



CITY OF LARKSPUR

**ADOPTED
BUDGET
FY 2009-2010**

**Four Year
CAPITAL IMPROVEMENT PROGRAM
2009-2013**

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CITY OF LARKSPUR
Budget Message
Fiscal Year 2009 – 2010
Capital Improvement Program
Fiscal Year 2009 – 2013

June 17, 2009

Honorable City Council
City of Larkspur
Larkspur CA 94939

Dear Mayor and Council Members:

If there ever was a time to acknowledge that crisis and opportunity are intertwined, the current circumstances facing the City of Larkspur are the epitome of the concept. Nations around the world are in turmoil, and nowhere is it more acute than in California. While it is not a nation, California is the world's 7th largest economy. The perfect financial storm has arrived, and past practices that allowed spending without matching income cannot be reconciled and are dramatically out of balance.

Let's take opportunity first. The 2008-09 fiscal year was an extraordinary time. Here are some of the highlights:

- Larkspur completed its centennial celebration with a wildly successful Rose Bowl dance,
- Larkspur and Corte Madera citizens approved a \$20 million bond measure to build a new Twin Cities police facility after 11 years of planning,
- The City was awarded several million dollars in grants for road/path and slide repair improvement projects throughout the community,
- Several major pieces of litigation related to the 2005-06 weather related disasters were resolved,
- The City won its fraud case against Jacobs Engineering and was awarded an \$8.3 million judgment,
- Key remaining land use projects continued to move toward approval,
- The City received a one-time payment of \$945,000 from the Town of Corte Madera to purchase the land underlying the new Twin Cities police facility,
- The City completely renovated Magnolia Park and celebrated its reopening by naming it Centennial Park,
- The City paid off all its long-term debt, and
- The City will end the fiscal year in the black.

Larkspur has enjoyed a fiscally conservative balance of revenue and expenditures for decades. Council's focus has remained on its core services, and on operating within its means. As of this moment, the City has no long-term debt, owns all its fixed assets free and clear, has never borrowed for operations, maintains prudent reserves and has a frugal staffing structure. In normal times, this approach would buffer our agency from financial distress.

Unfortunately, times are not normal. In the fall of 2008, the global financial crisis struck and the effects have been swift and dramatic. City staff began ratcheting down expenditures in November 2008 due to concerns about the economy. While staff believes that the City can weather the local impacts of the fiscal crisis, such as reduced

sales and transient occupancy taxes and loss of interest income because of low rates, it cannot withstand the external impact of proposed State takeaways – again.

As Council knows full well, the State has diverted over \$9 million from Larkspur's coffers in previous takeaways since 1994. That's \$9 million that could have been spent improving civic infrastructure and providing the citizens with needed, not extravagant, programs and services. At present, the State is proposing to take away close to \$1 million a year in city revenue for the next three years. Even the most prudent community cannot withstand that kind of onslaught.

This budget includes some reductions in revenue that have not yet been taken from us by the State, but we acknowledge with a fair amount of certainty they will be gone. This budget does not include the estimated \$600,000 a year in property tax "borrowing" that the State has discussed taking to try to keep itself afloat. Thus, this budget should be considered a work in progress, or an interim budget. If some of the worst case scenarios come to fruition, staff will be forced to bring an array of distasteful and painful reduction options to the Council for consideration.

For the meantime, this budget proposes no employee layoffs, no salary reductions, no programmatic changes and no reduced hours or service reductions. On the other hand, there are no increases in salaries or benefits proposed, no additions to staff or promotional opportunities, and every needed but not necessary penny has been squeezed from the expenditure categories. Any positions that become vacant due to retirement, resignation or termination will be frozen until the need to fill them becomes overwhelming.

For the upcoming 2009-10 fiscal year, the budget accommodates Council's goals and objectives. Some of our expenses have risen beyond the rate of inflation due to circumstances beyond our control, but we project adequate revenue to offset the costs.

The City's revenue picture is uncertain in some areas, but stable enough. City property tax revenues will again rise above the rate of inflation as a result of the usual triumvirate of high housing prices, expensive remodeling and resales. The City's sales taxes are decreasing due to lower gas prices and lower taxable sales. Transient occupancy taxes and franchise fees have been affected by the downturn and are declining. Investment income has declined due to extraordinarily low interest rates. Business license fees are stable because the staff is making more of an effort to identify and collect from businesses that have not been licensed. The City has no plans to increase fees or develop new fees this year – everyone is hurting and increased costs for private businesses simply suppress activity.

Other uncertainties include identifying the location of the permanent corporation yard, the status of some of the key development projects and whether or not we can afford to maintain our existing infrastructure in future years.

Our key reserves remain intact, although we have had to utilize some funds for capital projects and to resolve litigation. The Long Term Capital/Disaster Fund remains fully funded and available in case of the unexpected. Our PERS rates will be stable for the next year, and then will rise to offset investment losses resulting from the downturn.

I recommend the Council adopt this one-year interim budget for the 2009-10 fiscal year. Projections for the 2010-11 fiscal year are included in the budget, and projections through the year 2013 in the capital program. Should no further incursions take place in our revenues (unlikely), the City will have adequate revenues to fund its annual

operations and a few long-term projects. If further incursions do take place, we will have to make changes.

The CIP shows an estimated four-year program of \$17.2 million, of which \$12.3 million in the last three years is partially unfunded (grants for the bridge repair work are committed, but will not be paid until the work is completed at about 89% of the total cost). The CIP accomplishments for 2008-09 were substantial because the ongoing slide related work was completed and several of the multi-year bridge and road/path projects were begun.

BUDGET PHILOSOPHY

The recommended budget funds core City operations without tapping reserves for operating expenses.

- Capital expenditures and operating expenditures in all departments will continue to be closely monitored to maintain our budgetary targets.
- Most of our fixed expenses, such as self-insurance premiums and expenses and regional project/program fees, are increasing slightly.
- Capital expenses may moderate or may rise in the future depending on how quickly the stimulus package takes effect, and whether or not the cost of materials and contract services continues to be affected by the downturn.

All the key land use projects that were identified in 1998, such as CLASP, Campus, EAH affordable housing and the Monahan-Pacific projects are either in the final planning stages or under construction.

Additional projects and activities that will add to staff's routine workload are listed below.

- « Develop our disaster/emergency services program in conjunction with a new contractual relationship with the City of San Rafael.
- « Monitor local and regional flood control/vegetation management projects in conjunction with the Zone 9 Flood Control Board and the Ross Valley Flood Control program, pending the outcome of litigation.
- « Manage transportation issues with the Transportation Authority of Marin (TAM), SMART, the CalPark Tunnel, proposed changes to the San Quentin prison facility, and construction of local bridges, pathways and road projects that will occupy city staff at all levels.
- « Build the Twin Cities Police Facility and replace the Larkspur Corporation Yard.
- « Review and revise the Larkspur 2050 Capital Infrastructure Plan.

In case of disaster, the City has adequate reserves to help us through emergencies and we are insured for business interruption losses. Our staff periodically trains for emergency response at the local and regional level, and our internal level of preparedness will increase with our new relationship with San Rafael. We meet the training mandates required by State law to receive emergency and disaster funds. These continuing efforts will support our ability to assist our citizens and ourselves during a disaster.

There will be a small amount of annual carryover from 2008-09. It will be allocated to the City's capital and insurance reserve funds to replenish those accounts. The exact amount will be available at the conclusion of the City's annual independent audit review this fall.

REVENUES

General Fund revenues are projected at \$13,297,950, which is 4.3 percent, or about \$545,000 more than the 2008-09 estimated revenues. Including transfers, the General Fund is balanced at \$13,573,450, which is 1.3 percent lower than 2008-09.

In 2009-10, sales taxes, some franchise fees and transient occupancy taxes will decline. Our interest income will decrease due to low interest rates. Building permit and other fees related to housing are projected to remain stable. Gas tax revenues will be minimal, as the State plans to permanently "borrow" those revenues from the cities.

EXPENDITURES

General Fund expenditures are projected at \$13,363,392, which is 0.9 percent, or about \$123,000 lower than the projected 2008-09 expenditures. Debt service on MERA, the multi-use field and the fire truck remains stable at about \$210,000. The lease payment on the Greenbrae Fire Station was paid off in March 2009. When the Corporation Yard site is located, additional debt may be incurred to pay for its construction in 2009-10.

The City's expenditures are a mixture of increases due to fixed mandated costs and reductions due to elimination of contracts, retirements that will result in vacant positions and cuts in one time expenses, training and materials.

The Clean Water Fund allocation of \$125,000 (page 43) will pay for several continuing projects.

The Childcare, Tidalwaves and Summer School Funds (pages 44 – 46) all reflect long time, stable, successful community-oriented recreation programs and child care services.

Gas Tax Fund expenditures (page 47) are projected to be \$1,455,000, and include future project management, GIS mapping programs and the downtown tree management program. The anticipated loss of Gas Tax revenue will reduce the estimated fund balance in this account to near zero by the end of 2009-10.

Transportation Fund expenditures (page 48) are similar to last year.

Capital Improvement Program projects and annual carryover projects (page 49) are estimated at \$3,297,371 for the next year. The City will be constructing about 12 projects in the next two years based on the grants received in 2008-09.

The Equipment and Technology Replacement Fund expenditures (page 50) are projected to be \$200,000. Included in this fund are carryover monies for the replacement of the City's accounting system, routine technology equipment replacement, MariNet expenditures, Mobile Data Terminals for the Fire Department and updates to the City's hardware/software and website.

The Transient Occupancy Tax (TOT) and Park Development Funds (pages 51 – 52) are used respectively to support community events and activities, and to receive dedicated grants for park, open space and play area improvements in the City. The Park Funds have been allocated for dredging, a new fence for the multi-use field and replacement play equipment in Dolliver Park.

The State and Regional Transportation Fund (page 53) is designed to host dedicated transportation related revenue from Regional Measure A, Regional Measure 2, Prop 42 funding, the new Federal ARRA funds, Marin's Transportation Authority Sales Tax allocations and transportation funding from State Proposition 1A.

Debt Service (page 54) lists the equipment the City has financed over time.

DEPARTMENT BUDGETS

This section of the budget message describes the programs and costs proposed for each department during the upcoming fiscal year. In each case, the Department Head and Manager have met and have agreed upon the proposed work program.

ADMINISTRATION

Regional issue management, claims, legal services and staffing issues significantly affect this department. We have continued to postpone replacement of the City's accounting system and banking relationship as the existing systems/relationships work well enough and we have time to consider other options.

Staff continues to support the Council's decisions on both local and regional projects. This year, managing fiscal turmoil, finding a new corporation yard site and arranging financing to pay for its construction, working on community communication, resolving litigation, conducting an election and continuing emphasis on regional issues and completion of capital projects will be our highest priority efforts.

PLANNING AND COMMUNITY DEVELOPMENT

Starting the General Plan update, revising and submitting the Housing Element, working on Climate Change initiatives and on-going revisions to the zoning ordinances are among the staff's priorities. Hearings on the Niven/Rose Garden project and the on-going volume of planning applications will also occupy both advanced and current planning staff this year.

TWIN CITIES POLICE AUTHORITY

The Twin Cities Police Council will review the budget for Twin Cities later in June. The total budget is \$6.3 million, down 8 percent from last year. Larkspur's share of this budget is 54.12 percent, which is about a net \$3.4 million. The operating reductions are occurring at the request of the Town of Corte Madera, and are the result of several retirements and reductions in non-staff expenditures. The Authority will be significantly affected by the vacant positions and the planned construction of the new facility.

FIRE DEPARTMENT

Continued emphasis on fire prevention, emergency/disaster preparedness and code enforcement/safety monitoring remains a primary focus of the Fire Department this year. Fire department personnel continue to manage wild land fire issues and continue to participate in regional training, hiring and disaster preparedness exercises and OES responses. The City's contracts with the City of San Rafael for battalion chief and emergency/disaster preparedness services are both productive and cost effective.

PUBLIC WORKS DEPARTMENT

Public Works will be constructing a wide array of capital projects this year, and will continue planning on other major projects for future years. Regional issues, such as transportation and flood mitigation will add to the routine engineering, maintenance of city facilities and parks and customer service tasks in this active work area.

RECREATION DEPARTMENT

Our joint facilities projects – the multi-use field, the gymnasium and the administrative office – are remarkable community assets and truly represent the best in shared public services. The City continues to work with Larkspur School District on enhancements to the summer school and after school programs. The Recreation Department staff provides a unique array of services for people of all ages and we are particularly proud of our special recreation programs for persons with physical and mental challenges.

WORLDS GREATEST LIBRARY

The Larkspur Library, is the heart of the community and has become a real economic enhancement engine for the historic downtown with all the special children's and speaker's programs. The community continuously utilizes the MariNet automated systems, including wireless and Internet access.

CAPITAL PROJECTS

The City's capital projects are listed in multiple fund areas in previously mentioned pages in the budget. The current year's project listing begins on page 59 and the four year plan listing follows. The capital fund projects are diverse and complex, and will add significantly to the connectivity and usefulness of the City's multi-modal circulation system.

SUMMARY

The 2009-10 recommended budget has been prepared to preserve the core services and activities described above and in more detail on the following pages.

Amy Koenig, Nathalie Bamatter, Cynthia Huisman and all the department heads have worked together in an exemplary manner to put this difficult budget together. The 2009-10 fiscal year will be unprecedented in our recent experience, with its extreme economic upheavals and the breadth and depth of the infrastructure projects planned for the year. As always, Larkspur's employees have risen to the challenges, found more ways to be frugal, yet have also been extraordinarily flexible, skillful and optimistic about their work and their commitment to the community. We all support the Council in its policy goals, trust the Council's judgment in guiding the community through the difficult times ahead, and hope to preserve one of the most charming and effective small towns in California.

We look forward to reviewing the recommended budget with you on June 17, 2009.

Respectfully submitted,


Jean A. Bonander
City Manager

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SUMMARY 2009/10

| FUND | ESTIMATED | Estimated Revenue | Transfer In | Transfer Out | Estimated Expenditures | Transfers & Expenditures | ESTIMATED |
|----------------------------|-------------------|-------------------|------------------|------------------|------------------------|--------------------------|-------------------|
| | BALANCE 6/30/2009 | | | | | | BALANCE 6/30/2010 |
| General | 700,000 | 13,297,950 | 275,500 | 285,629 | 13,287,821 | 13,573,450 | 700,000 |
| L/T Capital/Disaster | 1,104,000 | 2,000 | | | | | 1,106,000 |
| Clean Water | 35,000 | 94,000 | | 30,000 | 95,000 | 125,000 | 4,000 |
| TOT Fund | 38,000 | 40,000 | | | 50,000 | 50,000 | 28,000 |
| Child Care | 3,000 | 630,000 | | | 630,940 | 630,940 | 2,060 |
| Tidalwaves | 2,700 | 70,000 | | | 69,300 | 69,300 | 3,400 |
| Summer School | 2,600 | 150,000 | | | 149,900 | 149,900 | 2,700 |
| Gas Tax | 581,747 | 1,354,000 | | 182,856 | 1,455,000 | 1,637,856 | 297,891 |
| State & Regional | 369,188 | 1,725,200 | | 1,754,765 | | 1,754,765 | 339,623 |
| Transportation | 355,535 | 5,000 | | 20,000 | 56,000 | 76,000 | 284,535 |
| Capital | 243,500 | 1,004,750 | 2,088,250 | | 3,297,371 | 3,297,371 | 39,129 |
| King Mountain | 69,243 | | | | | | 69,243 |
| E. Sir Francis Dk. | 151,600 | | | | | | 151,600 |
| Park Development | 105,215 | 500 | | | 105,000 | 105,000 | 715 |
| Equipment/Tech Replacement | 652,000 | 125,000 | | 90,500 | 200,000 | 290,500 | 486,500 |
| TOTAL | 4,413,328 | 18,498,400 | 2,363,750 | 2,363,750 | 19,396,332 | 21,760,082 | 3,515,396 |

**SCHEDULE OF REVENUES
BY FUND**

| | 2005-06 ACTUAL | 2006-07 ACTUAL | 2007-08 ACTUAL | 2008-09 BUDGET | 2009-10 PROPOSED | 2010-11 ESTIMATED |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| GENERAL FUND REVENUE | | | | | | |
| TAXES | | | | | | |
| <i>Property taxes/current</i> | 5,282,200 | 6,258,214 | 6,623,742 | 6,825,000 | 7,250,000 | 7,612,500 |
| Property taxes/ERAF | 804,437 | 697,589 | 1,101,687 | 700,000 | 800,000 | 816,000 |
| Property taxes/unsecured | 173,667 | 47,918 | 48,983 | 170,000 | 170,000 | 175,100 |
| Homeowners exemption | 40,982 | 41,695 | 40,431 | 45,000 | 45,000 | 45,900 |
| Supplemental | 253,267 | 170,253 | 119,542 | 215,000 | 215,000 | 219,300 |
| <i>Sales and use tax</i> | 1,606,407 | 1,631,939 | 1,585,117 | 1,625,000 | 1,565,000 | 1,596,300 |
| Scavenger franchise | 299,158 | 338,657 | 345,284 | 340,000 | 330,000 | 336,600 |
| PG&E franchise | 100,726 | 110,842 | 103,708 | 105,000 | 110,000 | 112,200 |
| Cable TV franchise | 189,452 | 214,047 | 232,038 | 210,000 | 235,000 | 239,700 |
| Business license tax | 345,966 | 362,937 | 382,710 | 375,000 | 375,000 | 382,500 |
| Property transfer tax | 116,273 | 110,616 | 122,829 | 120,000 | 120,000 | 122,400 |
| Transient occupancy tax | 520,213 | 526,705 | 554,177 | 550,000 | 525,000 | 535,500 |
| TOTAL | 9,732,748 | 10,511,412 | 11,260,248 | 11,280,000 | 11,740,000 | 12,194,000 |
| LICENSES AND PERMITS | | | | | | |
| Building permits | 279,769 | 370,414 | 378,107 | 335,000 | 345,000 | 351,900 |
| Other licenses and permits | 2,948 | 6,161 | 3,850 | 3,000 | 3,000 | 3,060 |
| Residential inspections | 20,677 | 19,621 | 32,390 | 25,000 | 25,000 | 25,500 |
| TOTAL | 303,394 | 396,196 | 414,347 | 363,000 | 373,000 | 380,460 |
| PENALTIES AND FINES | | | | | | |
| Vehicle code fines/city | 18,199 | 16,381 | 12,843 | 15,000 | 15,000 | 15,300 |
| Vehicle code fines/cvc | 67,913 | 18,174 | 0 | 5,000 | 35,000 | 35,700 |
| Library fines and fees | 19,411 | 19,342 | 21,278 | 22,000 | 22,000 | 22,440 |
| Tree fines/Other fines | | 38,500 | 1,500 | | | |
| TOTAL | 105,523 | 92,397 | 35,621 | 42,000 | 72,000 | 73,440 |
| USE OF MONEY AND PROPERTY | | | | | | |
| Investment earnings | 152,540 | 167,250 | 137,900 | 115,000 | 84,500 | 86,190 |
| Rental | 58,289 | 1 | 1 | 50 | 50 | 50 |
| TOTAL | 210,829 | 167,251 | 137,901 | 115,050 | 84,550 | 86,240 |
| OTHER AGENCIES | | | | | | |
| <i>Vehicle in-lieu tax</i> | 89,194 | 70,305 | 53,755 | 75,000 | 55,000 | 56,100 |
| CLSA subvention/Inter Lib Loan | 35,739 | 50,439 | 41,042 | 50,000 | 50,000 | 51,000 |
| TOTAL | 124,933 | 120,744 | 94,797 | 125,000 | 105,000 | 107,100 |
| CHARGES/CURRENT SERVICES | | | | | | |
| Planning fees | 150,395 | 185,129 | 215,711 | 125,000 | 140,000 | 142,800 |
| Plan check fees | 107,046 | 128,813 | 64,409 | 65,000 | 65,000 | 66,300 |
| Consultant Admin Fees | 342 | 4,086 | 14,055 | 15,000 | 15,000 | 15,300 |
| Fire department fees | 22,885 | 24,869 | 24,942 | 25,000 | 30,000 | 30,600 |
| Encroachment permit fees | 7,981 | 8,974 | 6,567 | 8,000 | 12,500 | 12,750 |
| Recreation program fees | 415,161 | 399,675 | 455,458 | 400,000 | 400,000 | 408,000 |
| In-lieu service fees | 36,864 | 37,600 | 38,352 | 39,000 | 39,900 | 40,698 |
| Plan retention fees | 3,435 | 4,186 | 4,940 | 1,500 | 1,500 | 1,530 |
| Other current service fees | 7,249 | 9,932 | 10,900 | 5,000 | 5,000 | 5,100 |
| TCPD reimbursement | 40,000 | 40,000 | 46,000 | 48,000 | 48,000 | 48,960 |
| TOTAL | 791,358 | 843,264 | 881,334 | 731,500 | 756,900 | 772,038 |

| | 2005-06 ACTUAL | 2006-07 ACTUAL | 2007-08 ACTUAL | 2008-09 BUDGET | 2009-10 PROPOSED | 2010-11 ESTIMATED |
|---------------------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| OTHER REVENUE | | | | | | |
| Filing fees | 1,677 | 300 | 600 | 1,500 | 1,500 | 1,530 |
| Other revenues | 21,295 | 26,438 | 62,604 | 35,000 | 40,000 | 40,800 |
| Misc state revenue | 58,861 | 74,338 | 193,863 | 60,000 | 125,000 | 60,000 |
| TOTAL | 81,833 | 101,076 | 257,067 | 96,500 | 166,500 | 102,330 |
| TOTAL GENERAL FUND | 11,350,618 | 12,232,340 | 13,081,315 | 12,753,050 | 13,297,950 | 13,715,608 |
| 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 | 100,000 | 250,000 | 200,000 | 200,000 | 150,000 | 150,000 |
| Transfer from Equipment/Tech | | | | 75,500 | 75,500 | 75,500 |
| Transfer from Clean Water | 30,000 | 60,000 | 60,000 | 60,000 | 30,000 | 40,000 |
| Transfer from Reserve | | | | 648,687 | | |
| TOTAL | 150,000 | 330,000 | 280,000 | 1,004,187 | 275,500 | 285,500 |
| TOTAL GENERAL FUND INCLUDING TRANSFERS | 11,500,618 | 12,562,340 | 13,361,315 | 13,757,237 | 13,573,450 | 14,001,108 |
| OTHER FUNDS | | | | | | |
| CLEAN WATER | 93,145 | 93,959 | 93,321 | 94,000 | 94,000 | 94,000 |
| CHILD CARE | 536,622 | 527,582 | 572,447 | 620,000 | 630,000 | 632,400 |
| TIDALWAVES | 73,717 | 61,078 | 48,474 | 50,000 | 70,000 | 60,000 |
| SUMMER SCHOOL | 143,788 | 150,196 | 167,540 | 150,000 | 150,000 | 153,000 |
| GAS TAX FUND | | | | | | |
| Investment earnings | 23,978 | 36,697 | 15,753 | 25,000 | 12,000 | 15,000 |
| State gas tax 2105 | 73,905 | 73,585 | 72,229 | 73,000 | 73,000 | 73,000 |
| State gas tax 2106 | 58,535 | 58,470 | 56,893 | 58,000 | 58,000 | 58,000 |
| State gas tax 2107 | 98,462 | 98,349 | 96,829 | 98,000 | 98,000 | 98,000 |
| State gas tax 2107.5 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Grant/other | 297,856 | 0 | 23,555 | 0 | 0 | 0 |
| Traffic Congestion/Road Impact | | 201,408 | 263,724 | 150,000 | 150,000 | 150,000 |
| TOTAL GAS TAX FUND | 555,736 | 471,509 | 531,983 | 407,000 | 394,000 | 397,000 |
| TRANSPORTATION | 800,471 | 102,170 | 17,249 | 0 | 0 | 0 |

CAPITAL PROJECTS REVENUE

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

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GENERAL FUND

GENERAL FUND OPERATING

2009/10

| | | |
|--------------------------------|-------------------|------------|
| Estimated Fund Balance 6/30/09 | | 700,000 |
| Revenue 2009/10 | | 13,573,450 |
| Less: | | |
| Expenditures (Net Operating) | 12,928,763 | |
| Debt Service | 210,058 | |
| Equipment Replacement Charges | 149,000 | |
| Transfers to other Departments | 285,629 | |
| Total | <u>13,573,450</u> | |
| | | 13,573,450 |
| Estimated Fund Balance 6/30/10 | | 700,000 |

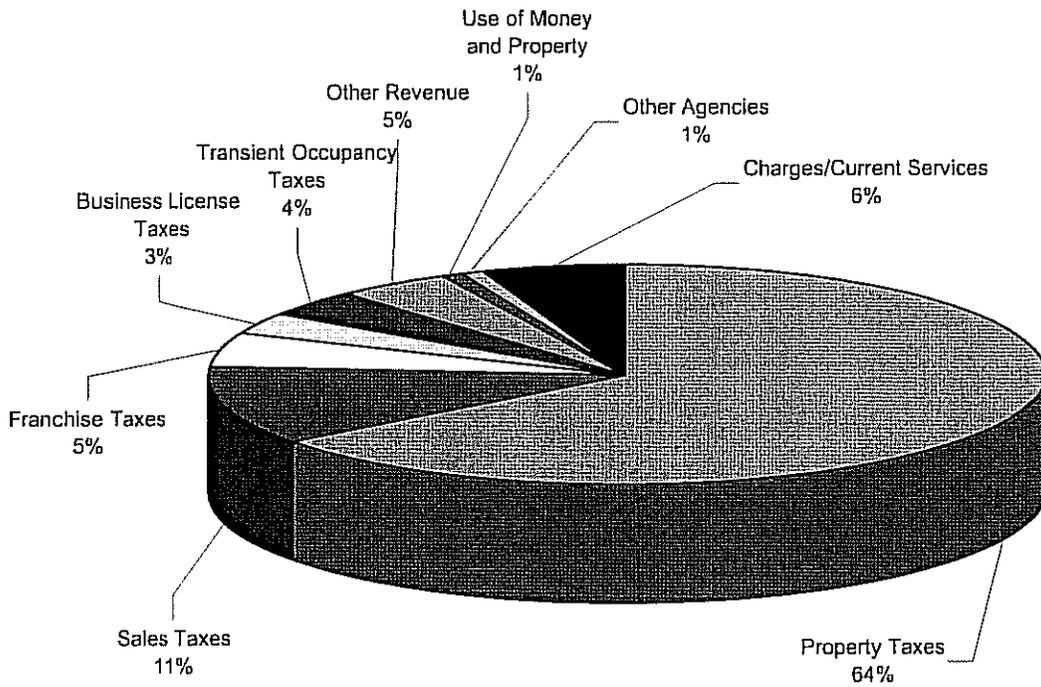
2010/11

| | | |
|--------------------------------|-------------------|------------|
| Estimated Fund Balance 6/30/10 | | 700,000 |
| Revenue 2010/11 | | 14,001,108 |
| Less: | | |
| Expenditures (Net Operating) | 13,226,528 | |
| Debt Service | 212,220 | |
| Equipment Replacement Charges | 149,000 | |
| Transfers to other Departments | 413,360 | |
| Total | <u>14,001,108</u> | |
| | | 14,001,108 |
| Estimated Fund Balance 6/30/11 | | 700,000 |

GENERAL FUND EXPENDITURE COMPARISON

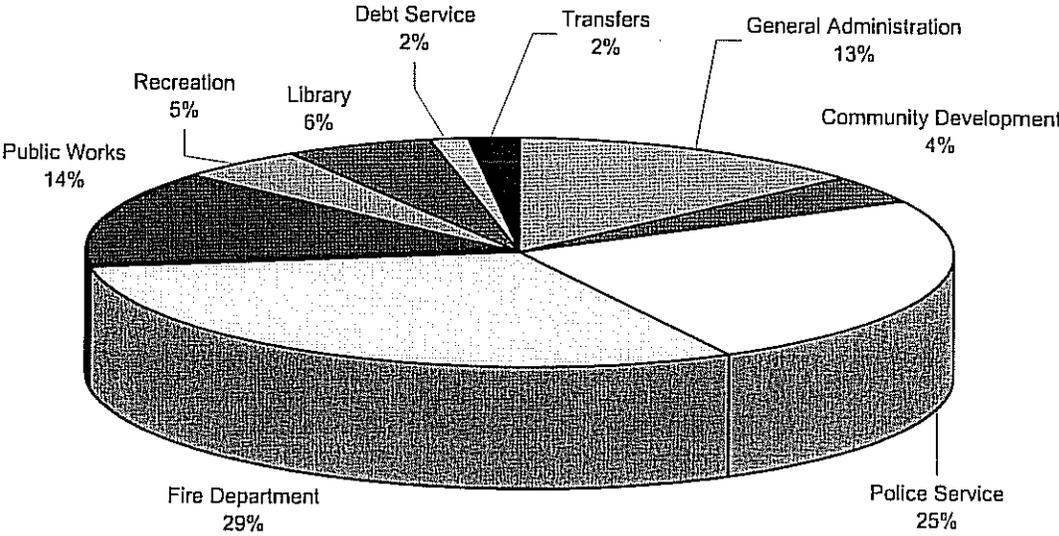
| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATE 2010-11 |
|----------------------------------------------------------------|-------------------|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| Council | 47,592 | 47,796 | 53,413 | 57,853 | 58,968 | 60,147 |
| General Administration | 1,283,320 | 1,306,169 | 1,348,294 | 1,452,443 | 1,478,429 | 1,507,998 |
| Facilities and Computer Maintenance | 228,488 | 259,994 | 253,154 | 264,400 | 264,400 | 269,688 |
| Planning/Community Development | 388,350 | 428,147 | 462,782 | 510,918 | 523,598 | 534,070 |
| Police Services | 2,984,505 | 3,417,660 | 3,485,664 | 3,588,098 | 3,349,797 | 3,416,793 |
| Fire Department | 3,129,036 | 3,436,490 | 3,752,870 | 3,807,621 | 3,898,885 | 3,976,863 |
| Fire-Building Inspection | 202,748 | 215,576 | 191,873 | 227,082 | 213,265 | 217,530 |
| Public Works/ Engineering | 299,115 | 430,742 | 374,806 | 459,759 | 478,441 | 488,010 |
| Public Works/Streets | 850,671 | 884,929 | 904,794 | 903,058 | 874,057 | 891,538 |
| Public Works/Parks | 464,996 | 583,812 | 530,185 | 573,720 | 565,966 | 577,285 |
| Recreation | 574,318 | 578,578 | 603,974 | 598,100 | 623,338 | 635,805 |
| Library | 533,996 | 608,213 | 667,446 | 707,517 | 748,619 | 763,591 |
| TOTAL OPERATING to Capital Improvement to Insurance Fund | 10,987,135 | 12,198,106 100,000 | 12,629,255 154,044 584,000 | 13,150,569 335,665 | 13,077,763 285,629 | 13,339,318 413,360 |
| NET OPERATING | 10,987,135 | 12,298,106 | 13,367,299 | 13,486,234 | 13,363,392 | 13,752,678 |
| Debt Service-Lease payment | | | | | | |
| Fire Station | 82,000 | 82,000 | 81,999 | 61,000 | | |
| MERA Bond Payment | 39,955 | 39,853 | 39,777 | 39,783 | 39,838 | 42,000 |
| Multi-Use Field P&I | | 94,720 | 94,718 | 94,720 | 94,720 | 94,720 |
| Fire Truck Lease | | | | 75,500 | 75,500 | 75,500 |
| TOTAL GENERAL FUND EXPENDITURES | 11,109,090 | 12,514,679 | 13,583,793 | 13,757,237 | 13,573,450 | 13,964,898 |

Projected 09/10 Revenues



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

Projected 09/10 Expenditures



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

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.

2009-10 Goals:

- To build a new Twin Cities Police facility, the highest priority capital infrastructure project in the City's 2050 Plan
- To help the community more effectively prepare for disasters.

2009-10 Key Changes:

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

ANNUAL BUDGET

CITY COUNCIL

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 43,851 | 44,869 | 46,934 | 53,253 | 54,368 | 55,455 |
| Professional services | 269 | 250 | 1,225 | 1,000 | 1,000 | 1,020 |
| Materials & supplies | 676 | 189 | 266 | 300 | 300 | 306 |
| Communication & travel | 2,796 | 2,488 | 4,988 | 2,500 | 2,500 | 2,550 |
| Maintenance & supplies | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 800 | 800 | 816 |
| TOTAL | 47,592 | 47,796 | 53,413 | 57,853 | 58,968 | 60,147 |
| | | | | | | |
| Council Members | 5 | 5 | 5 | 5 | 5 | 5 |

ADMINISTRATION DEPARTMENT PROGRAM DESCRIPTION

Develop and maintain a management system, which supplies services efficiently and administers City Council policy.

2009-10

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 disaster planning and infrastructure goals.
3. Carefully monitor progress of City's major capital projects and major development plans.
4. Update emergency management, especially fire mitigation and prevention issues, including all natural and man made disasters and incidents.
5. Implement the City's capital program including the Police Facility, Corporation yard, and bridge replacement.

PERFORMANCE MEASUREMENTS

Discuss any new potential funding and/or expenditure options with Council and develop possible implementation alternatives at budget and mid-year financial hearings. Update the City's website for interactivity by 6/30/10.

Establish the City's community disaster committee by 6/30/2010, review and recommit to the Larkspur 2050 Plan.

Oversee schedules, budgets and progress to make certain the community interest is heard and served, and assure cost-effective and timely completion of efforts.

With help from our new contract with the City of San Rafael, direct emergency preparedness exercises, and annually recommend policy, ordinance or budget changes to enhance emergency management practices.

Inform the community about facility needs, and keep the Council/community informed of progress throughout 2009-10.

2009-10 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits. The insurance line item was decreased due to Workers Compensation costs being spread among the various departments.

| Authorized Positions | Proposed |
|-------------------------------|-----------------|
| City Manager | 1.00 |
| Finance Director | 1.00 |
| City Clerk | 1.00 |
| Customer Svc. Representative* | 1.00 |
| Accounting Specialist | 1.00 |
| Permit Technician | 1.00 |
| | 8.00 |

*One position vacant and unfilled

ANNUAL BUDGET

ADMINISTRATION

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 882,166 | 828,722 | 921,822 | 954,743 | 987,229 | 1,006,974 |
| Professional services | 158,643 | 195,145 | 158,588 | 150,000 | 150,000 | 153,000 |
| Materials & supplies | 9,602 | 12,364 | 10,807 | 15,000 | 15,000 | 15,300 |
| Communications & travel | 23,249 | 26,012 | 24,210 | 33,700 | 36,200 | 36,924 |
| Maintenance & supplies | 137 | 0 | 300 | 2,000 | 2,000 | 2,040 |
| Insurance | 16,215 | 23,308 | 21,582 | 25,000 | 16,000 | 16,320 |
| Contingency/miscellaneous | 193,203 | 214,618 | 206,060 | 257,000 | 257,000 | 262,140 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| Special projects | 105 | 6,000 | 4,925 | 15,000 | 15,000 | 15,300 |
| TOTAL | 1,283,320 | 1,306,169 | 1,348,294 | 1,452,443 | 1,478,429 | 1,507,998 |
| | | | | | | |
| City Manager | 1 | 1 | 1 | 1 | 1 | 1 |
| Finance Director | 1 | 1 | 1 | 1 | 1 | 1 |
| Customer Svc. Supv/City Clerk | 1 | 1 | 1 | 1 | 1 | 1 |
| Customer Service Rep | 3 | 3 | 3 | 3 | 3 | 3 |
| Accountant | 1 | | | | | |
| Accounting Specialist | | 1 | 1 | 1 | 1 | 1 |
| Permit Technician | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 8 | 8 | 8 | 8 | 8 | 8 |

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ANNUAL BUDGET

ADMINISTRATION-FACILITIES AND COMPUTER MAINTENANCE

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Contract Services | 7,406 | 23,053 | 0 | 20,000 | 20,000 | 20,400 |
| Utilities | 18,742 | 15,549 | 17,160 | 16,000 | 16,000 | 16,320 |
| Telephone | 1,916 | 0 | 0 | 0 | 0 | 0 |
| Building Maintenance & supplies | 49,839 | 56,282 | 54,480 | 50,000 | 50,000 | 51,000 |
| Equipment Maintenance | 37,239 | 51,722 | 49,201 | 41,000 | 41,000 | 41,820 |
| Insurance | 110,946 | 111,588 | 129,313 | 135,000 | 135,000 | 137,700 |
| Rent | 2,400 | 1,800 | 3,000 | 2,400 | 2,400 | 2,448 |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 228,488 | 259,994 | 253,154 | 264,400 | 264,400 | 269,688 |

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.

2009-10

PROGRAM OBJECTIVES

1. Minor projects. Process approximately 80 to 100 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 60 permits.

Initiate public hearings within 60 days of application completeness.

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

Process approximately 450 building permits. Complete zoning plan check within 7 working days.

2009-10 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits and the addition of a line item for Workers Compensation insurance.

Authorized Positions

Proposed

| | |
|-------------------|-------------|
| Director | .40 |
| Senior Planner | .80 |
| Assistant Planner | 1.00 |
| | 2.20 |

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.

2009-10

PROGRAM OBJECTIVES

1. Process Precise Development Plan and subsequent permit applications for the Rose Garden Project (former Niven Nursery sit; CLASP Subarea 3).
2. Begin and process a Comprehensive General Plan Update.
3. Complete Housing Element Update
4. Complete Climate Action Update.
5. Continue amendments to zoning ordinance to update and clarify as needed.
6. Support Heritage Preservation efforts to maintain and possibly expand Larkspur's heritage district.

PERFORMANCE MEASUREMENTS

Initiate public hearings within 30 days of application process.

Begin initial public outreach and consultant selection by December 31, 2009. Complete review of existing General Plan and identify deficiencies.

Schedule public hearings on Draft Housing Element and submit to State HCD by September 2009.

Complete draft Climate Action Plan and schedule for public hearings by October 2009.

Recommend approval with Planning Commission as needed and by Council within 90 days thereafter.

Provide 20 hours per month of staff support to Heritage issues, and initiate public hearings within 60 days after the Board adopts heritage district recommendations.

2009-10 Key Changes:

The General Plan and Housing Element updates were postponed until the Rose Garden Project permits were processed, and because staff has been working on projects and issues related to climate change and code enforcement.

Authorized Positions

Proposed

| | |
|----------------|------------|
| Director | .60 |
| Senior Planner | .20 |
| | .80 |

ANNUAL BUDGET

PLANNING-COMMUNITY DEVELOPMENT

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 373,722 | 412,587 | 441,253 | 486,818 | 492,498 | 502,348 |
| Professional services | 6,359 | 1,035 | 3,241 | 10,000 | 10,000 | 10,200 |
| Materials & supplies | 607 | 1,519 | 1,470 | 1,700 | 1,700 | 1,734 |
| Communications & travel | 5,653 | 5,439 | 9,568 | 8,200 | 8,200 | 8,364 |
| Maintenance & supplies | 0 | 0 | 0 | 700 | 700 | 714 |
| Insurance | 0 | 0 | 0 | 0 | 7,000 | 7,140 |
| Miscellaneous | 2,009 | 7,567 | 7,250 | 3,500 | 3,500 | 3,570 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| Special projects | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 388,350 | 428,147 | 462,782 | 510,918 | 523,598 | 534,070 |
| | | | | | | |
| Planning Director | 1 | 1 | 1 | 1 | 1 | 1 |
| Senior Planner | 1 | 1 | 1 | 1 | 1 | 1 |
| Assistant Planner | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 3 | 3 | 3 | 3 | 3 | 3 |

ANNUAL BUDGET

POLICE

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|-------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Operating | 2,984,505 | 3,417,660 | 3,485,669 | 3,588,098 | 3,349,797 | 3,453,003 |
| TOTAL | 2,984,505 | 3,417,660 | 3,485,669 | 3,588,098 | 3,349,797 | 3,453,003 |

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.

2009-10

PROGRAM OBJECTIVES

1. Strive to ensure that the Fire Department continues to deploy maximum services to our citizens while reducing costs wherever feasible.
2. Continue to expand existing and identify new partnership opportunities with the City of San Rafael as well as other consolidation and regionalization possibilities.
3. Continue to facilitate the administrative component of the Ross Valley Paramedic Authority.

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.

Fire Administration will work with San Rafael officials to implement the new OES Disaster management agreement. Staff will also continue to work with San Rafael and other fire agency staff to determine if additional partnership and consolidation possibilities are practical.

The Fire Chief continues to act as the Executive Officer for the RVPA overseeing effective deployment of advanced life support services in the Ross Valley.

2009-10 Key Changes:

On July 1st we will launch our new agreement With the City of San Rafael for OES disaster Management services.

Authorized Positions

Fire Chief

Proposed

0.80

0.80

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.

2009-10

PROGRAM OBJECTIVES

1. Continue to deploy GET READY and CERT disaster preparedness programs to the community.
2. Implement new partnership disaster management program with the City of San Rafael OES office.
3. Oversee the daily functions of fire code enforcement services.
4. Conduct weed abatement and vegetation management in the hillside area of the community.

PERFORMANCE MEASUREMENTS

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

Under the new agreement, San Rafael OES staff will oversee certain disaster programs such as the City's emergency plan, emergency operations center and employee training in disaster management functions.

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

Property owners will be placed on notice if an inspection indicates that flammable vegetation could pose an extreme threat to structures, and information/direction will be provided to help hillside property owners with brush clearing strategies.

2009-10 Key Changes:

The new OES partnership will first involve the Completion of the City's updated emergency Plan document. Fire staff will assist to ensure that the update process is completed

Authorized Positions

Proposed

Contract Fire Marshal

As Needed

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.

2009-10

PROGRAM OBJECTIVES

1. Through our new partnership with the City of San Rafael, utilize the services of their battalion chief officers for the management of major emergency events within the City and participation in San Rafael engine company training functions.
2. Continue ongoing training programs to maintain a well prepared, all-risk emergency response force.

PERFORMANCE MEASUREMENTS

The deputy chief will be responsible for ensuring that we maximize on the potential of the battalion chief and engine company training programs.

Engine company personnel will participate in training exercises and classroom session 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.

2009-10 Key Changes:

Our new partnership with San Rafael includes participation in a comprehensive and expanding Engine company training program of which the Deputy Fire Chief will oversee and administer.

| Authorized Positions | Proposed |
|-----------------------------|-----------------|
| Deputy Chief | 1.00 |
| Captains | 6.00 |
| Firefighter/Engineers | 10.00 |
| | 17.00 |

FIRE DEPARTMENT

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 2,874,063 | 3,084,519 | 3,429,429 | 3,510,621 | 3,614,885 | 3,687,183 |
| Professional services | 60,986 | 67,223 | 84,472 | 60,000 | 60,000 | 61,200 |
| Materials & supplies | 48,599 | 53,626 | 54,371 | 73,000 | 73,000 | 74,460 |
| Utilities | 18,306 | 18,066 | 18,317 | 17,000 | 17,000 | 17,340 |
| Communications & travel | 16,970 | 19,790 | 18,561 | 20,000 | 20,000 | 20,400 |
| Maintenance & supplies | 58,839 | 56,585 | 78,357 | 60,000 | 60,000 | 61,200 |
| Insurance | 41,077 | 66,423 | 46,023 | 55,000 | 42,000 | 42,840 |
| Equipment charges/misc | 7,209 | 65,860 | 20,566 | 7,500 | 7,500 | 7,650 |
| Capital outlay | 2,987 | 4,398 | 2,774 | 4,500 | 4,500 | 4,590 |
| Special projects | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 3,129,036 | 3,436,490 | 3,752,870 | 3,807,621 | 3,898,885 | 3,976,863 |
| | | | | | | |
| Fire Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Deputy Fire Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Fire Captain | 6 | 6 | 6 | 6 | 6 | 6 |
| Firefighter | 10 | 10 | 10 | 10 | 10 | 10 |
| TOTAL | 18 | 18 | 18 | 18 | 18 | 18 |

BUILDING CODE ENFORCEMENT DIVISION

PROGRAM DESCRIPTION

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

2009-10

PROGRAM OBJECTIVES

1. Complete the new code cycle adoption and municipal code refinement processes.
2. Continue to provide high levels of customer service through a community based approach to code enforcement.

PERFORMANCE MEASUREMENTS

Building Department staff will complete the adoption process of the new code cycle and continue the refinement of the municipal codes in the building code enforcement sections.

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.

2009-10 Key Changes:

The utilization of the new building code Cycle including the Wildland Urban (WUI) Interface code. Other local ordinances and provisions such as the Master Fire Safety Ordinance and Resolution 05/04 will be eliminated or provisions removed due to the newer more comprehensive provisions in the WUI Code.

Authorized Positions

Proposed

| | |
|--------------------|-------------|
| Fire Chief | .20 |
| Building Inspector | 1.00 |
| | 1.20 |

ANNUAL BUDGET

FIRE-BUILDING INSPECTION/CODE ENFORCEMENT

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 154,991 | 173,592 | 15,052 | 181,332 | 163,715 | 166,989 |
| Professional Services | 40,912 | 36,000 | 174,589 | 36,000 | 36,000 | 36,720 |
| Materials & supplies | 3,108 | 2,467 | 992 | 3,300 | 3,300 | 3,366 |
| Communications & travel | 2,485 | 2,706 | 1,140 | 3,700 | 5,300 | 5,406 |
| Maintenance & supplies | 827 | 286 | 0 | 2,000 | 2,000 | 2,040 |
| Contingency/miscellaneous | 425 | 525 | 100 | 750 | 2,950 | 3,009 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 202,748 | 215,576 | 191,873 | 227,082 | 213,265 | 217,530 |
| Code Enforcement Official | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 1 | 1 | 1 | 1 | 1 | 1 |

PUBLIC WORKS - ADMINISTRATION/ENGINEERING

PROGRAM DESCRIPTION

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

2009-10

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. Temporarily relocate the Engineering offices and Corporation Yard.

PERFORMANCE MEASUREMENTS

Continued implementation and integration of GIS/Marin Map will progress throughout the 2009-10 fiscal year.

Pave Magnolia Avenue from Doherty Drive to Ward Street using federal stimulus funds. Pave other 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 bridges as approved by council. Finalize selection of alternatives for Alexander Bridge.

Complete designs and take to construction.

Continue to evaluate alternatives and have the offices and corporation yard relocated timely so as to not delay the Twin Cities Police building project.

2009-10 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits and the addition of a line item for Workers Compensation insurance.

Authorized Positions Proposed

| | |
|------------------------|-------------|
| Public Works Director/ | |
| City Engineer | .40 |
| Senior Engineer | 1.00 |
| GIS Technician | .90 |
| Customer Svc. Rep. | .90 |
| | 3.20 |

ANNUAL BUDGET

PUBLIC WORKS-ADMINISTRATION-ENGINEERING

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 150,501 | 179,962 | 235,513 | 341,259 | 353,941 | 361,020 |
| Professional service | 118,408 | 227,676 | 114,550 | 100,000 | 100,000 | 102,000 |
| Materials & supplies | 8,149 | 2,886 | 3,672 | 3,500 | 3,500 | 3,570 |
| Communications & travel | 5,063 | 4,406 | 5,768 | 4,000 | 4,000 | 4,080 |
| Insurance | 0 | 0 | 0 | 0 | 6,000 | 6,120 |
| Miscellaneous | 16,994 | 15,812 | 15,303 | 11,000 | 11,000 | 11,220 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 299,115 | 430,742 | 374,806 | 459,759 | 478,441 | 488,010 |
| | | | | | | |
| Public Works Director | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 |
| Senior Engineer | 1 | 1 | 1 | 1 | 1 | 1 |
| Assistant Engineer | | | | | | |
| GIS Technician | | | | 0.9 | 0.9 | 0.9 |
| Customer Service Rep | 1.0 | 1.0 | 1.0 | 0.9 | 0.9 | 0.9 |
| TOTAL | 2.4 | 2.4 | 2.4 | 3.2 | 3.2 | 3.2 |

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.

2009-10

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.

With the state fiscal crisis, City staff will attempt to maintain the City's street landscape without outside resources.

2009-10 Key Changes:

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

Authorized Positions

Proposed

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

ANNUAL BUDGET

PUBLIC WORKS-STREETS

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 397,365 | 434,927 | 421,237 | 504,608 | 512,607 | 522,859 |
| Professional services | 85,497 | 73,877 | 78,250 | 60,000 | 60,000 | 61,200 |
| Materials & supplies | 25,223 | 19,296 | 29,328 | 19,500 | 19,500 | 19,890 |
| Utilities | 125,280 | 118,196 | 140,579 | 108,000 | 108,000 | 110,160 |
| Communications & travel | 7,765 | 8,457 | 8,054 | 8,000 | 8,000 | 8,160 |
| Maintenance & supplies | 139,804 | 143,810 | 162,215 | 150,000 | 150,000 | 153,000 |
| Insurance | 37,836 | 54,385 | 38,877 | 45,000 | 8,000 | 8,160 |
| Equipment charges/misc | 31,901 | 31,981 | 14,123 | 7,950 | 7,950 | 8,109 |
| Capital outlay | 0 | 0 | 12,131 | 0 | 0 | 0 |
| Storm Damage | | | | | | |
| TOTAL | 850,671 | 884,929 | 904,794 | 903,058 | 874,057 | 891,538 |
| 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 |
| Mechanic | 0 | 0 | 0 | 0 | 0 | 0 |
| Maintenance Worker II | 1 | 1 | 1 | 1 | 1 | 1 |
| Maintenance Worker 1 | 2 | 2 | 2 | 2 | 2 | 2 |
| 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.

2009-10

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.

With the State fiscal crisis, City staff will attempt to maintain the City's parks without outside resources.

2009-10 Key Changes:

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

| Authorized Positions | Proposed |
|-----------------------------|-----------------|
| Director | .20 |
| Superintendent | .30 |
| Maintenance Worker II | 1.00 |
| Maintenance Worker I | 1.00 |
| | 2.50 |

ANNUAL BUDGET

PUBLICS WORKS-PARKS

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 241,879 | 252,430 | 271,010 | 284,120 | 287,366 | 293,113 |
| Professional services | 4,928 | 281 | 0 | 1,500 | 1,500 | 1,530 |
| Materials & supplies | 3,398 | 2,650 | 1,380 | 5,100 | 5,100 | 5,202 |
| Utilities | 45,534 | 80,987 | 63,626 | 75,000 | 75,000 | 76,500 |
| Communications & travel | 0 | 0 | 89 | 1,000 | 1,000 | 1,020 |
| Maintenance & supplies | 143,805 | 216,994 | 170,750 | 175,000 | 175,000 | 178,500 |
| Insurance | 12,972 | 18,647 | 13,330 | 16,000 | 5,000 | 5,100 |
| Equipment charges/misc | 10,080 | 10,000 | 10,000 | 16,000 | 16,000 | 16,320 |
| Capital outlay | 2,400 | 1,823 | 0 | 0 | 0 | 0 |
| TOTAL | 464,996 | 583,812 | 530,185 | 573,720 | 565,966 | 577,285 |
| 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 | 1 | 1 | 1 | 1 | 1 |
| Maintenance Worker I | 1 | 1 | 1 | 1 | 1 | 1 |
| 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.

2009-10

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. Monitor and protect available field area at Piper Park.

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

5. Accommodate the new Twin Cities Police Facility construction project.

PERFORMANCE MEASUREMENTS

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

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

Continue evaluating the use of the multi-use field at Piper Park in partnership with the Larkspur School District annually in September of each year.

The Parks and Recreation Commission and staff will continue implementing improvements for park facilities development through June 2010.

Redesign programs and services wherever possible to mitigate the effect of the project beginning in 2010.

2009-10 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits and the addition of a line item for Workers Compensation insurance.

| Authorized Positions | Proposed |
|-----------------------|-------------|
| Director | 1.00 |
| Recreation Supervisor | 1.00 |
| Customer Service Rep. | .50 |
| | 2.50 |

ANNUAL BUDGET

RECREATION

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 334,754 | 344,476 | 362,957 | 407,200 | 426,938 | 435,477 |
| Professional services | 149,571 | 156,717 | 155,383 | 120,500 | 120,500 | 122,910 |
| Materials & supplies | 59,472 | 45,289 | 56,908 | 51,000 | 51,000 | 52,020 |
| Communications & travel | 11,463 | 12,510 | 10,598 | 12,200 | 12,200 | 12,444 |
| Buildings & Structure Maintenance | 4,500 | 4,825 | 4,500 | 4,500 | 4,500 | 4,590 |
| Insurance | 200 | 200 | 256 | 700 | 6,200 | 6,324 |
| Miscellaneous | 14,358 | 14,561 | 13,372 | 2,000 | 2,000 | 2,040 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| Special projects | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 574,318 | 578,578 | 603,974 | 598,100 | 623,338 | 635,805 |
| Recreation Director | 1 | 1 | 1 | 1 | 1 | 1 |
| Recreation Supervisor | 1 | 1 | 1 | 1 | 1 | 1 |
| 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 that encourage lifelong learning and a love of reading in a welcoming environment.

2009-10

PROGRAM OBJECTIVES

1. Continue to support the educational, recreational and information needs of our community through quality, personalized service.
2. Expand library and information services to our community to include digital resources and Web 2.0 technology accessible through our website.
3. Continue to develop new library services and programs and promote them to the public.

PERFORMANCE MEASUREMENTS

Maintain and increase current levels of circulation of library materials (both print and audiovisual). Explore ways to expand access to electronic/online information resources.

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 and programs, and expanded outreach efforts. Continue to develop promotional materials as part of the Library Awareness Program.

2009-10 Key Changes:

The changes in this budget are related to increased costs in salaries and benefits and the addition of a line item for Workers Compensation insurance.

Authorized Positions

Proposed

| | |
|----------------------|------------|
| Library Director | 1.0 |
| Librarian | 2.0 |
| Library Assistant II | 1.0 |
| Library Assistant I | 3.0 |
| | 7.0 |

ANNUAL BUDGET

LIBRARY

GENERAL FUND

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 463,011 | 498,332 | 544,778 | 617,217 | 646,119 | 659,041 |
| Professional service | 2,738 | 35,337 | 37,228 | 13,000 | 13,000 | 13,260 |
| Materials & supplies | 60,880 | 66,095 | 75,018 | 72,000 | 72,000 | 73,440 |
| Communications & travel | 2,346 | 1,452 | 1,919 | 2,800 | 7,000 | 7,140 |
| Maintenance & supplies | 3,911 | 2,130 | 2,511 | 500 | 500 | 510 |
| Insurance | 0 | 0 | 0 | 0 | 8,000 | 8,160 |
| Contingency/miscellaneous | 1,110 | 4,867 | 5,992 | 2,000 | 2,000 | 2,040 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 533,996 | 608,213 | 667,446 | 707,517 | 748,619 | 763,591 |
| | | | | | | |
| Library Director | 1 | 1 | 1 | 1 | 1 | 1 |
| Librarian | 1 | 2 | 2 | 2 | 2 | 2 |
| Library Assistant II | 2 | 1 | 1 | 1 | 1 | 1 |
| Library Assistant I | 3 | 3 | 3 | 3 | 3 | 3 |
| TOTAL | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |

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OTHER FUNDS

CLEAN WATER FUND BUDGET

2009/10

| | | |
|-------------------------------------------|--------|---------|
| Estimated Fund Balance 6/30/09 | | 35,000 |
| Add: | | |
| 2009/10 Revenues | | 94,000 |
| Available Funds | | 129,000 |
| Less: 2009/10 Expenditures | | |
| Contract/Compliance (MCSTOPP) | 30,000 | |
| Contract/Enhance streetsweeping | 25,000 | |
| GIS Storm Drain Mapping | 15,000 | |
| Storm Drain/Clean Water Projects | 25,000 | |
| Total Expenditures | | 95,000 |
| Transfer to General Fund/Code Enforcement | 30,000 | |
| | | 30,000 |
| Estimated Fund Balance 6/30/10 | | 4,000 |

2009-10

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

TWIN CITIES CHILD CARE BUDGET

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages, & benefits | 443,831 | 464,081 | 475,451 | 516,340 | 520,790 | 531,206 |
| Professional service | 2,613 | 2,523 | 2,390 | 2,000 | 2,000 | 2,000 |
| Materials & supplies | 18,932 | 22,869 | 20,467 | 26,000 | 26,000 | 26,000 |
| Communications & travel | 4,877 | 5,814 | 5,785 | 8,100 | 8,100 | 8,100 |
| Maintenance & supplies | 12,390 | 13,162 | 13,997 | 16,500 | 16,500 | 16,500 |
| Insurance | 0 | 0 | 0 | 0 | 7,400 | 7,400 |
| Miscellaneous | 45,064 | 29,325 | 54,129 | 50,150 | 50,150 | 50,150 |
| Capital outlay | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 527,707 | 537,774 | 572,219 | 619,090 | 630,940 | 641,356 |

REVENUES

| | | | | | | |
|----------------------------|--|--|--|--|----------------|----------------|
| Projected income | | | | | 630,000 | 642,600 |
| FUND BALANCE DETAIL | | | | | 2009/10 | 2010/11 |
| Estimated Fund Balance | | | | | 3,000 | 2,060 |
| Estimated Revenue | | | | | 630,000 | 642,600 |
| Total Available Revenue | | | | | 633,000 | 644,660 |
| Estimated Expenditures | | | | | 630,940 | 641,356 |
| Estimated Fund Balance | | | | | 2,060 | 3,304 |

2009-10 Key Changes

Changes in this program include changes to fixed expenses and salary & benefit increases. A line item has been added for workers compensation insurance previously expensed elsewhere.

TIDALWAVES BUDGET

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional service | 41,543 | 44,061 | 37,086 | 35,000 | 40,000 | 40,000 |
| Materials & supplies | 16,236 | 17,831 | 6,482 | 14,000 | 14,000 | 14,280 |
| Communications & travel | 597 | 493 | 252 | 500 | 500 | 510 |
| Insurance | 1,610 | 500 | 2,313 | 1,800 | 1,800 | 1,836 |
| Miscellaneous | 13,975 | 13,808 | 13,564 | 13,000 | 13,000 | 13,260 |
| Capital outlay | 0 | | 0 | 0 | 0 | 0 |
| TOTAL | 73,961 | 76,693 | 59,697 | 64,300 | 69,300 | 70,686 |

REVENUES

| | | | | | | |
|----------------------------|--|--|--|--|----------------|----------------|
| Projected Income | | | | | 70,000 | 70,000 |
| FUND BALANCE DETAIL | | | | | 2009-10 | 2010-11 |
| Estimated Fund Balance | | | | | 2,700 | 3,400 |
| Estimated Revenue | | | | | 70,000 | 70,000 |
| Total Available | | | | | 72,700 | 73,400 |
| Estimated Expenditures | | | | | 69,300 | 70,686 |
| Estimated Fund Balance | | | | | 3,400 | 2,714 |

SUMMER SCHOOL BUDGET

| DESCRIPTION | ACTUAL 2005-06 | ACTUAL 2006-07 | ACTUAL 2007-08 | BUDGET 2008-09 | PROPOSED 2009-10 | ESTIMATED 2010-11 |
|----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Salaries, wages & benefits | 100,442 | 78,645 | 74,018 | 98,000 | 98,000 | 99,960 |
| Professional service | 22,158 | 26,874 | 52,166 | 34,000 | 34,000 | 34,680 |
| Materials & supplies | 14,130 | 14,785 | 14,118 | 15,000 | 15,000 | 15,300 |
| Communications & travel | 0 | 251 | 0 | 400 | 400 | 408 |
| Miscellaneous | 0 | 0 | 0 | 2,500 | 2,500 | 2,550 |
| TOTAL | 136,730 | 120,555 | 140,302 | 149,900 | 149,900 | 152,898 |

REVENUES

| | | | | | | |
|------------------|--|--|--|--|---------|---------|
| Projected Income | | | | | 150,000 | 153,000 |
|------------------|--|--|--|--|---------|---------|

FUND BALANCE DETAIL

| | 2009-10 | 2010-11 |
|--------------------------------|----------------|----------------|
| Estimated Fund Balance | 2,600 | 2,700 |
| Estimated Revenue | 150,000 | 153,000 |
| Total Available Revenue | 152,600 | 155,700 |
| | | |
| Estimated Expenditures | 149,900 | 152,898 |
| Estimated Fund Balance | 2,700 | 2,802 |

GAS TAX FUND BUDGET

2009-10

Estimated Fund Balance 6/30/09 581,747

Add:

| | | |
|-------------------------|---------|---------|
| 2009/10 Gas Tax Revenue | 232,000 | |
| 2009/10 Road Impact Fee | 150,000 | |
| Interest Income | 12,000 | |
| | <hr/> | 394,000 |

Grants

| | | |
|----------------------------------|---------|---------|
| Federal Grant Alexander Bridge | 240,000 | |
| TEA 21 Bon Air Bridge | 288,000 | |
| TEA 21 Grant Arroyo Holon Bridge | 432,000 | |
| | | <hr/> |
| | | 960,000 |

Available Funds 1,935,747

Less: 2009/10 Expenditures

| | |
|----------------------------------------|---------|
| Future Project Management | 10,000 |
| GIS Mapping System | 30,000 |
| Alexander Bridge | 300,000 |
| Doherty Drive/ Arroyo Holon Bridge | 360,000 |
| Bon Air Bridge | 540,000 |
| Downtown Tree Management | 50,000 |
| Citywide Striping | 15,000 |
| Pavement Management/Street Maintenance | 150,000 |

Total Expenditures 1,455,000

Transfer to Capital/General Fund* 182,856

Estimated Fund Balance 6/30/10 297,891

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

TRANSPORTATION FUND BUDGET

2009/10

| | | |
|----------------------------------------------|--------|---------|
| Estimated Fund Balance 6/30/09 | | 355,535 |
| Add: | | |
| Interest Income | | 5,000 |
| | | |
| Available Funds | | 360,535 |
| | | |
| Less: 2009/10 Expenditures | | |
| Geographical Information System | 15,000 | |
| Link to Mapping, Resos, Record, Photos, Plan | 21,000 | |
| Traffic Studies (Mag/Balt. & Mag/Dartmouth) | 10,000 | |
| Greenbrae Corridor | 10,000 | |
| | | |
| Total Expenditures | | 56,000 |
| | | |
| Transfer to General Fund | 20,000 | |
| | | |
| | | 20,000 |
| | | |
| Estimated Fund Balance 6/30/10 | | 284,535 |

CAPITAL IMPROVEMENT FUND BUDGET

2009/10

Estimated Fund Balance 6/30/09 243,500

Add:

Revenue:

| | |
|----------------------------------------|-----------|
| Transfer from General Fund | 285,629 |
| Transfer from Gas Tax | 32,856 |
| Transfer from State and Regional Funds | 1,754,765 |
| Transfer from Equipment Fund | 15,000 |
| NTPP Grants | 1,004,750 |

AVAILABLE FUNDS 3,336,500

Less 2009/10 Expenditures

| Ongoing Projects | 09/10 Projects | 09/10 Total |
|---------------------|-------------------|----------------|
|---------------------|-------------------|----------------|

| | | | | |
|-----------------------------------------------|---------|--------|---------|---------|
| 101 Elm Stairs & Pathway | NTPP | | 117,980 | 117,980 |
| ADA Accessible Pathway to Sandra Marker Trail | GT/SAFE | | 328,560 | 328,560 |
| Annual Accessibility Projects | GF | 5,000 | | 5,000 |
| Annual Engineering for Future Projects | GF | 10,000 | | 10,000 |
| Annual Storm Drain Repair/Replacement | CW | 50,000 | | 50,000 |
| County-Wide Signing & Striping | TAM | | 31,000 | 31,000 |
| Disaster Preparedness- Ongoing | CIF | 15,000 | | 15,000 |
| Doherty Drive Class I Multi Use Path | NTPP | | 700,935 | 700,935 |
| Doherty Drive Reconstruction Phase III | 1B/TAM | | 440,171 | 440,171 |
| Doherty Drive Signing & Striping | TAM | | 119,514 | 119,514 |
| ESFD Bike/Ped Multi-Use Bridge | CIF/TE | | 107,000 | 107,000 |
| Fire Hydrant Replacement- Ongoing | EQ | 15,000 | | 15,000 |
| General Plan Update | CIF | | 200,000 | 200,000 |
| Housing Element | CIF | 33,000 | | 33,000 |
| Magnolia Avenue Pavement Rehabilitation | ARRA | | 236,000 | 236,000 |
| Multi Use Pathway btw Doherty and Heatherwood | TAM | | 142,376 | 142,376 |
| Post Street Stairs & Pathway | NTPP | | 185,835 | 185,835 |
| Redwood Highway Pathway Intersection | RM2 | | 400,000 | 400,000 |
| Relocation of Public Works (Temporary) | CIF | | 150,000 | 150,000 |
| Sidewalk Repair & Replacement - Citywide | CIF | 10,000 | | 10,000 |

Total Expenditures 138,000 3,159,371 3,297,371

Estimated Fund Balance 6/30/10 39,129

EQUIPMENT AND TECHNOLOGY REPLACEMENT FUND BUDGET

2009/10

| | | |
|----------------------------------------|--------|---------|
| Estimated fund balance 6/30/09 | | 652,000 |
| Add: | | |
| Charges to Department/Loan Repayment | | 125,000 |
| Available Funds | | 777,000 |
| Less: 2009/10 Expenditures | | |
| Accounting Financial Software | 35,000 | |
| Employee Computer Purchase Program | 35,000 | |
| Marinet- Library | 40,000 | |
| Mobile Units- Fire Department | 10,000 | |
| Technology | 80,000 | |
| Total Expenditures | | 200,000 |
| Transfer to Capital/General Fund | 90,500 | |
| <i>Fire Hydrant Replacement</i> 15,000 | | |
| <i>Pierce GM 1500 Pumper</i> 75,500 | | |
| | | 90,500 |
| Estimated Fund Balance 6/30/10 | | 486,500 |

TRANSIENT OCCUPANCY TAX FUND BUDGET

2009/10

| | | |
|--------------------------------|--------|--------|
| Estimated Fund Balance 6/30/09 | | 38,000 |
| Add: | | |
| 2009/10 Revenues | | 40,000 |
| Available Revenue | | 78,000 |
| Less: | | |
| 2009/10 Expenditures | | |
| Community Grants | 50,000 | |
| Total Expenditures | | 50,000 |
| Estimated Fund Balance 6/30/10 | | 28,000 |

2009-10 Key Changes

TOT funds are granted to various community projects upon application to the City Council. Current economic conditions are resulting in a projected revenue decrease of this fund.

PARK DEVELOPMENT FUND BUDGET

2009-10

| | |
|-------------------------------------------|----------------|
| Estimated Fund Balance 6/30/09 | 105,215 |
| Add: | |
| Interest Income | 500 |
| | |
| Available Funds | 105,715 |
| | |
| Less: 2009/10 Expenditures | |
| | |
| Remillard Park Dredging | 19,000 |
| Tubb Lake Dredging | 20,000 |
| Piper Soccer Field Fence | 36,000 |
| Dolliver Park Playground Equipment | 30,000 |
| | |
| Total Expenditures | 105,000 |
| | |
| Estimated Fund Balance 6/30/10 | 715 |

STATE AND REGIONAL TRANSPORTATION FUNDS

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

2009/10

Estimated Fund Balance 6/30/09 **369,188**

Add:

| | |
|--------------------------|---------|
| Interest Income | 5,000 |
| Larkspur Measure A Funds | 100,000 |
| TAM Measure A Funds | 483,061 |
| Regional Measure 2 | 400,000 |
| SAFE Routes Grant | 295,704 |
| Proposition 42 Funding | 115,435 |
| ARRA | 236,000 |
| TE Grant | 90,000 |

Available Funds **2,094,388**

Less: 2009/10 Expenditures

Transfer to Capital Projects Fund **1,754,765**

| | |
|-------------------------------------------------------|----------------|
| <i>ADA Accessible Pathway (90%)</i> | <i>295,704</i> |
| <i>Multi-Use Path (Doherty - Heatherwood)</i> | <i>142,376</i> |
| <i>Doherty Drive Signing & Striping</i> | <i>119,514</i> |
| <i>Doherty Drive Reconstruction Phase III</i> | <i>440,171</i> |
| <i>ESFD Bike/Ped Multi-Use Bridge (Wooden Bridge)</i> | <i>90,000</i> |
| <i>County-Wide Signing & Striping</i> | <i>31,000</i> |
| <i>Redwood Highway Pathway Intersection</i> | <i>400,000</i> |
| <i>Magnolia Avenue Rehabilitation (ARRA)</i> | <i>236,000</i> |

1,754,765

Estimated Fund Balance 6/30/10 **339,623**

DEBT SERVICE

2009/10

| | FINANCED BY | AMOUNT REQUIRED FOR PRINCIPAL AND INTEREST |
|-------------------------------------|--------------------|-----------------------------------------------------------|
| LEASE PURCHASE | | |
| MERA Bond Payment | General Fund | 39,838 |
| Multi-Use Field P& I | General Fund | 94,720 |
| Pierce GM 1500 Pumper (Fire Engine) | General Fund | 75,500 |

CAPITAL IMPROVEMENT SUMMARY

2009/10

Projects/Expenditures:

| | |
|--------------------------|-----------|
| Capital Improvement Fund | 3,297,371 |
| Clean Water | 15,000 |
| Gas Tax Fund | 1,455,000 |
| Park Development Fund | 105,000 |
| Transportation Fund | 56,000 |

TOTAL CAPITAL PROJECTS 2009/10 **4,928,371**

Funding Sources for Capital Projects:

| | |
|----------------------------|-----------|
| Bridge Grants | 960,000 |
| Clean Water | 15,000 |
| Equipment Fund | 15,000 |
| Gas Tax Fund | 461,856 |
| Gas Tax Fund(Matching) | 240,000 |
| General Fund (Matching) | 17,000 |
| General Fund (Projects) | 273,000 |
| ARRA | 236,000 |
| NTPP | 1,004,750 |
| Park Development Funds | 105,000 |
| Proposition 1B | 250,000 |
| Regional Measure 2 | 400,000 |
| Safe Routes Grant | 295,704 |
| TAM Measure A | 483,061 |
| Traffic Congestion Fund | 41,000 |
| Transportation Development | 41,000 |
| Transportation Enhancement | 90,000 |

TOTAL FUNDING FOR CAPITAL PROJECTS 2009/10 **4,928,371**

MAJOR FUND BALANCES- HISTORY

| | ACTUAL 7/1/2006 | ACTUAL 7/1/2007 | ACTUAL 7/1/2008 | ESTIMATE 7/1/2009 | ESTIMATE 7/1/2010 |
|-------------------------|--------------------|--------------------|--------------------|----------------------|----------------------|
| GENERAL FUND | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |
| CAPITAL IMPROVEMENT | -761,882 | -637,651 | -700,168 | 243,500 | 39,129 |
| CLEAN WATER FUND | 260,641 | 192,700 | 56,048 | 35,000 | 4,000 |
| EQUIP. & TECHNOLOGY | 777,811 | 834,584 | 768,134 | 652,000 | 486,500 |
| GAS TAX | 937,824 | 1,156,662 | 163,138 | 581,747 | 297,891 |
| INSURANCE FUND | 439,694 | -342,111 | -171,732 | 100,000 | 100,000 |
| L/T CAPITAL/DISASTER | 1,084,540 | 1,098,449 | 1,102,953 | 1,104,000 | 1,106,000 |
| PARK DEVELOPMENT | 42,089 | 384,763 | 372,521 | 105,215 | 715 |
| PROPERTY DEVELOPMENT | 24,800 | 28,279 | 30,755 | 31,382 | 32,000 |
| STATE & REGIONAL TRANS. | 0 | 96,199 | 208,528 | 369,188 | 339,623 |
| TRANSPORTATION | 671 | 313,943 | 120,375 | 355,535 | 284,535 |

AUTHORIZED POSITIONS

| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| GENERAL ADMINISTRATION | | | | | |
| City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Director | 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 | 3.00 |
| Financial Services Manager | | 1.00 | | | |
| Accounting Specialist | | 1.00 | 1.00 | 1.00 | 1.00 |
| Accountant | 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 | 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 | 1.00 |
| 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 |
| Associate Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Technician | | | 0.90 | 0.90 | 0.90 |
| Customer Service Representative | 1.00 | 1.00 | 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 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Library Assistant II | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Library Assistant I | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL | 57.50 | 57.50 | 58.30 | 58.30 | 58.30 |

**FOUR YEAR
CAPITAL
IMPROVEMENT
PROGRAM**

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CITY OF LARKSPUR
2009-10 CAPITAL IMPROVEMENT FUND BUDGET
Description of Projects and Funding Sources

NOTE: ALL OF THE PROJECTS SCHEDULED FOR 2009-10 ARE FUNDED. FUNDING FOR PROJECTS BEYOND 2009-10 ARE PRESENTLY UNFUNDED OR UNDERFUNDED. SOURCES OF FUNDING WILL HAVE TO BE DETERMINED AT THE TIME THE PROJECT CAN PROCEED. THE FUNDING SUMMARY FOR THE 2009-10 PROJECTS CAN BE FOUND ON PAGE 55 - THE CAPITAL IMPROVEMENT SUMMARY PAGE OF THE PROPOSED 2009-10 BUDGET DOCUMENT.

Prior Year Projects Completed:

- Magnolia Ave. Class 1 Bike/Ped Path (at Doherty) (03-04)
 - Larkspur Marina Drainage Replacement (03-04)
 - FMA PL 10 Flood Hazard Mitigation (08-09)
 - Myrtle/Hawthorne Landslide (07-08)
 - Via La Paz Catchment Netting (07-08)
 - Cedar Avenue Slide Repair (07-08)
 - Via Casitas Slide Repair (07-08)
 - Fire Station 16 Roof & Driveway Repair (07-08)
 - Magnolia Park – Irrigation, Turf Replacement & Landscaping (07-08)
 - New Copier – Administration (08-09)
-

Prior Year Projects In Process:

- Alexander Bridge Seismic Retrofit/Replacement (97-98)
 - Arroyo Holon (Doherty) Bridge Replacement (01-02)
 - Bon Air Bridge Replacement (01-02)
 - Downtown Parking Development/Post Street Lot (00-01)
 - Downtown Tree Management & Sidewalk Repairs (03-04)
 - Twin Cities Police Facility & Public Works Offices and Corporation Yard (00-01)
 - Doherty Drive Reconstruction Phase III (08-09)
 - East Sir Francis Drake Bike/Ped Multi-Use Bridge (06-07)
 - 101 Elm Stairs & Pathway (08-09)
 - ADA Accessible Pathway to Sandra Marker Trail (08-09)
 - Doherty Drive Class I Multi-Use Path (08-09)
 - Doherty Drive Signing and Restriping (08-09)
 - Multi-Use Pathway between Doherty Drive and Heatherwood Park (08-09)
 - Post Street Stairs and Pathway (00-01)
-

On-going Projects:

- King Mountain Trails/Vegetation Management, since 97-98
 - Annual Park Irrigation Projects: Piper Park & Magnolia Park, since 97-98
 - Piper Park Turf Improvements, since 98-99
 - Geographic Information Systems (GIS), since 00-01
 - Moss Removal, since 03-04
 - Safe Routes to School, since 05-06
 - Railroad Building Storage Improvements, since 06-07
-

Planned 2009-10 Projects:

Name of Project: 101 Elm Stairs & Pathway
Year Originated: 2008-09
Amount Available: \$117,980
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: \$328,560
Project Description: This 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.

Name of Project: Alexander Bridge/Seismic Retrofit
Year Originated: 1997-98
Amount Available: \$300,000 in 09-10; \$1,300,000+ in 2010-13 and beyond
Project Description: The purpose of this project is to retrofit or replace 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. Staff will continue to work with the Heritage Preservation Board, interested citizens and the Council over the next three years to determine if retrofit or replacement will be the appropriate course of action.

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 do not have the in house expertise.

Name of Project: Annual Storm Drain Repair/Replacement
Year Originated: 1994-95 Revolving Account
Amount Available: \$50,000
Project Description: This revolving fund makes money available for storm drain repair and replacement projects. This same funding source is used to repair drainage inlets and tide gates, and to study and develop engineering alternatives to local flooding problems in various parts of the city. Money from this fund is be used to replace or renovate storm drains/catch basins around the city as needed. In 2009-10, funds from this account were used to correct drainage problems in various locations around the City.

Name of Project: Arroyo Holon Bridge Replacement, AKA Doherty Bridge
Year Originated: 2001-02
Amount Available: \$360,000 in 09-10; \$2,500,000 through 2010-13
Project Description: This placeholder amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2009-10. 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.

Name of Project: Baltimore & Magnolia- Traffic Study
Year Originated: 2009-10
Amount Available: \$5,000
Project Description: This new project paid for from the Transportation Fund will allow us to plan for future improvements in this actively traveled area.

Name of Project: Bon Air Bridge Replacement
Year Originated: 2001-02
Amount Available: \$540,000 in 09-10; \$1,360,000 through 2010-13
Project Description: This placeholder amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2009-10. 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 Gas Tax Fund and or settlement funds.

Name of Project: City Wide 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 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: Countywide Signing and Striping
Year Originated: 2009-10
Amount Available: \$31,000
Project Description: This grant is provided by TAM and is part of a countywide project to stripe and sign various areas through out the cities, towns and the County.

Name of Project: Dartmouth & Magnolia Traffic Signal Study
Year Originated: 2009-10
Amount Available: \$5,000
Project Description: This new project paid for from the Transportation Fund will allow us to plan for future improvements in this actively traveled area.

Name of Project: Disaster Preparedness Ongoing
Year Originated: 2007-08
Amount Available: \$15,000
Project Description: In 2006-07, Council made a commitment to disaster preparedness for the citizens of Larkspur, and asked that a plan be prepared for implementing a citizen based effort under the direction of Fire Chief Bob Sinnott. These funds have been used to pay for Larkspur's involvement in the regional GET READY program, for CERT and NERT programs and training, and to hire consulting assistance to help define the City's disaster committee. This project is in addition to the recently approved contract with City of San Rafael for emergency/disaster preparedness services.

Name of Project: Doherty Drive Class I Multi-Use Path
Year Originated: 2008-09
Amount Available: \$700,935
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. The work may involve removal and replacement of existing trees and will be designed and constructed in conjunction with the Niven project and the replacement of the Doherty Bridge.

Name of Project: Doherty Drive Reconstruction Phase III
Year Originated: 2008-09
Amount Available: \$440,171
Project Description: This grant-funded project 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. The project has been in the design phase in 2008-09 and construction should

begin in 2009-10 in conjunction with the replacement of the Doherty Bridge and any improvements related to the Niven Project.

Name of Project: Doherty Drive Signing and Restriping
Year Originated: 2008-09
Amount Available: \$119,514
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: Dolliver Park Playground
Year Originated: 2009-10
Amount Available: \$30,000
Project Description: This Park Development funded project will provide a newly refurbished accessible playground for children. An audit of this playground was done during FY 08-09 and the findings indicated that the playground should be updated for safety compliance.

Name of Project: Downtown Sidewalk & Tree Management
Year Originated: 2005-06
Amount Available: \$50,000
Project Description: The Council and the downtown property owners and merchants have discussed this project for several years and came to resolution about the types of street trees and a process for repairing the sidewalks in 2005-06. In 2008, the Council authorized staff to complete a street tree and sidewalk replacement program at the City's expense over the next 3 to 4 years, and in conjunction with the adjacent downtown property owners. Four trees and the adjacent sidewalk areas were replaced in 2008-09.

Name of Project: East Sir Francis Drake Bike/Ped Multi-Use Bridge
Year Originated: 2006-07
Amount Available: \$107,000
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 2009-10.

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: 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 will begin 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) & Link to Mapping Projects
Year Originated: 2000-01
Amount Available: \$40,000 + \$20,000
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. All the smaller GIS projects that were called out separately in the capital program have now been rolled into this one project.

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: Housing Element– Book and Consultant
Year Originated: 2007-08
Amount Available: \$33,000
Project Description: Larkspur will need to update its Housing Element for the 2007-2014 cycle. The cities, towns and County will again work together to prepare a workbook/template for the housing elements with the unique characteristics of each community added as a second step. This project will fund Larkspur's share of the cost for both the workbook and the consulting staff needed to prepare it.

Name of Project: Link to Mapping, Records and Plans etc.
Year Originated: 1998-99
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: \$150,000
Project Description: The City spent approximately \$300,000 on resurfacing and/or repairing road segments in Larkspur in 2008-09. Unfortunately, due to possible state borrowing of funds meant for road repair 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 Pavement Rehabilitation
Year Originated: 2009-10
Amount Available: \$236,000
Project Description: This stimulus project funded by the Federal ARRA will allow the City to rehabilitate a portion of Magnolia Avenue between Ward Street and Doherty Drive.

Name of Project: Miwok Park – Tubb Lake Dredging
Year Originated: 2008-09
Amount Available: \$20,000
Project Description: Periodically the City dredges Tubb Lake in Miwok Park to prevent silt build up which limits the amount of water this man made lake can hold before spilling over into the drainage system. It is again time to dredge the lake and the work will be done in 2009-10 at such time the City's environmental consultant deems the work prudent for plant and animal life.

Name of Project: Multi Use Pathway between Doherty Drive and Heatherwood Park
Year Originated: 2008-09
Amount Available: \$142,376
Project Description: This grant-funded project is in progress and will allow the City to complete another ADA accessible pathway connection between the neighborhoods and the schools on the west side of Larkspur. This presently informal path runs between the Larkspur Creek adjacent to the Redwood High School Corporation Yard and the Niven Property.

Name of Project: Piper Park Soccer Field Fence
Year Originated: 2007-08
Amount Available: \$36,000
Project Description: This small Park Bond funded project will prevent balls from being kicked, tossed or otherwise maneuvered into the dog park from the multi-use field.

Name of Project: Post Street Stairs and Pathway
Year Originated: 2000-01
Amount Available: \$185,835
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 2009-10.

Name of Project: Public Works Facilities Planning
Year Originated: 2009-10
Amount Available: \$150,000
Project Description: This project will allow the City to develop plans for a temporary corporation yard facility after the existing facility in Piper Park is demolished to make way for the new Twin Cities Police Facility in early 2010.

Name of Project: Redwood Highway Pathway and Intersection
Year Originated: 2009-10
Amount Available: \$400,000
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: Remillard Park Dredging
Year Originated: 2009-10
Amount Available: \$19,000
Project Description: With money from the Park Development Fund, the City will dredge Remillard Pond to prevent silt build up which limits the amount of water this marsh area can absorb before flowing into the Bay. It is again time to dredge the lake and the work will be done in 2009-10 at such time the City's environmental consultant deems the work prudent for plant and animal life.

Name of Project: 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.

CODE FOR METHOD OF FINANCING

| | | | |
|------|-----------------------------------------|------------------|-----------------------------|
| CIF | Capital Improvement Fund/General Fund | SAFE | Safe Routes to School Grant |
| GT | Gas Tax | FEMA | Federal and/or State Funds |
| PD | Park Development & Property Development | 1B | Proposition 1B Funds |
| TIF | Transportation Fund | TAM | Measure A and/or TAM |
| CW | Clean Water Fund | NTPP/TE/TDA/PTAP | Other Agency Grant Funding |
| ARRA | Federal Stimulus Funds | | |

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
 MOST PROJECTS IN 2010-2011 AND BEYOND ARE UNFUNDED

| PROJECT NAME AND DESCRIPTION | FINANCING | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|----------------------------------------------------------|--------------|---------|---------|-----------|-----------|
| 101 Elm Stairs & Pathway | NTPP | 117,980 | | | |
| ADA Accessible Pathway to Sandra Marker Trail | GT/SAFE | 328,560 | | | |
| Alexander Bridge Seismic Retrofit & Rehab | GR/GT | 300,000 | 300,000 | 500,000 | 500,000 |
| 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 Storm Drain Repair/Replacement | CIF | 50,000 | 50,000 | 50,000 | 50,000 |
| Arroyo Holon Bridge Replacement | GR/GT | 540,000 | 500,000 | 1,000,000 | 1,000,000 |
| Balfmore & Magnolia Traffic Signal Study | TIF | 5,000 | | | |
| Bon Air Bridge Replacement | GR/GT | 360,000 | 360,000 | 500,000 | 500,000 |
| City Wide Annual Accessibility Improvement Program (ADA) | CIF | 5,000 | 45,000 | | |
| Citywide Striping | GT | 15,000 | | | |
| Countywide Signing & Striping | TAM | 31,000 | | | |
| Dartmouth & Magnolia Traffic Signal Study | TIF | 5,000 | | | |
| Disaster Preparedness Ongoing | CIF | 15,000 | 15,000 | 15,000 | 15,000 |
| Doherty Drive Class I Multi Use Path | NTPP | 700,935 | | | |
| Doherty Drive Reconstruction Phase III | 1B/TAM | 440,171 | | | |
| Doherty Drive Signing & Striping | TAM | 119,514 | | | |
| Dolliver Park Playground | PD | 30,000 | | | |
| Downtown Sidewalk & Tree Management | GT | 50,000 | | | |
| ESFD Bike/Ped Multi-Use Bridge | CIF/TE | 107,000 | | | |
| Fire Hydrant Replacement | EQ | 15,000 | 15,000 | 15,000 | 15,000 |
| General Plan Update | CIF | 200,000 | 100,000 | | |
| Geographical Information System | GR,GT,TIF,CW | 60,000 | 60,000 | | |
| Greenbrae Corridor | TIF | 10,000 | | | |
| Housing Element (Book and Consultant) | CIF | 33,000 | | | |
| Link to Mapping,Records, Plans etc. | TIF | 21,000 | | | |
| Local Street Maintenance & Rehab Program | GT | 150,000 | 500,000 | 500,000 | 250,000 |
| Magnolia Avenue Pavement Rehabilitation | ARRA | 236,000 | | | |
| Miwok Park - Tubb Lake Dredging | PD | 20,000 | | 20,000 | |
| Multi Use Pathway btw Doherty and Heatherwood | TAM | 142,376 | | | |

CODE FOR METHOD OF FINANCING

| CODE | Method of Financing |
|------------------|-----------------------------------------|
| CIF | Capital Improvement Fund/General Fund |
| GT | Gas Tax |
| PD | Park Development & Property Development |
| TIF | Transportation Fund |
| CW | Clean Water Fund |
| ARRA | Federal Stimulus Funds |
| SAFE | Safe Routes to School Grant |
| FEMA | Federal and/or State Funds |
| 1B | Proposition 1B Funds |
| TAM | Measure A and/or TAM |
| NTPP/TE/TDA/PTAP | Other Agency Grant Funding |

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2010-2011 AND BEYOND ARE UNFUNDED

| PROJECT NAME AND DESCRIPTION | FINANCING | | | |
|-------------------------------------------------------|-----------------|---------|---------|---------|
| | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Piper Park Soccer Field Fence | PD 36,000 | | | |
| Post Street Stairs & Pathway | NTPP 185,835 | | | |
| Public Works Facilities Planning | CIF 150,000 | 500,000 | | |
| Redwood Highway Pathway Intersection | RM2/TAM 400,000 | | | |
| Remillard Park Dredging | PD 19,000 | | | 115,400 |
| Sidewalk repair and replacement - Citywide | CIF 10,000 | 10,000 | 10,000 | 10,000 |
| Annual Park Irrigation - Piper Park | CIF 50,000 | 50,000 | | |
| Bike Path Rehab at Creekside - Class I | CIF/GR | | | |
| Bon Air Landing | CIF | | | 75,000 |
| Bon Air Road - Magnolia Intersection Modification | GR/CIF | | | 250,000 |
| Bus Shelter at Arch Street Stairs | CIF 15,000 | | | |
| Bus Shelter at Ward and Magnolia | CIF 15,000 | | 25,000 | |
| Cane Street Culvert Bridge Repair | CIF | | | |
| Cane Street Reconstruction Magnolia to Bridge | GT 150,000 | 150,000 | | |
| City Boat Dock @ Rowing Club | CIF 100,000 | 100,000 | | |
| City Hall Parking Lot Retaining Wall | CIF 250,000 | 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 |
| Frances & Magnolia Traffic Signal Study | CIF | 10,000 | | |
| Greenbrae Marina Street Drainage Improvements | CIF | | 30,000 | |
| Greenbrae School Park - Mini Park Master Plan Imprv't | CIF | | | 6,000 |
| Hamilton Park - Mini Park Master Plan Improvement | CIF | | | 40,000 |
| Heatherwood Park - Mini Park Master Plan Improvement | CIF | | | 225,000 |
| Hillside Drainage 600 Magnolia | CIF | | 150,000 | |
| Hillview Park - Mini Park Master Plan Improvement | CIF | | | 70,000 |
| King & Magnolia Traffic Signal Study | CIF | 10,000 | | |
| King Street Bridge | CIF | 25,000 | | |
| Lark Creek Bridge | CIF | 20,000 | | |

CODE FOR METHOD OF FINANCING

| CODE | Method of Financing |
|------|---------------------------------------------|
| CIF | Capital Improvement Fund/General Fund |
| GT | Gas Tax |
| PD | Park Development & Property Development |
| TIF | Transportation Fund |
| CW | Clean Water Fund |
| ARRA | Federal Stimulus Funds |
| | SAFE Safe Routes to School Grant |
| | FEMA Federal and/or State Funds |
| | 1B Proposition 1B Funds |
| | TAM Measure A and/or TAM |
| | NTPP/TE/TDA/PTAP Other Agency Grant Funding |

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2010-2011 AND BEYOND ARE UNFUNDED

| PROJECT NAME AND DESCRIPTION | FINANCING | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Larkspur Bicycle/Pedestrian Transportation Master Plan | CIF | | 10,000 | | |
| Meadowood Bridge | CIF | | | 25,000 | 25,000 |
| Miwok Park - Mini Park Master Plan Improvement | CIF | | 25,000 | | 350,000 |
| Miwok Park - Tubb Lake Dam Outlet Works | PD | | 10,000 | | |
| Miwok Park - Tubb Lake Property Line Survey | CIF | | 20,000 | | |
| Moss Removal | CW | | | 20,000 | 20,000 |
| Niven Park | CIF | | | | 63,300 |
| North Magnolia Avenue Rehabilitation - Murray to City Limits | CIF | | | | 250,000 |
| Pedestrian Flashers - OTS Grant | GR | | 200,000 | | |
| 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 | | |
| Sir Francis Drake Pedestrian Bridge | CIF | | | 170,000 | |
| 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 | | 4,928,371 | 4,115,000 | 3,095,000 | 5,109,700 |

