	882,078
Public Works Director	0.4	0.4	0.4	0.4	0.4	0.4
Superintendent	0.7	0.7	0.7	0.7	0.7	0.7
Maintenance Worker II	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker 1	2.0	2.0	2.0	2.0	2.0	2.0
TOTAL	4.1	4.1	4.1	4.1	4.1	4.1

PUBLIC WORKS - PARKS DIVISION PROGRAM DESCRIPTION

The Parks Division is responsible for maintaining and enhancing the City owned recreational and environmental areas for citizens.

2011-12

PROGRAM OBJECTIVES

1. Continue park accessibility improvement program.
2. Continue implementing Piper Park and Mini-Parks Plan elements.
3. Continue refining the turf management program on the natural and multi-use fields to enhance our existing athletic fields and passive play areas.
4. Manage all park landscaping in house.

PERFORMANCE MEASUREMENTS

Make improvements based on the order of priority.

As funding is provided make improvements to the city mini-parks and Piper Park, in the priority order established by Council.

Try to extend the length of play season and increase the turf resilience for added enjoyment and safety.

City staff will attempt to maintain the City's parks without outside resources.

2011-12 Key Changes:

The only change in this program is related to increased fixed costs in salaries and benefits.

Authorized Positions

Director	.20
Superintendent	.30
Maintenance Worker II	1.00
Maintenance Worker I	1.00
	2.50

ANNUAL BUDGET

PUBLICS WORKS-PARKS DIVISION

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	271,010	282,749	284,534	286,256	185,007	188,707
Benefits					96,704	98,638
Retiree Health					7,261	7,406
Professional services	0	1,648	842	1,500	1,500	1,530
Materials & supplies	1,380	3,270	2,097	5,100	5,100	5,202
Utilities	63,626	91,065	76,599	75,000	75,000	76,500
Communications & travel	89	0	0	1,000	1,000	1,020
Maintenance & supplies	170,750	211,340	68,663	92,000	72,000	73,440
Insurance	13,330	12,838	4,311	5,000	4,200	4,284
Equipment charges/misc	10,000	15,250	15,250	750	750	765
TOTAL	530,185	618,160	452,296	466,606	448,522	457,492
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Superintendent	0.3	0.3	0.3	0.3	0.3	0.3
Maintenance Worker II	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker I	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL	2.5	2.5	2.5	2.5	2.5	2.5

RECREATION SERVICES PROGRAM DESCRIPTION

Develop and administer leisure programs in response to the needs of the community in a fiscally responsible manner.

2011-12

PROGRAM OBJECTIVES

1. Provide leisure activities for all age groups within the community.

2. Continue expanding the delivery of Recreation services to the community.

3. Investigate alternatives to surfacing in Canine Commons facility.

4. Monitor Larkspur's possible access to state grants.

5. Continue to accommodate the new Twin Cities Police Facility construction project.

PERFORMANCE MEASUREMENTS

Ongoing programs include: senior activities, summer school, child-care, adult sports, and special events. Other programs include: developmentally disabled activities at Hall School, after-school classes at Hall, Neil Cummins and Bacich School, and walking group program.

Annually identify and implement new programs and activities, adjust existing programs as the community's needs and interests expand and contract.

The Parks & Recreation Commission and staff will work to develop an update to the Canine Commons in Piper Park, with input from local dog owners.

The Parks and Recreation Commission and staff will continue to seek funding options for various park projects and updates.

Redesign programs and services wherever possible to mitigate the effect of the ongoing project.

2011-12 Key Changes:

The only budgetary change in this program is related to fixed costs in salaries and benefits.

Authorized Positions

Director	1.00
Recreation Supervisor	1.00
Customer Service Rep.	.50
	2.50

ANNUAL BUDGET

RECREATION

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	362,957	380,250	367,092	425,416	279,081	284,663
Benefits					92,866	94,723
Retiree Benefits					23,433	23,902
Professional services	155,383	138,004	126,365	120,500	120,500	122,910
Materials & supplies	56,908	38,910	36,376	51,000	51,000	52,020
Communications & travel	10,598	10,833	12,537	12,200	12,200	12,444
Buildings & Structure Maintenance	4,500	4,500	4,500	4,500	4,500	4,590
Insurance	256	0	5,623	6,200	7,500	7,650
Miscellaneous	13,372	13,063	13,439	2,000	2,000	2,040
TOTAL	603,974	585,560	565,932	621,816	593,080	604,942
Recreation Director	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	0.5
TOTAL	2.5	2.5	2.5	2.5	2.5	2.5

LIBRARY PROGRAM DESCRIPTION

The mission of the Larkspur Public Library is to continue to enrich the lives of the community it serves by providing access to a collection of resources that meets the needs of the community. The Library strives to provide a wide range of reading materials and online resources that encourage lifelong learning and a love of reading in a welcoming environment.

2011-12

PROGRAM OBJECTIVES

1. Continue to support the educational, recreational and information needs of our community through quality, personalized service, library programs and access to a wide range of materials.

2. Maintain 21st century library services to our community.

3. Continue to promote library services and programs to the Community.

PERFORMANCE MEASUREMENTS

Maintain current levels of circulation of library materials (both print and audiovisual). Retain knowledgeable, well-trained staff committed to excellent service. Provide opportunities for continuing education and training for staff.

Provide access to digital resources through the library website such as reader's advisory links, consumer and tax information, homework help and subject directories.

Continue to increase community awareness of library services through special events, programs, and expanded outreach efforts.

2011-12 Issues:

Increased Library usage
 Ongoing need for equipment replacement
 Costs for technology
 The only budgetary change in this program is related to fixed costs in salaries and benefits.

Authorized Positions

Library Director	1.00
Librarian	2.00
Library Assistant II	1.00
Library Assistant I	<u>3.00</u>
	7.00

ANNUAL BUDGET

LIBRARY

GENERAL FUND

DESCRIPTION	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	544,778	592,322	643,381	637,194	411,249	419,474
Benefits					209,224	213,408
Retiree Health					30,028	30,629
Professional service	37,228	2,805	2,835	13,000	13,000	13,260
Materials & supplies	75,018	70,012	66,207	72,000	72,000	73,440
Communications & travel	1,919	5,733	6,199	7,000	7,000	7,140
Maintenance & supplies	2,511	50	995	500	500	510
Insurance	0	3,345	8,044	8,000	8,000	8,160
Contingency/miscellaneous	5,992	5,949	5,542	2,000	2,000	2,040
TOTAL	667,446	680,215	733,203	739,694	753,001	768,061
Library Director	1	1	1	1	1	1
Librarian	2	2	2	2	2	2
Library Assistant II	1	1	1	1	1	1
Library Assistant I	3	3	3	3	3	3
TOTAL	7	7	7	7	7	7

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OTHER FUNDS

Bon Air Bridge Fund

Funded by proceeds from legal action

2011/12

Estimated Fund Balance 6/30/11 **6,900,000**

Add:

Interest Income	3,000	
TEA 21 Bon Air Bridge	477,900	
	<hr/>	480,900

Available Funds **7,380,900**

Less: 2011/12 Expenditures

Bon Air Bridge Expenses **540,000**

Total Expenditures **540,000**

Transfer to General Fund	20,000	
		20,000

Estimated Fund Balance 6/30/12 **6,820,900**

CAPITAL IMPROVEMENT FUND BUDGET

2011/12

Estimated Fund Balance 6/30/11 (265,223)

Add:

Revenue:

Transfer from General Fund	157,500	
Transfer from Gas Tax	22,500	
Transfer from State and Regional Funds	1,310,500	
Transfer from Equipment Fund	2,000	
Total Transfers		1,492,500
Public/Private Partnership Program	20,400	
General Plan Fees	100,000	
NTPP Grants	1,033,000	
Other Grants	99,123	
Total Other Revenue		1,252,523

AVAILABLE FUNDS 2,745,023

Less 2011/12 Expenditures	Funding Source*	Ongoing Projects	11/12 Projects	11/12 Total
101 Elm Stairs & Pathway	NTPP		190,000	190,000
ADA Accessible Pathway to Sandra Marker Trail	GT/SAFE		250,000	250,000
Annual Engineering for Future Projects	CIF	10,000		10,000
Annual Park Irrigation - Piper Park	CIF	10,000		10,000
Bike Racks	EQ/PR/GR		10,000	10,000
City Hall Roof Repair	CIF		12,000	12,000
City Hall Window Replacement	CIF		10,000	10,000
City Wide Annual Accessibility Improvement (ADA)	CIF	5,000		5,000
Countywide Signing & Striping	TAM		40,000	40,000
Doherty Drive Class I Multi Use Path	NTPP/CIF		718,000	718,000
Doherty Drive Reconstruction Phase III	1B/TAM		280,000	280,000
Doherty Drive Signing & Striping	TAM		80,000	80,000
Electric Vehicle Charging Stations	CEC		33,523	33,523
ESFD Bike/Ped Multi-Use Bridge	CIF/TE		103,000	103,000
Fire Station #15 Roof Replacement	CIF		25,500	25,500
General Plan Update	CIF		200,000	200,000
Greenbrae School Park Repairs	PR		15,000	15,000
Median Landscaping and Meadowood Pathway	RTIP		210,000	210,000
Post Street Stairs & Pathway	NTPP		200,000	200,000
Redwood Highway Pathway Intersection	RM2/TAM		395,000	395,000
Sidewalk repair and replacement - Citywide	CIF	10,000		10,000
Streetlight Retrofit Project	EECBG		63,000	63,000
Total Expenditures		35,000	2,835,023	2,870,023

Estimated Fund Balance 6/30/12 (390,223)

*Funding source abbreviations are explained in the Four-Year Capital Improvement Program budget starting on page 69.

CLEAN WATER FUND BUDGET

2011/12

Estimated Fund Balance 6/30/11		8,000
Add:		
2011/12 Revenues		93,000
Available Funds		101,000
Less: 2011/12 Expenditures		
Contract/Compliance (MCSTOPP)	20,000	
Contract/Enhance streetsweeping	25,000	
GIS Storm Drain Mapping	5,000	
Storm Drain/Clean Water Projects	25,000	
Total Expenditures		75,000
Transfer to General Fund/Code Enforcement	20,000	
		20,000
Estimated Fund Balance 6/30/12		6,000

2011/12
Code Enforcement will continue
in addition to storm drain maintenance
and repairs and creek cleanup efforts

EQUIPMENT AND TECHNOLOGY REPLACEMENT FUND BUDGET

2011/12

Estimated fund balance 6/30/11		489,000
Add:		
TCCC Loan Repayment		25,000
Available Funds		514,000
Less: 2011/12 Expenditures		
Accounting/Financial Software/Hardware	100,000	
Fire Hydrant Replacement Program	15,000	
Heather Garden Pump Station Rebuild	15,000	
Industrial Way Pump Station Rebuild	15,000	
Marinet- Library	46,000	
Mobile Units- Fire Department	10,000	
Website Development & Hosting	50,000	
Annual Technology Expenses	100,000	
Total Expenditures		351,000
Transfer to General Fund/Capital	120,000	
Mera Bond Payment	40,000	
Pierce GM 1500 Pumper	78,000	
Bike Racks	2,000	
		120,000
Estimated Fund Balance 6/30/12		43,000

GAS TAX FUND BUDGET

2011-12

Estimated Fund Balance 6/30/11		786,493
Add:		
2011/12 Gas Tax Revenue	206,000	
2011/12 Road Impact Fee	150,000	
Interest Income	5,000	361,000
Grants/Other		
Public/Private Partnership Program	150,000	
Federal Grant Alexander Bridge	1,200,000	
TEA 21 Grant Arroyo Holon Bridge	200,000	1,550,000
	<hr/>	
Available Funds		<hr/> 2,697,493
Less: 2011/12 Expenditures		
Alexander Bridge	1,500,000	
Arroyo Holon Bridge (Doherty Drive)	250,000	
Citywide Storm Drain Repairs	250,000	
Citywide Striping	15,000	
Corte Alejo Storm Drain Line	125,000	
Future Project Management	10,000	
GIS Mapping System	15,000	
Local Street Maintenance & Rehab Program	50,000	
Magnolia Avenue Storm Drain Line	100,000	
Skylark Pavement Rehabilitation	175,000	
Total Expenditures		2,490,000
Transfer to Capital/General Fund*	172,500	
Estimated Fund Balance 6/30/12		34,993

*Includes Project Management costs to be transferred to the General Fund

PARK DEVELOPMENT FUND BUDGET

2011-12

Estimated Fund Balance 6/30/11		51,000
Add:		
Interest Income		50
Available Funds		51,050
Less: 2011/12 Expenditures		
Piper Park Master Plan Update (remaining balance)	22,000	
Total Expenditures		22,000
Estimated Fund Balance 6/30/12		29,050

STATE AND REGIONAL TRANSPORTATION FUNDS

TAM Measure A, Proposition 1B, and other State, Federal, and Regional Transportation per capita and annual allocation revenues are accounted for in this fund.

2011/12

Estimated Fund Balance 6/30/11		633,660
Add:		
Interest Income		2,500
Larkspur Measure A Funds ¹		80,000
TAM Measure A Funds ¹		80,000
SAFE Routes Grant ¹		225,000
Regional Measure 2 ²		595,000
Gasoline Excise Tax Swap ³		<u>137,000</u>
		1,119,500
Available Funds		1,753,160
Less: 2011/12 Expenditures		
Transfer to Capital Projects Fund		1,358,000
<i>ADA Accessible Pathway (90%)</i>	<i>250,000</i>	
<i>Doherty Drive Signing & Striping</i>	<i>80,000</i>	
<i>Doherty Drive Reconstruction Phase III</i>	<i>280,000</i>	
<i>ESFD Bike/Ped Multi-Use Bridge (Wooden Bridge)</i>	<i>103,000</i>	
<i>County-Wide Signing & Striping</i>	<i>40,000</i>	
<i>Redwood Highway Pathway Intersection</i>	<i>395,000</i>	
<i>Median Landscaping & Meadowood Pathway</i>	<i>210,000</i>	
		1,358,000
Estimated Fund Balance 6/30/12		395,160

Notes:

1. Transportation Authority of Marin grants. Revenue comes from 1/2-cent sales tax add-on.
2. Revenue received from \$1 bridge toll increase effective 2004.
3. Previously received as Proposition 42 gasoline sales tax revenue, now (FY 10/11) replaced by gasoline excise tax.

SUMMER SCHOOL BUDGET

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	78,645	74,018	83,025	98,000	96,885	98,823
Professional service	26,874	52,166	57,364	34,000	50,000	51,000
Materials & supplies	14,785	14,118	20,118	15,000	14,298	14,584
Communications & travel	251	0	0	400	161	164
Miscellaneous	0	0	0	2,500	2,500	2,550
TOTAL	120,555	140,302	160,507	149,900	163,844	167,121

REVENUES

Projected Income					165,000	168,300
------------------	--	--	--	--	---------	---------

FUND BALANCE DETAIL

	2010-11	2011-12
Estimated Fund Balance	2,600	3,756
Estimated Revenue	165,000	168,300
Total Available Revenue	167,600	172,056
Estimated Expenditures	163,844	167,121
Estimated Fund Balance	3,756	4,935

TRANSIENT OCCUPANCY TAX FUND BUDGET

2011/12

Estimated Fund Balance 6/30/11		37,000
Add:		
2010/11 Revenues		47,000
Available Revenue		84,000
Less:		
2011/12 Expenditures		
4th of July Security and Bands	15,000	
Economic Development Study	25,000	
Historical Sign	15,000	
Total Expenditures		55,000
Estimated Fund Balance 6/30/12		29,000

2011/12 Key Changes

TOT funds are granted for various community projects upon application to the City Council. This year funds are being requested from this fund to study possible economic development within the City.

TWIN CITIES CHILD CARE BUDGET

EXPENDITURES	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	BUDGET 2010-11	BUDGET 2011-12	ESTIMATED 2012-13
Salaries	475,451	505,071	489,466	529,504	337,529	344,280
Benefits					176,984	180,524
Retiree Health					8,706	8,880
Professional service	2,390	1,834	1,700	2,000	1,700	1,734
Materials & supplies	20,467	21,602	17,138	26,000	25,000	25,500
Communications & travel	5,785	5,983	4,906	8,100	8,100	8,262
Maintenance & supplies	13,997	14,932	16,675	16,500	14,500	14,790
Insurance	0	0	7,400	7,400	7,400	7,548
Miscellaneous	54,129	47,454	91,413	60,150	55,150	56,253
Capital outlay	0	0	3,535	0	0	0
TOTAL	572,219	596,876	632,233	649,654	635,069	647,770
REVENUES						
Projected income					643,000	645,000
FUND BALANCE DETAIL					2011/12	2012/13
Estimated Fund Balance					23,000	30,931
Estimated Revenue					643,000	645,000
Total Available Revenue					666,000	675,931
Estimated Expenditures					635,069	647,770
Estimated Fund Balance					30,931	28,161

2011-12 Key Changes

Changes in this program include changes to fixed expenses and salary & benefit increases.

TRANSPORTATION FUND BUDGET

Traffic Impact Fees per LMC 18.15

2011/12

Estimated Fund Balance 6/30/11		453,800
Add:		
Interest Income		3,000
Available Funds		456,800
Less: 2011/12 Expenditures		
Geographical Information System	15,000	
Link to Mapping, Resos, Record, Photos, Plan	21,000	
Greenbrae Corridor	10,000	
Total Expenditures		46,000
Transfer to General Fund	10,000	
		10,000
Estimated Fund Balance 6/30/12		400,800

DEBT SERVICE

2011/12

	FINANCED BY	AMOUNT REQUIRED FOR PRINCIPAL AND INTEREST
LEASE PURCHASE		
MERA Bond Payment	General Fund- Equipment Replacement	40,000
Multi-Use Field P& I	General Fund	94,720
Pierce GM 1500 Pumper (Fire Engine)	General Fund- Equipment Replacement	78,000

CAPITAL IMPROVEMENT SUMMARY

2011/12

Projects/Expenditures:

Bon Air Bridge Fund	540,000
Capital Improvement Fund	2,870,023
Clean Water	5,000
Equipment Fund	45,000
Gas Tax/Road Impact Fund	2,490,000
Transportation Fund	46,000

TOTAL CAPITAL PROJECTS 2011/12 **5,996,023**

Funding Sources for Capital Projects:

Bon Air Bridge Fund	108,000
Bridge Grants	1,632,000
Clean Water	5,000
Equipment Fund	45,000
Gas Tax/Road Impact Fund	940,000
General Fund	157,500
General Plan Fund	200,000
Larkspur Measure A	295,000
Nonmotorized Transportation Pilot Program (NTPP)	833,000
Public/Private Partnership Program	195,400
Regional Measure 2	395,000
Regional Transportation Improvement Fund	210,000
Safe Routes Grant	225,000
Transportation Authority of Marin- Measure A	610,600
Transportation Development	46,000
Other Grants	98,523

TOTAL FUNDING FOR CAPITAL PROJECTS 2011/12 **5,996,023**

MAJOR FUND BALANCES- HISTORY

	ACTUAL 7/1/2007	ACTUAL 7/1/2008	ACTUAL 7/1/2009	ACTUAL 7/1/2010	ESTIMATE 7/1/2011
GENERAL	700,000	700,000	700,000	700,000	700,000
RESERVES-RESTRICTED/UNRESTRICTED	1,540,662	1,729,047	1,968,196	1,990,236	1,993,320
BON AIR BRIDGE					6,900,000
CAPITAL IMPROVEMENT ¹	-637,651	-700,168	-471,709	-795,875	-265,223
CLEAN WATER FUND	192,700	56,048	25,531	16,783	8,000
EQUIP. & TECHNOLOGY	834,584	768,134	706,144	630,462	489,000
GAS TAX/ROAD IMPACT	1,156,662	163,138	493,221	661,118	786,493
INSURANCE FUND ²	-342,111	-171,732	-602,748	-718,978	313,955
L/T CAPITAL/DISASTER	1,098,449	1,102,953	1,102,953	1,102,953	1,102,953
PARK DEVELOPMENT	384,763	372,521	105,205	72,301	51,000
STATE & REGIONAL TRANS.	96,199	208,528	287,729	390,215	633,660
TRANSPORTATION	313,943	120,375	235,794	350,662	453,800

Notes:

1. Capital Improvement fund negative balance pending payment of CLASP fees by developer of Niven property.
2. Insurance Fund negative balance was the result of legal fees charged during the Bon Air Bridge litigation, reimbursed by proceeds during Fiscal Year 10/11.

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**FOUR YEAR
CAPITAL
IMPROVEMENT
PROGRAM**

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**CITY OF LARKSPUR
2011-12 CAPITAL IMPROVEMENT FUND BUDGET
Description of Projects and Funding Sources**

NOTE: ALL OF THE PROJECTS SCHEDULED FOR 2011-12 ARE FUNDED. PROJECTS BEYOND 2011-12 ARE PRESENTLY UNFUNDED OR UNDERFUNDED. SOURCES OF FUNDING WILL HAVE TO BE DETERMINED AT THE TIME THE PROJECT CAN PROCEED. THE "CAPITAL IMPROVEMENT SUMMARY" FOR THE 2011-12 BUDGET DOCUMENT CAN BE FOUND ON PAGE 58

- Prior Year Projects Completed:**
- Boardwalk Lift Station Pump Replacement
 - City Hall – Library Auxiliary Room A.C.
 - Fire Station 15 Generator
 - Fire Station 16 Driveway
 - Housing Element
 - Piper Park Master Plan
-

- Prior Year Projects In Process:**
- 101 Elm Stairs & Pathway
 - ADA Accessible Pathway to Sandra Marker Trail
 - Alexander Bridge Seismic Retrofit/Replacement
 - Arroyo Holon (Doherty Drive) Bridge Replacement
 - Bon Air Bridge Replacement
 - Citywide Striping
 - Countywide Signing & Striping
 - Doherty Drive Class I Multi-Use Path
 - Doherty Drive Reconstruction Phase III
 - Doherty Drive Signing and Striping
 - East Sir Francis Drake Bike/Ped Multi-Use Bridge
 - Electric Vehicle Charging Stations
 - General Plan Update
 - Magnolia Avenue Storm Drain Line
 - Median Landscaping & Meadowood Pathway
 - Post Street Stairs and Pathway
 - Redwood Highway Pathway Intersection
 - Street Light Retrofit Project

- FY 2011-12 Projects Proposed:**
- Bike Racks
 - City Hall Roof Repair
 - City Hall Window Replacement Program
 - Citywide Storm Drain Repairs
 - Corte Alejo Storm drain line
 - Fire Station #15 Roof Replacement
 - Greenbrae School Park Repairs
 - Heather Garden Pump Station Rebuild
 - Industrial Way Pump Station Rebuild
 - Skylark Pavement Rehabilitation

- Annual Projects:**
- Annual Engineering for Future Projects
 - Annual Park Irrigation- Piper Park
 - Fire Hydrant Replacement
 - Geographic Information Systems (GIS)
 - Greenbrae Corridor
 - Link to Mapping, Records, Plans etc.
 - Local Street Maintenance & Rehab Program
 - Sidewalk Repair & Replacement - Citywide

Name of Project: 101 Elm Stairs & Pathway
Year Originated: 2008-09
Amount Available: \$190,000
Project Description: This grant-funded project is in progress and will provide for a pedestrian pathway/stairway between Larkspur neighborhoods. The project includes pyrophytic tree removal and grading as well as the pathway renovation.

Name of Project: ADA Accessible Pathway to Sandra Marker Trail
Year Originated: 2008-09
Amount Available: \$250,000
Project Description: This State Safe Route to School (SR2S) grant-funded project is in progress and will allow the City to construct an ADA accessible pathway from Apache Drive in Corte Madera onto the Sandra Marker trail. This new connection between the Twin Cities' neighborhoods and schools will add a third ADA access point to the trail. There is a 10% city-funding match required.

Name of Project: Alexander Bridge/Seismic Retrofit
Year Originated: 1997-98
Amount Available: \$1,500,000
Project Description: The purpose of this project is to seismically retrofit and rehabilitate the historic Alexander Bridge for safety reasons. This project has been postponed for the last several years due to continuing discussions with CalTrans about how, if it is possible, to preserve historic elements of the bridge at a reasonable cost and with no diminution to safety. Through the public outreach process it has been determined that bridge seismic retrofit and rehabilitation (to the extent feasible) is the appropriate course of action. The environmental studies have been completed. We are currently in the design phase. We expect to go out to bid by December 2011.

Name of Project: Annual Engineering for Future Projects
Year Originated: 1996-97 Revolving Account
Amount Available: \$10,000
Project Description: This revolving fund is designed to allow the staff to conduct studies, prepare preliminary plans and manage possible future capital projects. This fund enables us to develop more realistic cost estimates for future projects and to fund preliminary engineering and design for unanticipated, but necessary capital projects.

Name of Project: Annual Future Project Management
Year Originated: 1996-97 Revolving Account
Amount Available: \$10,000
Project Description: This small fund is designed to allow the City to hire consultants to help manage small capital projects for which we may not have in-house staff available.

Name of Project: Annual Sidewalk Repair and Replacement – Citywide
Year Originated: 2005-06
Amount Available: \$10,000
Project Description: This project will allow us to fund repairs and replacements of sidewalk segments throughout town. Trips and falls are our most common liability incident, and our self-insurance pool promotes City efforts to fix these potential hazards.

Name of Project: Arroyo Holon (Doherty Drive) Bridge Replacement
Year Originated: 2001-02
Amount Available: \$250,000
Project Description: This amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2010-11. Council approved the conceptual design for this bridge in 2008-09. The purpose of this project is to replace the Arroyo Holon Bridge on Doherty fronting Piper Park with a strengthened seismically sound bridge. In addition to the strengthening, staff plans to replace the structure in such a way that sight lines are improved by eliminating the existing crown and the road surface is widened to better accommodate pedestrians and bicyclists on this portion of Doherty Drive. The matching funds required by the grant and additional funds will be drawn from the City's Gas Tax Fund and/or other grant funds. We are currently in the environmental study phase of the project.

Name of Project: Bike Racks

Year Originated: 2011-12
Amount Available: \$10,000
Project Description: Install 13 racks in downtown area and near City Hall. As part of the City's Public/Private Partnership Program, funds for this project will come from a combination of city contribution, private donations, and grant funds.

Name of Project: Bon Air Bridge Replacement
Year Originated: 2001-02
Amount Available: \$540,000
Project Description: This amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2010-11. Council approved the conceptual design for this bridge in 2008-09. The purpose of this project is to replace the Bon Air Bridge with a strengthened seismically sound bridge. Studies showed that the addition of the bike and pedestrian component to the bridge affected the structure and led to the need to replace the bridge. The matching funds required by the grant and additional funds will be drawn from the City's Bon Air Bridge Fund. We are currently in the environmental study phase of the project.

Name of Project: City Hall Roof
Year Originated: 2011-12
Amount Available: \$12,000
Project Description: New composition shingle and metal coping. Aging roof has reached the end of its useful life.

Name of Project: City Hall Window Replacement Program
Year Originated: 2011-12
Amount Available: \$10,000
Project Description: Replace windows at City Hall at the rate of two per year starting with replacing two windows in the library lobby.

Name of Project: Citywide Annual Accessibility Improvement Program (ADA)
Year Originated: 1994-95 Revolving Account
Amount Available: \$5,000
Project Description: These funds are used to repair or replace accessible play equipment in our parks, and to facilitate access on public streets, rights of way and in public parks on an as needed basis.

Name of Project: Citywide Storm Drain Repairs
Year Originated: 2011-12
Amount Available: \$250,000
Project Description: Engineering Department maintains and prioritizes a list of storm drain related projects. This project will provide monies necessary to reduce risk related to poor drainage, throughout the city.

Name of Project: Citywide Striping
Year Originated: 2005-06
Amount Available: \$15,000
Project Description: This fund is used to update and replace streetscape striping and painting on roadways throughout town.

Name of Project: Corte Alejo Storm Drain Line
Year Originated: 2011-12
Amount Available: \$125,000
Project Description: Reconstruct culvert to prevent slide damage to the pipe.

Name of Project: Countywide Signing and Striping
Year Originated: 2010-11
Amount Available: \$40,000
Project Description: This grant was provided by TAM and is part of a countywide project to stripe and sign various areas throughout the cities, towns and the County. Larkspur was awarded \$150,000 from this grant source. The above amount represents the remaining work to be done during FY 2011-12.

Name of Project: Doherty Drive Class I Multi-Use Path
Year Originated: 2008-09
Amount Available: \$718,000
Project Description: This grant-funded project is in progress and will allow the City to rebuild a Class I pathway on Doherty Drive between Magnolia Avenue and Redwood High School on the south side of the street.

Name of Project: Doherty Drive Reconstruction Phase III
Year Originated: 2008-09
Amount Available: \$280,000
Project Description: This grant-funded project (Prop 1B) plus Local Measure A funds will allow the City to complete the repair of the last portion of Doherty Drive, between the Doherty Bridge and Riviera Circle. It is the most complicated segment because of its length and different settlement due to bay mud.

Name of Project: Doherty Drive Signing and Re-striping
Year Originated: 2008-09
Amount Available: \$80,000
Project Description: This grant-funded project is in progress and will allow the City to renovate the signage and striping on Doherty Drive to improve safety, clearly identify pedestrian and bike access routes and design and develop appropriate center and/or left turn lanes, taking advantage of the entire right of way.

Name of Project: Electric Vehicle Charging Stations
Year Originated: 2010-11
Amount Available: \$33,523
Project Description: The California Energy Commission (CEC) State Grant has awarded \$33,523 to the City of Larkspur. This funding is for the installation of three electric vehicle charging stations, one each at the following locations: City Hall, Downtown Parking Lot at Ward & Magnolia, and Piper Park.

Name of Project: ESHD Bike/Ped Multi-Use Bridge
Year Originated: 2006-07
Amount Available: \$103,000
Project Description: This project is in progress and will provide a bridge connection between the existing CalTrans Greenbrae/101 Interchange bike/ped pathway by the highway and the City owned pathway on the south side of Sir Francis Drake Blvd., leading to the Ferry Terminal. The project will be bid and constructed in 2011-12.

Name of Project: Fire Hydrant Replacement
Year Originated: 2007-08
Amount Available: \$15,000
Project Description: This project will provide funding for replacement of existing but old fire hydrants, a source of funding for new hydrants and matching funds for grants, especially in the high fire hazard areas.

Name of Project: Fire Station #15 Roof Replacement
Year Originated: 2011-12
Amount Available: \$25,500
Project Description: Replace roof at Fire Station #15. Aging roof has reached the end of its useful life.

Name of Project: General Plan Update
Year Originated: 2009-10
Amount Available: \$200,000
Project Description: The City's General Plan was adopted in 1990. In 2009-10 the City began a three-year process of updating the General Plan to identify and evaluate current land use and environmental/economic conditions affecting the community.

Name of Project: Geographic Information Systems (GIS)
Year Originated: 2001-02
Amount Available: \$35,000
Project Description: This long-term project has been allocated funding for several years, and now has a near full time position assigned to the work. The estimated total cost of the project is approximately \$300,000 over a 10-year period. Recent enhancements have allowed the City to more dramatically and visually enhance its noticing, public information, and infrastructure and

improvement projects. This on-going expense is allowing us to map the locations and conditions of the City's infrastructure and determine how to link the data for visual and written analysis.

Name of Project: Greenbrae Corridor
Year Originated: 2003-04
Amount Available: \$10,000
Project Description: In conjunction with the passage of Regional Measure 2, we continue to set aside a small amount of funding for incidental expenses related to Larkspur's involvement in projects related to the Greenbrae Corridor studies and projects.

Name of Project: Greenbrae School Park Repair
Year Originated: 2011-12
Amount Available: \$15,000
Project Description: Repair, resurface, and re-stripe the court. As part of the City's Public/Private Partnership Program, funds for this project will come from private donations.

Name of Project: Heather Garden Pump Station Rebuild
Year Originated: 2011-12
Amount Available: \$15,000
Project Description: Rebuild #1 column pump. It has been in service over twenty years and has reached the end of its useful life.

Name of Project: Industrial Way Pump Station Rebuild
Year Originated: 2011-12
Amount Available: \$15,000
Project Description: Rebuild #1 pump bearing. It has been in service over twenty years and has reached the end of its useful life.

Name of Project: Link to Mapping, Records and Plans, etc.
Year Originated: 2002-03
Amount Available: \$21,000
Project Description: This on-going expense is allowing us to map the locations and conditions of the City's infrastructure and determine how to link the data for visual and written analysis.

Name of Project: Local Street Maintenance & Rehab Program
Year Originated: 2005-06
Amount Available: \$50,000
Project Description: Unfortunately, due to increased emphasis on storm drain related projects, few repairs will be able to be accomplished this fiscal year. The priority for repairs will be based on the City's adopted pavement management system (PMS) ratings.

Name of Project: Magnolia Avenue Storm Drain Line
Year Originated: 2010-11
Amount Available: \$100,000
Project Description: The storm drain runoff that originates on Cedar Avenue and terminates at the 600 Block of Magnolia Avenue has caused erosion along the hillside. Last year, we were able to partially fix the erosion immediately down-slope of Cedar Avenue.

Name of Project: Median Landscaping & Meadowood Pathway
Year Originated: 2010-11
Amount Available: \$210,000
Project Description: Regional Transportation Improvement Program (RTIP) in the amount of \$200,000 is a state grant that has been awarded to the City of Larkspur. It will fund various median landscaping improvements and Meadowood Pathway improvements. Remaining engineering work is funded by the city and is estimated to be \$10,000.

Name of Project: Post Street Stairs and Pathway
Year Originated: 2000-01
Amount Available: \$200,000
Project Description: In early 1999, the Downtown Parking Committee delivered its short, medium and long-term recommendations for adding parking to our downtown. The committee identified nine short-term projects that could be completed within one to five years. In 2008, the City received grant funding to improve the Post Street stairs and access off Magnolia as part of the

Non Motorized Transportation Program (NTPP). Work on this project is in progress and will be completed in 2011-12.

Name of Project: Redwood Highway Sidewalk/Bike Lane/Roadway Improvements
Year Originated: 2009-10
Amount Available: \$395,000
Project Description: This new grant-funded project will provide pedestrian access along Redwood Highway and will provide a needed connection to other local and regional pathways. The money for this project is from Regional Measure 2 and will pass through TAM.

Name of Project: Sidewalk Repair & Replacement - Citywide
Year Originated: 2005-06
Amount Available: \$10,000
Project Description: This project allows us to fund repairs and replacements of sidewalk segments throughout town. Trips and falls are our most common liability incident, and our self-insurance pool promotes City efforts to fix these potential hazards.

Name of Project: Skylark Pavement Rehabilitation
Year Originated: 2011-12
Amount Available: \$175,000
Project Description: Rehabilitate the asphalt pavement by digging out failed pavement sections, repair curb & gutter raised by tree roots, grinding 2 ½ inches, and paving 2 ½ inches. As part of the City's Public/Private Partnership Program, funds for this project will come from a combination of city contribution and private donations.

Name of Project: Street Light Retrofit Project – EECBG Funded
Year Originated: 2010-11
Amount Available: \$63,000
Project Description: The Energy Efficiency & Conservation Block Grant (EECBG) has awarded \$63,000 to the City of Larkspur. This funding will allow the City of Larkspur to implement an energy efficiency retrofit for some of its streetlights.

CODES FOR METHOD OF FINANCING

ARRA	Federal Stimulus Funds	1B	Proposition 1B Funds
BF	Bon Air Bridge Fund	CEC	California Energy Commission
CIF	Capital Improvement Fund/General Fund	EECBG	Energy Efficiency & Conservation Block Grant
CW	Clean Water Fund	EQ	Equipment Replacement Fund
DIS	Disaster Preparedness Fund	NTPP/TE/TDA/PTAP/RTIP	Other Agency Grant Funding
GR	Other Grants	PR	Private Funding/Donations
GT	Gas Tax/Road Impact	SAFE	Safe Routes to School Grant
PD	Park Development & Property Development	TAM	Measure A and/or TAM
TIF	Transportation Fund		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2012-2013 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2011-12	2012-13	2013-14	2014-15
101 Elm Stairs & Pathway	NTPP	190,000			
ADA Accessible Pathway to Sandra Marker Trail	GT/SAFE	250,000			
Alexander Bridge Seismic Retrofit & Rehab	GR/GT	1,500,000	300,000		
Annual Engineering for Future Projects	CIF	10,000	10,000	10,000	10,000
Annual Future Project Mgmt	GT	10,000	10,000	10,000	10,000
Annual Park Irrigation - Piper Park	CIF	10,000	10,000	10,000	10,000
Arroyo Holon Bridge Replacement	GR/GT	250,000	500,000	1,000,000	1,000,000
Bike Racks	EQ/PR/GR	10,000			
Bon Air Bridge Replacement	GR/BF	540,000	360,000	500,000	500,000
City Hall Roof Repair	CIF	12,000			
City Hall Window Replacement	CIF	10,000			
Citywide Annual Accessibility Improvement Program (ADA)	CIF	5,000	5,000	5,000	5,000
Citywide Storm Drain Repairs	GT	250,000	50,000	50,000	50,000
Citywide Striping	GT	15,000			
Corte Alejo Storm Drain Line	GT	125,000			
Countywide Signing & Striping	TAM	40,000			
Doherty Drive Class I Multi Use Path	NTPP/CIF	718,000			
Doherty Drive Reconstruction Phase III	1B/TAM	280,000			
Doherty Drive Signing & Striping	TAM	80,000			
Electric Vehicle Charging Stations	CEC	33,523			
ESFD Bike/Ped Multi-Use Bridge	CIF/TE	103,000			
Fire Hydrant Replacement	EQ	15,000	15,000	15,000	15,000
Fire Station #15 Roof Replacement	CIF	25,500			
General Plan Update	CIF	200,000	200,000	20,000	
Geographical Information System	TIF/CW	35,000	20,000	20,000	
Greenbrae Corridor	TIF	10,000			
Greenbrae School Park Repairs	PR	15,000			
Heather Garden Pump Station Rebuild	EQ	15,000			

CODES FOR METHOD OF FINANCING

ARRA	1B	Proposition 1B Funds
Federal Stimulus Funds	CEC	California Energy Commission
Bon Air Bridge Fund	EECBG	Energy Efficiency & Conservation Block Grant
Capital Improvement Fund/General Fund	EQ	Equipment Replacement Fund
Clean Water Fund	NTPP/TE/TDA/PTAP/RTIP	Other Agency Grant Funding
Disaster Preparedness Fund	PR	Private Funding/Donations
Other Grants	SAFE	Safe Routes to School Grant
Gas Tax/Road Impact	TAM	Measure A and/or TAM
Park Development & Property Development		
Transportation Fund		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2012-2013 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2011-12	2012-13	2013-14	2014-15
Industrial Way Pump Station Rebuild	EQ	15,000			
Link to Mapping,Records, Plans etc.	TIF	21,000	21,000	21,000	21,000
Local Street Maintenance & Rehab Program	GT	50,000	500,000	500,000	500,000
Magnolia Avenue Storm Drain Line	GT	100,000			
Median Landscaping and Meadowood Pathway	RTIP	210,000			
Post Street Stairs & Pathway	NTPP	200,000			
Public Works Facilities	Not Funded	0			
Redwood Highway Pathway Intersection	RM2/TAM	395,000			
Sidewalk repair and replacement - Citywide	CIF	10,000	10,000	10,000	10,000
Skylark Pavement Rehabilitation	GT/PR	175,000			
Streetlight Retrofit Project	EECBG	63,000			
Bike Path Rehab at Creekside - Class I	CIF/GR		50,000		
Bon Air Landing	CIF				75,000
Bon Air Road - Magnolia Intersection Modification	CIF/GR				250,000
Cane Street Culvert Bridge Repair	CIF			25,000	
Cane Street Reconstruction Magnolia to Bridge	GT		150,000		
City Boat Dock @ Rowing Club	CIF		100,000		
City Hall Parking Lot Retaining Wall	CIF		250,000		
City Hall Remodel	CIF				700,000
Citywide Bicycle Facility Maintenance	CIF				300,000
Doherty Park - Mini Park Master Plan Improvement	CIF				15,000
Dolliver Park - Mini Park Master Plan Improvement	CIF				230,000
Greenbrae Marina Street Drainage Improvements	CIF			30,000	
Greenbrae School Park - Mini Park Master Plan Improvement	CIF				6,000
Hamilton Park - Mini Park Master Plan Improvement	CIF				40,000
Heatherwood Park - Mini Park Master Plan Improvement	CIF				225,000
Hillview Park - Mini Park Master Plan Improvement	CIF				70,000
King Street Bridge	CIF		25,000		

CODES FOR METHOD OF FINANCING

ARRA	Federal Stimulus Funds	1B	Proposition 1B Funds
BF	Bon Air Bridge Fund	CEC	California Energy Commission
CIF	Capital Improvement Fund/General Fund	EECBG	Energy Efficiency & Conservation Block Grant
CW	Clean Water Fund	EQ	Equipment Replacement Fund
DIS	Disaster Preparedness Fund	NTPP/TE/JDA/PTAP/RTIP	Other Agency Grant Funding
GR	Other Grants	PR	Private Funding/Donations
GT	Gas Tax/Road Impact	SAFE	Safe Routes to School Grant
PD	Park Development & Property Development	TAM	Measure A and/or TAM
TIF	Transportation Fund		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2012-2013 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2011-12	2012-13	2013-14	2014-15
Lark Creek Bridge	CIF		20,000		
Larkspur Bicycle/Pedestrian Transportation Master Plan	CIF		10,000		
Meadowood Bridge	CIF			25,000	25,000
Miwok Park - Mini Park Master Plan Improvement	CIF				350,000
Miwok Park - Tubb Lake Dam Outlet Works	PD		25,000		
Miwok Park - Tubb Lake Dredging	PD		20,000	20,000	
Miwok Park - Tubb Lake Property Line Survey	CIF		10,000		
Niven Park	CIF				63,300
North Magnolia Avenue Rehabilitation - Murray to City Limits	CIF				250,000
Piper Park Group Picnic Area	CIF		45,000		
Piper Park Parking Lot Resurfacing	CIF		200,000		
Piper Park Turf Improvement	CIF		15,000	15,000	15,000
Piper Park Wildlife Outlook	CIF		10,000	20,000	
Piper/Niven Parks Irrigation Control Master	PD		70,000		
Pump Station Telemetry Alarms	CIF			10,000	
Railroad Building	CIF		100,000		
Railroad Building/ Storage Improvements	CIF		50,000		
Rice Lane Driveway at Cane Street	CIF		30,000		
Streetlight/ Traffic Signal Magnolia Ward	CIF		70,000		
Traffic Preemption Device	CIF		15,000		
Various Street Lights/Traffic Signal	CIF		50,000		
Ward Street Bridge Abutment Repair	CIF		75,000		
GRAND TOTAL		5,996,023	3,401,000	2,296,000	4,765,300

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**AUTHORIZED POSITIONS AND
SALARY SCHEDULE**

AUTHORIZED POSITIONS

	2007/08	2008/09	2009/10	2010/11	2011/12
GENERAL ADMINISTRATION					
City Manager	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
City Clerk/Cust Svc Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	3.00	3.00	2.00
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00	1.00
COMMUNITY DEVELOPMENT					
Planning Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	1.00	1.00		
Associate Planner				1.00	1.00
FIRE DEPARTMENT					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Fire Captain	6.00	6.00	6.00	6.00	6.00
Firefighter	10.00	10.00	10.00	10.00	10.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00
DEPARTMENT OF PUBLIC WORKS					
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	0.00
GIS Technician	0.90	0.90	0.90	0.90	0.90
Customer Service Representative	0.90	0.90	0.90	0.90	0.90
Superintendent	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I	3.00	3.00	3.00	3.00	3.00
RECREATION DEPARTMENT					
Recreation Director	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	0.50	0.50	0.50	0.50	0.50
DAYCARE					
Administrator/Program Director	1.00	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00	1.00
Teachers	7.00	7.00	7.00	7.00	7.00
LIBRARY					
Library Director	1.00	1.00	1.00	1.00	1.00
Librarian	2.00	2.00	2.00	2.00	2.00
Library Assistant II	1.00	1.00	1.00	1.00	1.00
Library Assistant I	3.00	3.00	3.00	3.00	3.00
TOTAL	58.30	58.30	58.30	58.30	55.30

**CITY OF LARKSPUR
RESOLUTION NO. 16/10**

**ESTABLISHING AUTHORIZED POSITIONS IN THE COMPETITIVE
SERVICE AND ASSIGNING A SALARY RANGE TO EACH POSITION**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LARKSPUR that effective May 16, 2010, for the position of City Manager, the salary range is as hereby stated and funding for the change is authorized:

<u>DEPARTMENT</u>	<u>POSITION</u>		
ADMINISTRATION	City Manager	To	15,500
	Finance Director	To	9,898
	Financial Services Manager	To	7,799
	Accountant	4,919	6,245
	Accounting Specialist	4,481	5,719
	Customer Service Supervisor/City Clerk	To	7,111
	Permit Technician	4,481	5,719
	Customer Service Representative - D	3,847	4,909
	Customer Service Representative - A	4,154	5,301
PLANNING	Director	To	9,747
	Senior Planner	5,795	7,395
	Associate Planner	5,098	6,506
	Assistant Planner	4,734	5,970
FIRE	Chief/Deputy City Manager	To	14,299
	Deputy Chief	To	12,143
	Fire Captain	6,551	7,870
	Firefighter	5,634	6,756
	Code Compliance Officer	5,897	7,528
RECREATION	Director	To	8,381
	Recreation Supervisor/Safety Manager	5,289	6,755
	Child Care Administrator/Prog Director	To	5,773
	Child Care Senior Lead Teacher	3,090	3,407
	Child Care Senior Lead Teacher	3,311	3,650
	Child Care Asst. Dirctr/Pre-K Head Teach.	3,046	3,889
	Child Care Lead Teacher	2,412	3,084
	Child Care Athletic Coordinator	2,228	2,847
	Child Care Asst. Teacher	2,033	2,596
	Child Care Teacher's Asst.	1,777	2,267
LIBRARY	Library Director	To	7,921
	Librarian	3,777	4,782
	Library Assistant II	2,833	3,607
	Library Assistant I	2,604	3,322
PUBLIC WORKS	Director/City Engineer	To	12,981
	Associate Engineer	7,245	9,244
	Assistant Engineer	5,795	7,395
	Superintendent	To	6,897
	Maintenance Worker II	4,482	4,959
	Maintenance Worker I	3,606	4,543
	GIS Technician I	2,856	3,645

IT IS HEREBY CERTIFIED that the foregoing resolution was duly introduced and adopted at a regular meeting of the Larkspur City Council on the 12th day of May 2010 , by the following vote, to wit:

AYES: COUNCILMEMBER: Chu, Hartzell, Hillmer, Lundstrom, Rifkind

NOES COUNCILMEMBER: None

ABSENT: COUNCILMEMBER: None

ATTEST: James L. Lundstrom
MAYOR

Christina Heisler
CITY CLERK