



CITY OF LARKSPUR

**ADOPTED
BUDGET
FY 2010-2011**

**Four Year
CAPITAL IMPROVEMENT PROGRAM
2010-2014**

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CITY OF LARKSPUR

BUDGET MESSAGE
FISCAL YEAR 2010-11

CAPTIAL IMPROVEMENT PROGRAM
FISCAL YEAR 2009-10 TO 2013-14

May 28, 2010

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

OVERVIEW

I present the Fiscal Year 2010-11 budget having only been with the City for a handful of days. I think it is paramount that I acknowledge the extraordinary efforts of Finance Director Amy Koenig to compile this document under the guidance of both me and former Interim City Manager Pat Thompson. I also want to thank all of the department heads for their contributions. California local government will remember FY2009-10 as one of the most difficult in history and the department heads did an exemplary job of operating within the budget. Because the Council and staff continued Larkspur's longstanding practice of operating within its means and maintaining reserves, the City will exit FY2009-10 in a positive cash position.

Department heads have taken great care to submit manageable budgets for what promises to be a similarly challenging FY2010-11. General Fund revenues (excluding transfers) are projected to decline by approximately 2.3%. This reduction reflects the sluggish economy's effect on Larkspur's sources for sales tax and transient occupancy tax, as well as a significant drop in the rate of return the City is realizing on its investments. On a positive note, property values remain high in Larkspur and we anticipate property tax revenues will hold relatively steady in FY2010-11.

There are a number of statewide trends that we must closely monitor in the coming months. The State continues to shift its responsibilities and financial burdens downward on to local governments while seeking ways to borrow or outright take local revenues. The downsizing of local governments, particularly county governments, is eliminating many programs that serve our most vulnerable populations – a trend that will ultimately increase demand for public safety services. And well-publicized problems with the California Public Employees Retirement System (CalPERS) and ever-rising health care costs are driving up payrolls at an unsustainable pace.

Though these statewide issues are a concern, we have reason to be optimistic about Larkspur's financial outlook. Despite the weak economy, investment in Larkspur continues. During the past fiscal year, the City approved residential development on the Niven/Rose Garden property, new ownership of Larkspur Landing initiated a rebranding process to become Marin Country Mart, EAH opened the Drake's Way apartment complex, and a Trader Joe's grocery store opened, increasing the number of patrons shopping in Cost Plus Plaza.

We also remain hopeful that the City will prevail in the appeal of the fraud case against Jacobs Engineering. The City may realize a one-time infusion of \$8.3 million as a result of this case. These monies would be a welcome means to meet some of the City's long-term goals, including serving as a stimulus for one or more of the projects in the Larkspur 2050 Capital Infrastructure Plan. Most notably, this award could fund some or all of the costs associated with the development of a new Public Works Corporation Yard. While the Council's ad-hoc committee and staff are working diligently on a solution to the City's corporation yard issue, the Council should note that this budget contains no allocation for this project.

Fiscal Year 2010-11 promises considerable capital improvements in Larkspur. Doherty Drive will be particularly active, with work having begun on the Phil Green Twin Cities Police Authority Building and soon to begin pavement rehabilitation. The pavement rehabilitation is one of many projects the City will fund, in part, with grant monies obtained through the efforts of the Public Works and Engineering Department. Other highly visible projects anticipated for the coming fiscal year include signing and striping improvements on Magnolia Avenue and an ADA Accessible Pathway on the Sandra Marker Trail.

My preliminary assessment of City operations is that we are running extraordinarily "lean and mean" in terms of manpower and resources. That we are proposing no programmatic changes for FY2010-11 is a testament to the dedication and productivity of the staff. The budget presented herein proposes no employee layoffs and no salary reductions. Payroll is projected to increase primarily as a result of the annual increase in the cost of employee benefits.

Overall, the budget I present to you reduces expenditures by \$44,695 or 0.3% below the prior fiscal year. Unfortunately, we are projecting an overall decline in revenues (after transfers from designated funds) of \$208,200 or 1.5%. This difference represents a structural deficit of \$163,505 or 1.2%. I recommend this deficit be offset with reserves. After this transfer and allowing for unanticipated one-time expenses, we anticipate maintaining a reserve that is sufficient to ensure City operations through an extended emergency.¹²

I do not make this recommendation lightly, as it is not a sustainable practice to offset structural deficits with reserves. However, I am not inclined to institute an across-the-board cut to correct a deficit. I prefer a measured approach that accounts for the Council's priorities and the needs of the community. Mayor Lundstrom and I have discussed holding a Council-Manager strategic planning session in July or August. It is my desire that we use this session to establish goals and objectives for the near- and long-term. Drawing upon these goals and objectives, I will work with staff during the fiscal year to correct this deficit.

I must note that these remain volatile economic times. While I believe the revenue projections in this budget to be conservative, they assume that current financial trends generally remain constant and that the State of California does not craft a new way to seize local funds. More so than a "normal" year, I believe the mid-year budget review will be critical in Fiscal Year 2010-11.

BUDGET SUMMARY

The recommended budget generally maintains program levels from the prior fiscal year. Operating expenses are projected to exceed revenues by \$163,505 or 1.2%. General Fund reserves will be used to offset this deficit. Throughout the fiscal year, staff will attempt to correct the deficit by freezing any

expenditures deemed operationally unnecessary and evaluating opportunities to improve cost-recovery or generate new revenues.

Revenues

Excluding transfers, General Fund revenues are projected at \$12,992,250, which is \$305,700 or 2.3% less than was anticipated in the prior fiscal year. Though most indications are that property taxes (which represent more than half of General Fund revenues) will remain stable, this budget includes a recommendation from the County Assessor to project a 2% decline. A \$65,000 decline is projected for the supplemental property tax. These projections are consistent with the conservative approach applied to the budget.

Though there are national reports of an economic upturn, this budget anticipates revenues from sales and use tax and transient occupancy tax will continue to decline in FY2010-11. The budget also assumes a nominal return on the City's investments, which consist primarily of interest income from the City's cash reserves.

Expenditures

Anticipated expenditures total \$13,528,755, which is \$44,695 or 0.3% less than the prior fiscal year. The elimination of vacancies and a decision to bring park maintenance in-house produced significant savings against the prior fiscal year and help mitigate increases to key fixed costs: payroll and insurance. A comparison of General Fund expenditures in each department is provided on Page 12. Key changes to department and division budgets are discussed with the budget book.

IN CLOSING

I am pleased to present to the Council a budget that maintains services at the levels residents have come to expect. Though I am recommending we use reserves this year to preserve our core services, I am confident that our management team will find ways to bridge the small deficit we project in this budget.

Fiscal Year 2010-11 will be a year of assessment for Larkspur. Strategic goals and objectives will be discussed and defined, core services will be evaluated, and the priorities in the Larkspur 2050 Capital Infrastructure Plan will be reviewed – perhaps with the benefit of several millions of dollars awarded through litigation. Your review of this budget will be the first step in this process.

Respectfully submitted,

Dan Schwarz

SUMMARY 2010/11

FUND	ESTIMATED	Estimated Revenue	Transfer In	Transfer Out	Estimated Expenditures	Transfers & Expenditures	ESTIMATED
	BALANCE 6/30/2010						BALANCE 6/30/2011
General	700,000	13,297,950	275,500	285,629	13,287,821	13,573,450	700,000
Capital	-333,802	1,803,780	2,309,073		3,537,853	3,537,853	241,198
Clean Water	15,000	94,000		20,000	88,000	108,000	1,000
Equipment/Tech	620,522	25,000		161,000	305,000	466,000	179,522
L/T Capital/Disaster	1,102,953						1,102,953
TOT Fund	35,000	45,000			50,000	50,000	30,000
Gas Tax	498,355	1,321,000		178,190	1,455,000	1,633,190	186,165
Park Development	72,000	300			53,000	53,000	19,300
State & Regional	633,660	2,199,872		2,045,883		2,045,883	787,649
Transportation	417,680	3,000		20,000	46,000	66,000	354,680
Child Care	3,000	650,000			649,654	649,654	3,346
Summer School	2,600	165,000			163,844	163,844	3,756
Tidalwaves	15,000	80,000			79,530	79,530	15,470
E. Sir Francis Dk.	152,520	300					152,820
King Mountain	69,856	150					70,006
TOTAL	4,004,344	19,685,352	2,584,573	2,710,702	19,715,702	22,426,404	3,847,865

**SCHEDULE OF REVENUES
BY FUND**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2009-10 ESTIMATED	2010-11 BUDGET
GENERAL FUND REVENUE						
TAXES						
Property taxes/current	6,258,214	6,623,742	6,892,811	7,250,000	6,965,000	7,100,000
Property taxes/ERAf	697,589	1,101,687	830,859	800,000	921,238	900,000
Property taxes/unsecured	47,918	48,983	181,024	170,000	155,000	170,000
Homeowners exemption	41,695	40,431	40,997	45,000	45,000	45,000
Supplemental	170,253	119,542	154,596	215,000	100,000	150,000
Sales and use tax	1,631,939	1,585,117	1,524,672	1,565,000	1,425,000	1,450,000
Scavenger franchise	338,657	345,284	338,567	330,000	340,000	340,000
PG&E franchise	110,842	103,708	108,568	110,000	96,272	100,000
Cable TV franchise	214,047	232,038	247,108	235,000	245,000	245,000
Business license tax	362,937	382,710	369,615	375,000	380,000	375,000
Property transfer tax	110,616	122,829	93,502	120,000	75,000	100,000
Transient occupancy tax	526,705	554,177	441,898	525,000	375,000	400,000
TOTAL	10,511,412	11,260,248	11,224,217	11,740,000	11,122,510	11,375,000
LICENSES AND PERMITS						
Building permits	370,414	378,107	332,713	345,000	390,000	375,000
Other licenses and permits	6,161	3,850	3,477	3,000	3,000	3,000
Residential inspections	19,621	32,390	17,205	25,000	20,000	25,000
TOTAL	396,196	414,347	353,395	373,000	413,000	403,000
PENALTIES AND FINES						
Vehicle code fines/city	16,381	12,843	7,292	15,000	6,500	15,000
Vehicle code fines/cvc	18,174	0	-14,648	35,000	25,000	35,000
Library fines and fees	19,342	21,278	23,349	22,000	24,000	24,000
Tree fines/Other fines	38,500	1,500				
TOTAL	92,397	35,621	15,993	72,000	55,500	74,000
USE OF MONEY AND PROPERTY						
Investment earnings	167,250	137,900	42,239	84,500	12,000	25,000
Rental	1	1	1	50	1	50
TOTAL	167,251	137,901	42,240	84,550	12,001	25,050
OTHER AGENCIES						
Vehicle in-lieu tax	70,305	53,755	41,510	55,000	20,000	30,000
CLSA subvention/Inter Lib Loan	50,439	41,042	43,311	50,000	44,000	50,000
TOTAL	120,744	94,797	84,821	105,000	64,000	80,000
CHARGES/CURRENT SERVICES						
Planning fees	185,129	215,711	129,530	140,000	135,000	140,000
Plan check fees	128,813	64,409	46,602	65,000	40,000	65,000
Consultant Admin Fees	4,086	14,055	11,564	15,000	8,000	15,000
Fire department fees	24,869	24,942	31,600	30,000	31,400	30,000
Encroachment permit fees	8,974	6,567	24,197	12,500	13,000	15,000
Recreation program fees	399,675	455,458	423,855	400,000	420,000	425,000
In-lieu service fees	37,600	38,352	39,119	39,900	39,901	40,700
Plan retention fees	4,186	4,940	2,182	1,500	3,000	2,500
Other current service fees	9,932	10,900	6,706	5,000	7,500	7,500
TCPD/RVPA reimbursement	40,000	46,000	48,000	48,000	48,000	88,000
TOTAL	843,264	881,334	763,355	756,900	745,801	828,700

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2009-10 ESTIMATED	2010-11 BUDGET
OTHER REVENUE						
Filing fees	300	600	1,040	1,500	170	1,500
Other revenues	26,438	62,604	87,593	40,000	41,000	55,000
Misc state revenue	74,338	193,863	265,978	125,000	200,000	150,000
Disposition of property			15,000		10,000	
Disposition of real property			945,000		20,000	
TOTAL	101,076	257,067	1,314,611	166,500	271,170	206,500
TOTAL GENERAL FUND	12,232,340	13,081,315	13,798,632	13,297,950	12,683,982	12,992,250
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	250,000	200,000	200,000	150,000	150,000	200,000
Transfer from Equipment/Tech			75,500	75,500	75,500	133,000
Transfer from Clean Water	60,000	60,000	30,000	30,000	20,000	20,000
Transfer from Reserve						163,505
TOTAL	330,000	280,000	325,500	275,500	265,500	536,505
TOTAL GENERAL FUND INCLUDING TRANSFERS	12,562,340	13,361,315	14,124,132	13,573,450	12,949,482	13,528,755
OTHER FUNDS						
CLEAN WATER	93,959	93,321	94,000	94,000	94,000	94,000
CHILD CARE	527,582	572,447	620,000	630,000	640,000	650,000
TIDALWAVES	61,078	48,474	50,000	70,000	80,000	80,000
SUMMER SCHOOL	150,196	167,540	150,000	150,000	230,000	165,000
GAS TAX FUND						
Investment earnings	36,697	15,753	25,000	12,000	3,000	5,000
State gas tax 2105	73,585	72,229	73,000	73,000	66,000	65,000
State gas tax 2106	58,470	56,893	58,000	58,000	54,000	52,000
State gas tax 2107	98,349	96,829	98,000	98,000	88,000	86,000
State gas tax 2107.5	3,000	3,000	3,000	3,000	3,000	3,000
Grant/other	0	23,555	398,323	960,000	280,000	960,000
Traffic Congestion/Road Impact	201,408	263,724	270,027	150,000	220,000	150,000
TOTAL GAS TAX FUND	471,509	531,983	925,350	1,354,000	714,000	1,321,000
TRANSPORTATION	102,170	17,249	261,966	5,000	53,000	5,000

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		12,949,482
Less:		
Expenditures (Net Operating)	12,503,258	
Debt Service	210,500	
Equipment Replacement Charges	25,000	
Transfers to other Departments	180,000	
Total	<u>12,918,758</u>	
		12,918,758
Estimated Fund Balance 6/30/10		730,724

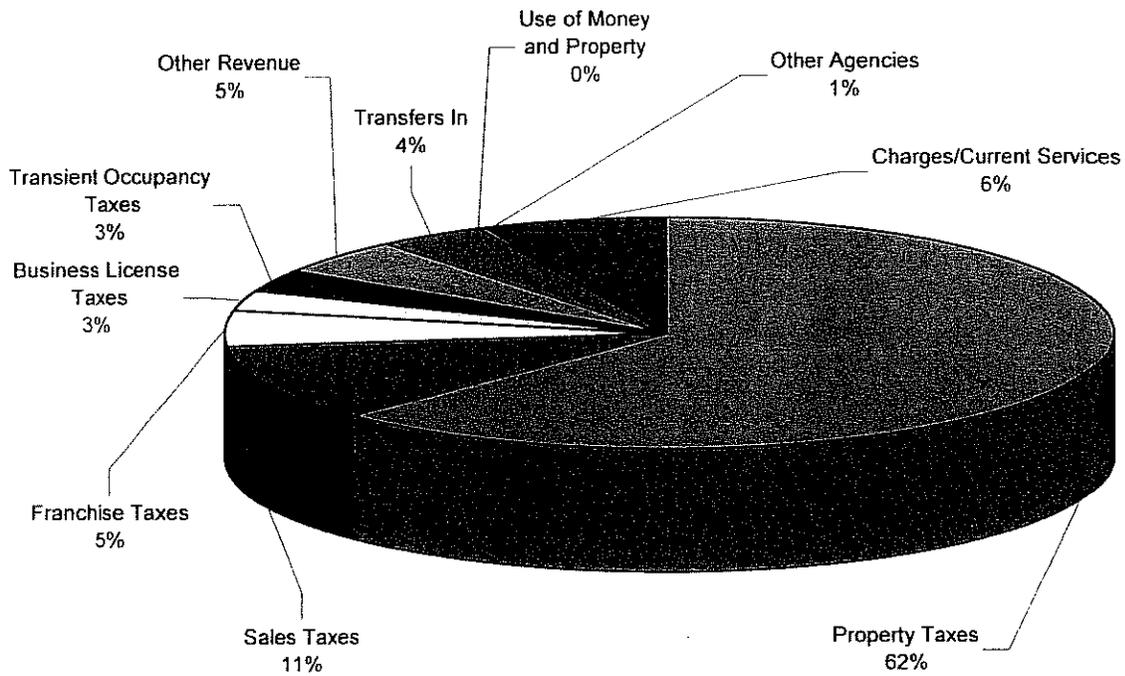
2010/11

Estimated Fund Balance 7/01/10		700,000
Revenue 2010/11		13,528,755
Less:		
Expenditures (Net Operating)	12,899,035	
Debt Service	212,720	
Equipment Replacement Charges	25,000	
Transfers to other Departments	392,000	
Total	<u>13,528,755</u>	
		13,528,755
Estimated Fund Balance 6/30/11		700,000

GENERAL FUND EXPENDITURE COMPARISON

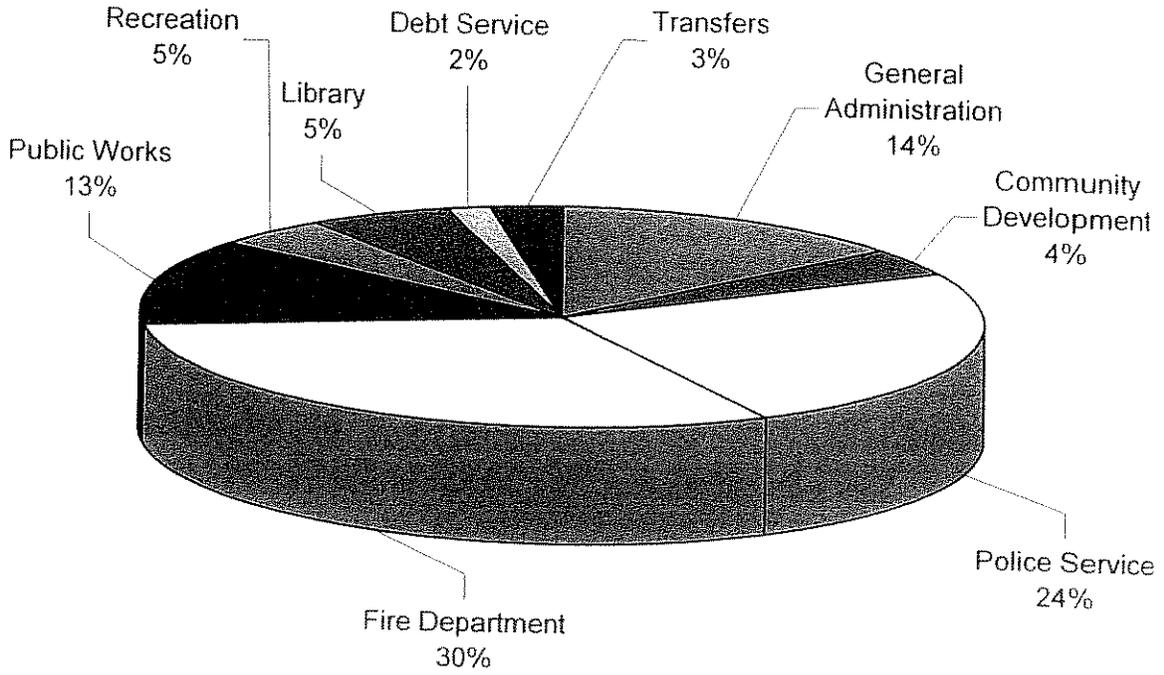
DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	ESTIMATE 2009-10	BUDGET 2010-11
Council	47,796	53,413	52,710	58,968	57,888	73,281
General Administration	1,306,169	1,348,294	1,492,600	1,478,429	1,433,176	1,506,456
Facilities and Computer Maintenance	259,994	253,154	192,575	264,400	188,560	260,400
Planning/Community Development	428,147	462,782	488,549	523,598	487,711	543,373
Police Services	3,417,660	3,485,664	3,369,259	3,349,797	3,349,797	3,298,687
Fire Department	3,436,490	3,752,870	3,768,038	3,898,885	3,878,425	3,973,114
Fire-Building Inspection	215,576	191,873	185,785	213,265	182,751	204,165
Public Works/ Engineering	430,742	374,806	345,869	478,441	365,316	363,558
Public Works/Streets	884,929	904,794	880,717	874,057	873,334	872,885
Public Works/Parks	583,812	530,185	618,160	565,966	435,127	466,606
Recreation	578,578	603,974	585,560	623,338	558,610	621,816
Library	608,213	667,446	680,215	748,619	717,563	739,694
TOTAL OPERATING	12,198,106	12,629,255	12,660,037	13,077,763	12,528,258	12,924,035
to Capital Improvement	100,000	154,044	945,000	285,629	180,000	192,000
to Insurance Fund		584,000				200,000
NET OPERATING	12,298,106	13,367,299	13,605,037	13,363,392	12,708,258	13,316,035
Debt Service-Lease payment						
Fire Station	82,000	81,999	61,207			
MERA Bond Payment	39,853	39,777	39,786	39,838	40,000	40,000
Multi-Use Field P&I	94,720	94,718	94,718	94,720	95,000	94,720
Fire Truck Lease			75,436	75,500	75,500	78,000
Corporation Yard Loan						
TOTAL GENERAL FUND EXPENDITURES	12,514,679	13,583,793	13,876,184	13,573,450	12,918,758	13,528,755

Budgeted 10/11 Revenues



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

Budgeted 10/11 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.

2010-11 Goals:

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

2010-11 Key Changes:

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

ANNUAL BUDGET

CITY COUNCIL

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATE 2011-12
Salaries, wages & benefits	44,869	46,934	49,798	54,368	68,681	70,741
Professional services	250	1,225	0	1,000	1,000	1,030
Materials & supplies	189	266	172	300	300	309
Communication & travel	2,488	4,988	2,740	2,500	2,500	2,575
Maintenance & supplies	0	0	0	0	0	0
Miscellaneous	0	0	0	800	800	824
TOTAL	47,796	53,413	52,710	58,968	73,281	75,479
Council Members	5	5	5	5	5	5

ADMINISTRATION DEPARTMENT PROGRAM DESCRIPTION

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

2010-11 PROGRAM OBJECTIVES

1. Identify new/alternative local revenues, track relevant legislation and review new technologies to increase funding for City services and monitor the City's future financial condition for strategic planning purposes.
2. Implement the Council's infrastructure goals.
3. Coordinate a goals setting retreat with the City Council.
4. Conduct an Administrative Services study to strengthen the services and support capacity of the administration, finance and customer services staff.
5. Implement the City's capital program including the Police Facility, Corporation yard, and bridge replacement.
6. Update the TOT application process.
7. Update Accounting Systems Software

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 6/30/11.
- Review and recommit to the Larkspur 2050 Plan in coordination with the City Council.
- Arrange for a facilitated retreat with the City Council by October 1, 2010.
- Through a professional services contract review the administrative support staff job duties and responsibilities to insure that they efficiently meet the needs of the organization and the Administrative Services Department by 6/30/2011.
- Inform the community about facility needs, and keep the Council/community informed of progress throughout 2010-11.
- To council for adoption Nov/Dec 2010
- Purchase and install integrated accounting software for management of city finances, budgets and investments by 6/30/11.

2010-11 Key Changes:

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

Authorized Positions

Proposed

City Manager	1.00
Finance Director	1.00
Clerk/Cust Svc. Supervisor	1.00
Customer Service Representative*	3.00
Accounting Specialist	1.00
Permit Technician	1.00
	8.00

*One position vacant and unfilled

ANNUAL BUDGET

ADMINISTRATION

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	828,722	921,822	930,641	987,229	1,011,556	1,031,787
Professional services	195,145	158,588	194,588	150,000	180,000	183,600
Materials & supplies	12,364	10,807	8,670	15,000	15,000	15,300
Communications & travel	26,012	24,210	23,981	36,200	36,200	36,924
Maintenance & supplies	0	300	0	2,000	2,000	2,040
Insurance	23,308	21,582	13,726	16,000	16,000	16,320
Contingency/miscellaneous	214,618	206,060	318,375	257,000	230,700	235,314
Capital outlay	0	0	0	0	0	0
Special projects	6,000	4,925	2,619	15,000	15,000	15,300
TOTAL	1,306,169	1,348,294	1,492,600	1,478,429	1,506,456	1,536,585
City Manager	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1
City Clerk/Cust Svc. Supervisor	1	1	1	1	1	1
Customer Service Rep	3	3	2	2	2	2
Accountant						
Accounting Specialist	1	1	1	1	1	1
Permit Technician	1	1	1	1	1	1
TOTAL	8	8	7	7	7	7

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ANNUAL BUDGET

ADMINISTRATION-FACILITIES AND COMPUTER MAINTENANCE

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Contract Services	23,053	0	0	20,000	20,000	20,400
Utilities	15,549	17,160	17,716	16,000	18,000	18,360
Telephone	0	0	0	0	0	0
Building Maintenance & supplies	56,282	54,480	49,587	50,000	50,000	51,000
Equipment Maintenance	51,722	49,201	15,897	41,000	35,000	35,700
Insurance	111,588	129,313	106,974	135,000	135,000	137,700
Rent	1,800	3,000	2,400	2,400	2,400	2,448
Capital	0	0	0	0	0	0
TOTAL	259,994	253,154	192,574	264,400	260,400	265,608

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.

2010-11

PROGRAM OBJECTIVES

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

PERFORMANCE MEASUREMENTS

- Schedule first public hearing within 30 days after application has been accepted as complete. Zoning Administrator to hear approximately 25 permits.
- Initiate public hearings within 60 days of application completeness.
- Initiate investigation of violations within 5 working days. If violation exists, send notice of violation within 5 working days.
- Process approximately 250 building permits. Complete zoning plan check within 7 working days.

2010-11 Key Changes:

The only changes to this budget are related to increased fixed costs in salaries and benefits. The numbers of applications have been revised to more accurately reflect changes in the economy and corrections to past estimates.

Authorized Positions

Proposed

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

2010-11

PROGRAM OBJECTIVES

1. Coordinate and facilitate Citizen Advisory Committee (CAC) to ensure the members have the opportunity to review and provide input on the existing General Plan and the components of the Comprehensive update.
2. Work with CAC members to assist them in encouraging community involvement throughout the update process.
3. Complete Housing Element Update.
4. Complete Climate Action Plan and work on implementation measures as outlined in the Plan.
5. Process updates to the City's Green Building Ordinance.
6. Continue amendments to zoning ordinance to update and clarify as needed.

PERFORMANCE MEASUREMENTS

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

Active community involvement in the process at CAC meetings and other public meetings and hearings.

Respond to comments from the State Department of Housing and Community Development; Complete the final Housing Element Update and schedule for Planning Commission and City Council hearings by August 2010.

Complete draft Climate Action Plan; hold informational community workshops or hearings, and schedule for City Council hearing by fall 2010.

Complete draft revisions and schedule for Planning Commission and City Council hearings.

Submit to City Council for public hearing and approval within 30 days after Planning Commission's review and recommendation, or as soon as may be scheduled before the City Council.

- 7. Support Heritage Preservation efforts to preserve the City's historic archives and the historic structures and features within the City.
- 8. Continue to coordinate with State and regional agencies on regional planning matters and issues impacting the community, such as climate action programs, planning for the SMART Station, regional multi-use routes, and the MTC/ABAG process to develop a Sustainable Communities Strategy.

Provide 20 hours per month of staff support to Heritage issues, and initiate public hearings within 30 days after the Board adopts heritage district recommendations.

To the extent possible, Planning staff will continue to attend meetings and workshops on regional planning matters and investigate grant opportunities for planning around the City's transit stations.

2010-11 Key Changes:

The General Plan and Housing Element updates were previously postponed due to funding and staffing needs. A planning intern has been hired to assist with both projects; the hiring of a consultant to assist with the General Plan update was delayed until 2010-2011 due available funding and the City Council's desire to first select a citizen advisory committee.

Authorized Positions	Proposed
Director	.60
Senior Planner	<u>.20</u>
	.80

ANNUAL BUDGET

PLANNING-COMMUNITY DEVELOPMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	412,587	441,253	468,772	492,498	512,273	522,518
Professional services	1,035	3,241	4,883	10,000	10,000	10,200
Materials & supplies	1,519	1,470	636	1,700	1,700	1,734
Communications & travel	5,439	9,568	7,525	8,200	8,200	8,364
Maintenance & supplies	0	0	492	700	700	714
Insurance	0	0	0	7,000	7,000	7,140
Miscellaneous	7,567	7,250	6,240	3,500	3,500	3,570
Capital outlay	0	0	0	0	0	0
Special projects	0	0	0	0	0	0
TOTAL	428,147	462,782	488,548	523,598	543,373	554,240
Planning Director	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1
Associate Planner	1	1	1	1	1	1
TOTAL	3	3	3	3	3	3

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ANNUAL BUDGET

POLICE

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Operating	3,417,660	3,485,669	3,369,259	3,349,797	3,298,687	3,364,661
TOTAL	3,417,660	3,485,669	3,369,259	3,349,797	3,298,687	3,364,661

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.

2010-11

PROGRAM OBJECTIVES

1. Strive to ensure that the Fire Department continues to deploy maximum services to our citizens while reducing costs wherever feasible.
2. Look for consolidation opportunities with agencies in our Ross Valley operational zone.
3. Continue to 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.

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

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

2010-11 Key Changes:

None

Authorized Positions

Fire Chief

Proposed

1.00

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.

2010-11

PROGRAM OBJECTIVES

1. Continue to deploy CPR, GET READY and CERT disaster preparedness programs to the community.
2. Implement new Community Emergency Advisory Committee (CEAC).
3. Oversee the daily functions of fire code enforcement services.

PERFORMANCE MEASUREMENTS

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

With the assistance of our contract OES staff from the City of San Rafael, upon receiving approval from Council, staff will deploy the new CEAC program.

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

2010-11 Key Changes:

Deployment of CEAC

Authorized Positions

Proposed

Contract Fire Marshal

.75

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.

2010-11

PROGRAM OBJECTIVES

1. The Deputy Fire Chief will continue to oversee our portion of the new Central Marin Training Consortium, which sets forth an annual comprehensive training program for engine company personnel.
2. Continue ongoing training programs to maintain a well prepared, all-risk emergency response force.

PERFORMANCE MEASUREMENTS

The deputy chief will be responsible for ensuring that all engine company crews meet all pre-established training objectives.

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

2010-11 Key Changes:

New Central Marin Training Consortium deployed in early 2010.

Authorized Positions

Proposed

Deputy Chief	1.00
Captains	6.00
Firefighter/Engineers	<u>10.00</u>
	17.00

ANNUAL BUDGET
 FIRE DEPARTMENT
 GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	3,084,519	3,429,429	3,464,684	3,614,885	3,689,114	3,762,896
Professional services	67,223	84,472	77,950	60,000	60,000	61,200
Materials & supplies	53,626	54,371	26,970	73,000	73,000	74,460
Utilities	18,066	18,317	18,564	17,000	17,000	17,340
Communications & travel	19,790	18,561	17,102	20,000	20,000	20,400
Maintenance & supplies	56,585	78,357	54,856	60,000	60,000	61,200
Insurance	66,423	46,023	40,652	42,000	42,000	42,840
Equipment charges/misc	65,860	20,566	65,575	7,500	7,500	7,650
Capital outlay	4,398	2,774	1,685	4,500	4,500	4,590
Special projects	0	0	0	0	0	0
TOTAL	3,436,490	3,752,870	3,768,038	3,898,885	3,973,114	4,052,576
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

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

2010-11

PROGRAM OBJECTIVES

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

PERFORMANCE MEASUREMENTS

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

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

2010-11 Key Changes:

While there is no significant bottom line adjustment to this department, the amounts have been moved within the accounts to more accurately reflect expenditures made for contracting building inspection services.

Authorized Positions

Proposed

Contract Building Inspectors

1.00

ANNUAL BUDGET

FIRE-BUILDING INSPECTION/CODE ENFORCEMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	173,592	15,052	18,238	163,715	20,765	21,180
Professional Services	36,000	174,589	166,247	36,000	180,000	183,600
Materials & supplies	2,467	992	0	3,300	0	0
Communications & travel	2,706	1,140	1,200	5,300	1,200	1,224
Maintenance & supplies	286	0	0	2,000	0	0
Contingency/miscellaneous	525	100	100	2,950	2,200	2,244
Capital Outlay	0	0	0	0	0	0
TOTAL	215,576	191,873	185,785	213,265	204,165	208,248
Building Inspector	1	1	1	1	0	0
TOTAL	1	1	1	1	0	0

PUBLIC WORKS - ADMINISTRATION/ENGINEERING

PROGRAM DESCRIPTION

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

2010-11

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 Drive, and Alexander bridges.
5. Complete projects funded by grants.
6. Finalize location and design of the permanent corporation yard.

PERFORMANCE MEASUREMENTS

- Continued implementation and integration of GIS/Marin Map will progress throughout the 2010-11 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.
- Secure site location and complete design aspect of the project.

2010-11 Key Changes:

The changes in this budget are related to decreased costs in salary and benefit accounts due to contract positions being used for engineering on grant projects.

Authorized Positions Proposed

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

*position vacant and unfilled

ANNUAL BUDGET

PUBLIC WORKS-ADMINISTRATION-ENGINEERING

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	179,962	235,513	214,561	353,941	235,158	239,861
Professional service	227,676	114,550	83,831	100,000	100,000	102,000
Materials & supplies	2,886	3,672	3,666	3,500	3,500	3,570
Communications & travel	4,406	5,768	3,727	4,000	4,000	4,080
Insurance	0	0	0	6,000	6,000	6,120
Miscellaneous	15,812	15,303	15,184	11,000	14,900	15,198
Equipment Replacement	0	0	25,000	0	0	0
Capital outlay	0	0	0	0	0	0
TOTAL	430,742	374,806	345,969	478,441	363,558	370,829
Public Works Director	0.4	0.4	0.4	0.4	0.4	0.4
Senior Engineer	1	1	1	0	0	0
GIS Technician			0.9	0.9	0.9	0.9
Customer Service Rep	1.0	1.0	0.9	0.9	0.9	0.9
TOTAL	2.4	2.4	3.2	2.2	2.2	2.2

PUBLIC WORKS - STREET MAINTENANCE DIVISION

PROGRAM DESCRIPTION

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

2010-11

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.

2010-11 Key Changes:

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

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 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	434,927	421,237	471,610	512,607	504,435	514,524
Professional services	73,877	78,250	74,142	60,000	60,000	61,200
Materials & supplies	19,296	29,328	21,882	19,500	19,500	19,890
Utilities	118,196	140,579	109,501	108,000	115,000	117,300
Communications & travel	8,457	8,054	8,724	8,000	8,000	8,160
Maintenance & supplies	143,810	162,215	143,669	150,000	150,000	153,000
Insurance	54,385	38,877	37,444	8,000	8,000	8,160
Equipment charges/misc	31,981	14,123	13,745	7,950	7,950	8,109
Capital outlay	0	12,131	0	0	0	0
Storm Damage						
TOTAL	884,929	904,794	880,717	874,057	872,885	890,343
Public Works Director	0.4	0.4	0.4	0.4	0.4	0.4
Superintendent	0.7	0.7	0.7	0.7	0.7	0.7
Maintenance Worker II	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker 1	2.0	2.0	2.0	2.0	2.0	2.0
TOTAL	4.1	4.1	4.1	4.1	4.1	4.1

PUBLIC WORKS - PARKS DIVISION

PROGRAM DESCRIPTION

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

2010-11

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.

2010-11 Key Changes:

Significant budget savings have been recognized in this department as the result of City staff attempting to maintain the City's parks without outside resources. Also, equipment replacement fund charges have been removed for this year.

Authorized Positions	Proposed
Director	.20
Superintendent	.30
Maintenance Worker II	1.00
Maintenance Worker I	<u>1.00</u>
	2.50

ANNUAL BUDGET

PUBLICS WORKS-PARKS

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	252,430	271,010	282,749	287,366	286,256	291,981
Professional services	281	0	1,648	1,500	1,500	1,530
Materials & supplies	2,650	1,380	3,270	5,100	5,100	5,202
Utilities	80,987	63,626	91,065	75,000	75,000	76,500
Communications & travel	0	89	0	1,000	1,000	1,020
Maintenance & supplies	216,994	170,750	211,340	175,000	92,000	93,840
Insurance	18,647	13,330	12,838	5,000	5,000	5,100
Equipment charges/misc	10,000	10,000	15,250	16,000	750	765
Capital outlay	1,823	0	0	0	0	0
TOTAL	583,812	530,185	618,160	565,966	466,606	475,938
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Superintendent	0.3	0.3	0.3	0.3	0.3	0.3
Maintenance Worker II	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker I	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL	2.5	2.5	2.5	2.5	2.5	2.5

RECREATION SERVICES

PROGRAM DESCRIPTION

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

2010-11

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. Update the Piper Park Master Plan.

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.

The Parks & Recreation Commission and staff will develop an update to the Master Plan for Piper Park that was last done in 1996.

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.

2010-11 Key Changes:

There are no significant changes to this budget.

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

ANNUAL BUDGET

RECREATION

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	344,476	362,957	380,250	426,938	425,416	433,924
Professional services	156,717	155,383	138,004	120,500	120,500	122,910
Materials & supplies	45,289	56,908	38,910	51,000	51,000	52,020
Communications & travel	12,510	10,598	10,833	12,200	12,200	12,444
Buildings & Structure Maintenance	4,825	4,500	4,500	4,500	4,500	4,590
Insurance	200	256	0	6,200	6,200	6,324
Miscellaneous	14,561	13,372	13,063	2,000	2,000	2,040
Capital outlay	0	0	0	0	0	0
Special projects	0	0	0	0	0	0
TOTAL	578,578	603,974	585,560	623,338	621,816	634,252
Recreation Director	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	0.5
TOTAL	2.5	2.5	2.5	2.5	2.5	2.5

LIBRARY

PROGRAM DESCRIPTION

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

2010-11

PROGRAM OBJECTIVES

1. Continue to support the educational, recreational and information needs of our community through quality, personalized service, library programs and access to a wide range of materials.
2. 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. Employ and retain knowledgeable, well-trained staff committed to excellent service. Provide opportunities for continuing education and training for staff.

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

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

2010-11 Key Changes:

There are no significant changes to this budget.

Authorized Positions

Library Director
Librarian
Library Assistant II
Library Assistant I

Proposed

1.0
2.0
1.0
3.0
7.0

ANNUAL BUDGET

LIBRARY

GENERAL FUND

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	498,332	544,778	592,322	646,119	637,194	649,938
Professional service	35,337	37,228	2,805	13,000	13,000	13,260
Materials & supplies	66,095	75,018	70,012	72,000	72,000	73,440
Communications & travel	1,452	1,919	5,733	7,000	7,000	7,140
Maintenance & supplies	2,130	2,511	50	500	500	510
Insurance	0	0	3,345	8,000	8,000	8,160
Contingency/miscellaneous	4,867	5,992	5,949	2,000	2,000	2,040
Capital outlay	0	0	0	0	0	0
TOTAL	608,213	667,446	680,216	748,619	739,694	754,488
Library Director	1	1	1	1	1	1
Librarian	2	2	2	2	2	2
Library Assistant II	1	1	1	1	1	1
Library Assistant I	3	3	3	3	3	3
TOTAL	7.00	7.00	7.00	7.00	7.00	7.00

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OTHER FUNDS

CLEAN WATER FUND BUDGET

2010/11

Estimated Fund Balance 6/30/10		15,000
Add:		
2010/11 Revenues		94,000
Available Funds		109,000
Less: 2010/11 Expenditures		
Contract/Compliance (MCSTOPP)	28,000	
Contract/Enhance streetsweeping	25,000	
GIS Storm Drain Mapping	10,000	
Storm Drain/Clean Water Projects	25,000	
Total Expenditures		88,000
Transfer to General Fund/Code Enforcement	20,000	
		20,000
Estimated Fund Balance 6/30/11		1,000

2010/11

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

TWIN CITIES CHILD CARE BUDGET

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages, & benefits	464,081	475,451	505,071	520,790	529,504	540,094
Professional service	2,523	2,390	1,834	2,000	2,000	2,000
Materials & supplies	22,869	20,467	21,602	26,000	26,000	26,000
Communications & travel	5,814	5,785	5,983	8,100	8,100	8,100
Maintenance & supplies	13,162	13,997	14,932	16,500	16,500	16,500
Insurance	0	0	0	7,400	7,400	7,400
Miscellaneous	29,325	54,129	47,454	50,150	60,150	60,150
Capital outlay	0	0	0	0	0	0
TOTAL	537,774	572,219	596,876	630,940	649,654	660,244

REVENUES

Projected income					650,000	663,000
FUND BALANCE DETAIL					2010/11	2011/12
Estimated Fund Balance					3,000	3,346
Estimated Revenue					650,000	663,000
Total Available Revenue					653,000	666,346
Estimated Expenditures					649,654	660,244
Estimated Fund Balance					3,346	6,102

2009-10 Key Changes

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

TIDALWAVES BUDGET

DESCRIPTION	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	BUDGET 2009-10	BUDGET 2010-11	ESTIMATED 2011-12
Salaries, wages & benefits	0	0	0	0	0	0
Professional service	44,061	37,086	45,863	40,000	50,230	51,235
Materials & supplies	17,831	6,482	3,732	14,000	14,000	14,280
Communications & travel	493	252	0	500	500	510
Insurance	500	2,313	2,342	1,800	1,800	1,836
Miscellaneous	13,808	13,564	11,740	13,000	13,000	13,260
Capital outlay		0	0	0	0	0
TOTAL	76,693	59,697	63,677	69,300	79,530	81,121

REVENUES

Projected Income					80,000	82,000
FUND BALANCE DETAIL					2010-11	2011-12
Estimated Fund Balance					15,000	15,470
Estimated Revenue					80,000	82,000
Total Available					95,000	97,470
Estimated Expenditures					79,530	81,121
Estimated Fund Balance					15,470	16,349

SUMMER SCHOOL BUDGET

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

REVENUES

Projected Income					165,000	168,300
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FUND BALANCE DETAIL

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

GAS TAX FUND BUDGET

2010-11

Estimated Fund Balance 6/30/10 498,355

Add:

2010/11 Gas Tax Revenue (delayed until April 2011)	206,000	
2010/11 Road Impact Fee	150,000	
Interest Income	5,000	
	<hr/>	361,000

Grants

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

Available Funds 1,819,355

Less: 2010/11 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* 178,190

Estimated Fund Balance 6/30/11 186,165

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

TRANSPORTATION FUND BUDGET

2010/11

Estimated Fund Balance 6/30/10		417,680
Add:		
Interest Income		3,000
Available Funds		420,680
Less: 2010/11 Expenditures		
Geographical Information System	15,000	
Link to Mapping, Resos, Record, Photos, Plan	21,000	
Greenbrae Corridor	10,000	
Total Expenditures		46,000
Transfer to General Fund	20,000	
		20,000
Estimated Fund Balance 6/30/11		354,680

CAPITAL IMPROVEMENT FUND BUDGET

2010/11

Estimated Fund Balance 6/30/10 (333,802)

Add:

Revenue:

Transfer from General Fund	192,000
Transfer from Gas Tax	28,190
Transfer from State and Regional Funds	2,045,883
Transfer from Equipment Fund	43,000
Niven Specific Plan Fees	675,000
General Plan Fees	100,000
NTPP Grants	892,257
Other Grants	136,523

AVAILABLE FUNDS 4,112,853

Less 2010/11 Expenditures	Ongoing Projects	10/11 Projects	10/11 Total
101 Elm Stairs & Pathway		68,162	68,162
ADA Accessible Pathway to Sandra Marker Trail		281,902	281,902
Annual Accessibility Projects	5,000		5,000
Annual Engineering for Future Projects	10,000		10,000
Annual Storm Drain Repair/Replacement	50,000		50,000
Boardwalk Lift Station Pump		28,000	28,000
County-Wide Signing & Striping		170,000	170,000
Doherty Drive Class I Multi Use Path		678,900	678,900
Doherty Drive Reconstruction Phase III		322,171	322,171
Doherty Drive Pavement Rehabilitation		520,000	520,000
Doherty Drive Signing & Striping		90,000	90,000
Electric Vehicle Charging Stations		33,523	33,523
ESFD Bike/Ped Multi-Use Bridge		107,000	107,000
Fire Hydrant Replacement- Ongoing	15,000		15,000
Fire Station #16 Driveway Repair		10,000	10,000
Fire Station #15 Generator		40,000	40,000
General Plan Update		200,000	200,000
Housing Element		20,000	20,000
Median Landscaping & Meadowood Pathway		220,000	220,000
Post Street Stairs & Pathway		145,195	145,195
Redwood Highway Pathway Intersection		400,000	400,000
Sidewalk Repair & Replacement - Citywide	10,000		10,000
Storm Drainage Improv. (600 Block Magnolia)		50,000	50,000
Streetlight Retrofit Project		63,000	63,000
Total Expenditures	90,000	3,447,853	3,537,853
Estimated Fund Balance 6/30/11			241,198

Funding sources are listed in the Four Year Capital Improvement Program budget starting on page 58.

EQUIPMENT AND TECHNOLOGY REPLACEMENT FUND BUDGET

2010/11

Estimated fund balance 6/30/10		620,522
Add:		
Charges to Department/Loan Repayment		25,000
Available Funds		645,522
Less: 2010/11 Expenditures		
Accounting/Financial Software/Hardware	100,000	
Employee Computer Purchase Program	5,000	
Marinet- Library	40,000	
Mobile Units- Fire Department	10,000	
Technology	100,000	
New Website Development	50,000	
Total Expenditures		305,000
Transfer to Capital/General Fund	161,000	
<i>Mera Bond Payment</i>	<i>40,000</i>	
<i>Fire Hydrant Replacement</i>	<i>15,000</i>	
<i>Pierce GM 1500 Pumper</i>	<i>78,000</i>	
<i>Boardwalk Lift Station Pump</i>	<i>28,000</i>	
		161,000
Estimated Fund Balance 6/30/11		179,522

TRANSIENT OCCUPANCY TAX FUND BUDGET

2010/11

Estimated Fund Balance 6/30/10		35,000
Add:		
2010/11 Revenues		45,000
Available Revenue		80,000
Less:		
2010/11 Expenditures		
Community Grants	50,000	
Total Expenditures		50,000
Estimated Fund Balance 6/30/11		30,000

2010/11 Key Changes

TOT funds are granted to various community projects upon application to the City Council. Current economic conditions are resulting in lower revenues to this fund again this fiscal year.

PARK DEVELOPMENT FUND BUDGET

2010-11

Estimated Fund Balance 6/30/10	72,000
Add:	
Interest Income	300
Available Funds	72,300
Less: 2010/11 Expenditures	
Piper Park Master Plan Update	53,000
Total Expenditures	53,000
Estimated Fund Balance 6/30/11	19,300

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.

2010/11

Estimated Fund Balance 6/30/10		633,660
Add:		
Interest Income		2,500
Larkspur Measure A Funds		100,000
TAM Measure A Funds		90,000
Regional Measure 2		400,000
SAFE Routes Grant		253,712
Proposition 42 Funding		110,000
ARRA		520,000
TE Grant		90,000
Available Funds		2,199,872
Less: 2010/11 Expenditures		
Transfer to Capital Projects Fund		2,045,883
<i>ADA Accessible Pathway (90%)</i>	253,712	
<i>Doherty Drive Signing & Striping</i>	90,000	
<i>Doherty Drive Reconstruction Phase III</i>	322,171	
<i>ESFD Bike/Ped Multi-Use Bridge (Wooden Bridge)</i>	90,000	
<i>County-Wide Signing & Striping</i>	170,000	
<i>Redwood Highway Pathway Intersection</i>	400,000	
<i>Doherty Drive Pavement Rehab (ARRA)</i>	520,000	
<i>Median Landscaping & Meadowood Pathway</i>	200,000	
		2,045,883
Estimated Fund Balance 6/30/11		787,649

DEBT SERVICE

2010/11

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

CAPITAL IMPROVEMENT SUMMARY

2010/11

Projects/Expenditures:

Capital Improvement Fund	3,537,853
Clean Water	10,000
Gas Tax Fund	1,455,000
Park Development Fund	53,000
Transportation Fund	46,000

TOTAL CAPITAL PROJECTS 2010/11 **5,101,853**

Funding Sources for Capital Projects:

American Recovery and Reinvestment Act (ARRA)	520,000
Bridge Grants	960,000
Clean Water	10,000
Equipment Fund	43,000
Gas Tax Fund	255,000
Gas Tax Fund(Matching)	240,000
General Fund (Matching)	17,000
General Fund (Projects)	175,000
Larkspur Measure A	210,400
Nonmotorized Transportation Pilot Program (NTPP)	892,257
Park Development Funds	53,000
Proposition 1B	57,976
Regional Measure 2	400,000
Regional Transportation Improvement Fund	200,000
Safe Routes Grant	253,712
Transportation Authority of Marin- Measure A	568,508
Traffic Congestion Fund	110,000
Transportation Development	46,000
Transportation Enhancement	90,000

TOTAL FUNDING FOR CAPITAL PROJECTS 2010/11 **5,101,853**

MAJOR FUND BALANCES- HISTORY

	ACTUAL 7/1/2007	ACTUAL 7/1/2008	ACTUAL 7/1/2009	ESTIMATE 7/1/2010	ESTIMATE 7/1/2011
GENERAL FUND	700,000	700,000	700,000	700,000	700,000
CAPITAL IMPROVEMENT	-637,651	-700,168	-471,709	-333,802	241,198
CLEAN WATER FUND	192,700	56,048	25,531	15,000	1,000
EQUIP. & TECHNOLOGY	834,584	768,134	676,107	620,522	179,522
GAS TAX	1,156,662	163,138	493,221	498,355	186,165
INSURANCE FUND	-342,111	-171,732	-602,748	-388,872	100,000
L/T CAPITAL/DISASTER	1,098,449	1,102,953	1,102,953	1,102,953	1,102,953
PARK DEVELOPMENT	384,763	372,521	105,205	72,000	19,300
PROPERTY DEVELOPMENT	28,279	30,755	31,507	33,777	34,452
STATE & REGIONAL TRANS.	96,199	208,528	287,729	633,660	323,989
TRANSPORTATION	313,943	120,375	235,793	417,680	354,680

AUTHORIZED POSITIONS

	2006/07	2007/08	2008/09	2009/10	2010/11
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	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	
Associate Planner					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
Senior Engineer	1.00	1.00	1.00	1.00	1.00
GIS Technician		0.90	0.90	0.90	0.90
Customer Service Representative	1.00	0.90	0.90	0.90	0.90
Superintendent	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I	3.00	3.00	3.00	3.00	3.00
RECREATION DEPARTMENT					
Recreation Director	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	0.50	0.50	0.50	0.50	0.50
DAYCARE					
Administrator/Program Director	1.00	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00	1.00
Teachers	7.00	7.00	7.00	7.00	7.00
LIBRARY					
Library Director	1.00	1.00	1.00	1.00	1.00
Librarian	2.00	2.00	2.00	2.00	2.00
Library Assistant II	1.00	1.00	1.00	1.00	1.00
Library Assistant I	3.00	3.00	3.00	3.00	3.00
TOTAL	57.50	58.30	58.30	58.30	58.30

**FOUR YEAR
CAPITAL
IMPROVEMENT
PROGRAM**

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**CITY OF LARKSPUR
2010-11 CAPITAL IMPROVEMENT FUND BUDGET
Description of Projects and Funding Sources**

NOTE: ALL OF THE PROJECTS SCHEDULED FOR 2010-11 ARE FUNDED. PROJECTS BEYOND 2010-11 ARE PRESENTLY UNFUNDED OR UNDERFUNDED. SOURCES OF FUNDING WILL HAVE TO BE DETERMINED AT THE TIME THE PROJECT CAN PROCEED. THE "CAPITAL IMPROVEMENT SUMMARY" FOR THE 2010-11 BUDGET DOCUMENT CAN BE FOUND ON PAGE 55

Prior Year Projects Completed:

- Magnolia Pavement Rehabilitation – ARRA Funded (09-10)
- Multi-Use Pathway - Doherty Drive to Heatherwood Park (09-10)
- Disaster Preparedness (09-10)
- Dolliver Park Playground (09-10)
- Public Works Temporary Corp Yard (09-10)

Prior Year Projects In Process:

- Alexander Bridge Seismic Retrofit/Replacement (97-98)
- Bon Air Bridge Replacement (01-02)
- Doherty Bridge (Arroyo Holon) Replacement (01-02)
- Downtown Tree Management & Sidewalk Repairs (05-06)
- Doherty Drive Class I Multi-Use Path (08-09)
- Doherty Drive Reconstruction Phase III (08-09)
- Doherty Drive Signing and Restriping (08-09)
- East Sir Francis Drake Bike/Ped Multi-Use Bridge (06-07)
- 101 Elm Stairs & Pathway (08-09)
- Post Street Stairs and Pathway (08-09)
- ADA Accessible Pathway to Sandra Marker Trail (08-09)
- Redwood Hwy Sidewalk/Bike Lane/Roadway Improvements (09-10)
- Housing Element (09-10)

Next Year Projects Proposed:

- Doherty Drive Pavement Rehabilitation – ARRA Stimulus II (10-11)
- Countywide Signing and Striping (10-11)
- Median Landscaping & Meadowood Pathway (10-11)
- Storm Drainage Improvements at 600 Block Magnolia (10-11)
- Piper Park Master Plan
- Street Light Retrofit Project (10-11)
- Electric Vehicle Charging Stations (10-11)
- Fire Station 16 Driveway (10-11)
- Fire Station 15 Generator (10-11)

On-going/Future Projects:

- Piper Park & Niven Park – Central Irrigation Control Master Plan
- Piper Park Turf Improvements, since 98-99
- Geographic Information Systems (GIS), since 00-01
- Baltimore & Magnolia Traffic Signal Study
- Dartmouth & Magnolia Traffic Signal Study
- Greenbrae Corridor
- Miwok Park – Tubb Lake Dredging
- Remillard Park Dredging
- Piper Park Soccer Field Fence
- Fire Hydrant Replacement
- General Plan Update
- Safe Routes to School, since 05-06
- Railroad Building Storage Improvements, since 06-07
- King Mountain Trails/Vegetation Management, since 97-98

Planned 2010-11 Projects:

Name of Project: 101 Elm Stairs & Pathway
Year Originated: 2008-09
Amount Available: \$68,162
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: \$281,902
Project Description: This State Safe Route to School (SR2S) grant-funded project is in progress and will allow the City to construct an ADA accessible pathway from Apache Drive in Corte Madera onto the Sandra Marker trail. This new connection between the Twin Cities' neighborhoods and schools will add a third ADA access point to the trail. There is a 10% city funding match required.

Name of Project: Alexander Bridge/Seismic Retrofit
Year Originated: 1997-98
Amount Available: \$300,000 in 10-11; \$1,300,000+ in 2011-12 and beyond
Project Description: The purpose of this project is to seismically retrofit and rehabilitate the historic Alexander Bridge for safety reasons. This project has been postponed for the last several years due to continuing discussions with CalTrans about how, if it is possible, to preserve historic elements of the bridge at a reasonable cost and with no diminution to safety. Through the public outreach process it has been determined that bridge seismic retrofit and rehabilitation (to the extent feasible) is the appropriate course of action.

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

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

Name of Project: Annual 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 (AKA Doherty Drive) Bridge Replacement
Year Originated: 2001-02
Amount Available: \$360,000 in 010-11; \$2,500,000 through 2011-12
Project Description: This placeholder amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2010-11. Council approved the conceptual design for this bridge in 2008-09. The purpose of this project is to replace the Arroyo Holon Bridge on Doherty fronting Piper Park with a strengthened seismically sound bridge. In addition to the strengthening, staff plans to replace the structure in such a way that sight lines are improved by eliminating the existing crown and the road surface is widened to better accommodate pedestrians and bicyclists on this portion of Doherty Drive. The matching funds required by the grant and additional funds will be drawn from the City's Gas Tax Fund and/or other grant funds.

Name of Project: Boardwalk Lift Station Pump Replacement
Year Originated: 2010-11
Amount Available: \$28,000
Project Description: This project will replace the dewatering pump at the Boardwalk Lift station and is being paid for out of the equipment replacement fund.

Name of Project: Bon Air Bridge Replacement
Year Originated: 2001-02
Amount Available: \$540,000 in 10-11; \$15,000,000 through 2011-15
Project Description: This placeholder amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2010-11. Council approved the conceptual design for this bridge in 2008-09. The purpose of this project is to replace the Bon Air Bridge with a strengthened seismically sound bridge. Studies showed that the addition of the bike and pedestrian component to the bridge affected the structure and led to the need to replace the bridge. The matching funds required by the grant and additional funds will be drawn from the City's 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: 2010-11
Amount Available: \$170,000
Project Description: This grant is provided by TAM and is part of a countywide project to stripe and sign various areas throughout the cities, towns and the County. Larkspur has been awarded \$150,000 from this grant source. The funding is designated for construction work. Engineering work is funded by the city and is estimated to be \$20,000. This project will improve roadway, bikeway and pedestrian crosswalks striping.

Name of Project: Doherty Drive Class I Multi-Use Path
Year Originated: 2008-09
Amount Available: \$678,900
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 Pavement Rehabilitation
Year Originated: 2010-11
Amount Available: \$520,000
Project Description: American Recovery & Reinvestment Act of 2009 (ARRA) in the amount of \$500,000 is federal grant for local agencies who would have a shovel-ready project in a very short time frame. We have applied and expect to receive this amount for rehabilitation and resurfacing of Doherty Drive from Lucky Drive to Magnolia Avenue. Assuming the funding comes through, the project must be completed in 2010-2011. Engineering work is funded by the city and is estimated to be \$20,000.

Name of Project: Doherty Drive Reconstruction Phase III
Year Originated: 2008-09
Amount Available: \$322,171
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 since 2008-09 and construction should begin in 2010-11 in conjunction with the replacement of the Doherty Bridge and any improvements related to the Niven Project.

Name of Project: Doherty Drive Signing and Re-striping
Year Originated: 2008-09
Amount Available: \$90,000
Project Description: This grant-funded project is in progress and will allow the City to renovate the signage and striping on Doherty Drive to improve safety, clearly identify pedestrian and bike access routes and design and develop appropriate center and/or left turn lanes, taking advantage of the entire right of way.

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

Name of Project: 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 2010-11.

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

Name of Project: Fire Station 15 Generator
Year Originated: 2010-11
Amount Available: \$40,000
Project Description: The existing generator that provides power to the fire station and partially to City Hall during power outages and natural disasters is very old and could fail at any time. It needs to be replaced as part of the disaster preparedness plan. It will be funded from the Disaster Preparedness fund.

Name of Project: Fire Station 16 Driveway
Year Originated: 2010-11
Amount Available: \$10,000
Project Description: The existing driveway is made of asphalt. It has deteriorated over time and needs significant repairs or complete replacement. Ideally, replacement with reinforced concrete would be the preferred alternative. However, the driveway could be temporarily repaired for approximately \$10,000. This temporary repair will extend the life of the driveway for approximately two to three years.

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

Name of Project: Geographic Information Systems (GIS)
Year Originated: 2000-01
Amount Available: \$55,000
Project Description: This long-term project has been allocated funding for several years, and now has a near full time position assigned to the work. The estimated total cost of the project is approximately \$300,000 over a 10-year period. Recent enhancements have allowed the City to more dramatically and visually enhance its noticing, public information, and infrastructure and improvement projects. This on-going expense is allowing us to map the locations and conditions of the City's infrastructure and determine how to link the data for visual and written analysis.

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

Name of Project: Housing Element
Year Originated: 2007-08
Amount Available: \$20,000
Project Description: Work on Larkspurs' Housing Element began during the 2009-10 fiscal year. The Housing Element was sent to the state and is waiting to hear comments. This project will fund any additional work needed when the report returns from the state level and prior to final adoption.

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: Unfortunately, due to 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: Median Landscaping & Meadowood Pathway
Year Originated: 2010-11
Amount Available: \$220,000
Project Description: Regional Transportation Improvement Program (RTIP) in the amount of \$200,000 is a state grant that has been awarded to the City of Larkspur. It will fund various median landscaping improvements and Meadowood Pathway improvements. Engineering work is funded by the city and is estimated to be \$20,000.

Name of Project: Piper Park Master Plan
Year Originated: 2010-11
Amount Available: \$53,000
Project Description: The current master plan was prepared in 1996. An update is necessary in order to accommodate current changes and future plans in Piper Park. Funding for this will come from the Park Development Fund.

Name of Project: Post Street Stairs and Pathway
Year Originated: 2000-01
Amount Available: \$145,195
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 2010-11.

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

Name of Project: Storm Drainage Improvements at 600 Block Magnolia Avenue
Year Originated: 2010-11
Amount Available: \$50,000
Project Description: The storm drain runoff that originates on Cedar Avenue and terminates at the 600 Block of Magnolia Avenue has caused erosion along the hillside. Last year, we were able to partially fix the erosion immediately down-slope of Cedar Avenue. We estimate an additional \$150,000 will be required in fiscal year 2011-12 to complete the improvements down the hill ending at Magnolia Avenue.

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

CODE FOR METHOD OF FINANCING

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

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2011-2012 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2010-11	2011-12	2012-13	2013-14
101 Elm Stairs & Pathway	NTPP	68,162			
ADA Accessible Pathway to Sandra Marker Trail	GT/SAFE	281,902			
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
Boardwalk Lift Station Pump Replacement	EQ	28,000			
Bon Air Bridge Replacement	GR/GT	360,000	360,000	500,000	500,000
City Wide Annual Accessibility Improvement Program (ADA)	CIF	5,000	5,000	5,000	5,000
Citywide Striping	GT	15,000			
Countywide Signing & Striping	TAM	170,000			
Doherty Drive Class I Multi Use Path	NTPP	678,900			
Doherty Drive Pavement Rehabilitation	ARRA	520,000			
Doherty Drive Reconstruction Phase III	1B/TAM	322,171			
Doherty Drive Signing & Striping	TAM	90,000			
Downtown Sidewalk & Tree Management	GT	50,000			
Electric Vehicle Charging Stations	CEC	33,523			
ESFD Bike/Ped Multi-Use Bridge	CIF/TE	107,000			
Fire Hydrant Replacement	EQ	15,000	15,000	15,000	15,000
Fire Station #15 Generator	DIS	40,000			
Fire Station #16 Driveway Repair	CIF	10,000		100,000	
General Plan Update	CIF	200,000	200,000		
Geographical Information System	GR,GT,TIF,CW	55,000	60,000	60,000	60,000
Greenbrae Corridor	TIF	10,000			
Housing Element	CIF	20,000			
Link to Mapping,Records, Plans etc.	TIF	21,000	21,000	21,000	21,000
Local Street Maintenance & Rehab Program	GT	150,000	500,000	500,000	500,000
Median Landscaping and Meadowood Pathway	RTIP	220,000			
Piper Park Master Plan	PD	53,000			

CODE FOR METHOD OF FINANCING

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

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS

MOST PROJECTS IN 2011-2012 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2010-11	2011-12	2012-13	2013-14
Post Street Stairs & Pathway	NTTP	145,195			
Public Works Facilities	Not Funded	0			
Redwood Highway Pathway Intersection	RM2/TAM	400,000			
Sidewalk repair and replacement - Citywide	CIF	10,000	10,000	10,000	10,000
Storm Drainage Improvements @ 600 Block Magnolia Avenue	CIF	50,000	150,000		
Streetlight Retrofit Project	EECBG	63,000			
Annual Park Irrigation - Piper Park	CIF		10,000	10,000	10,000
Baltimore & Magnolia Traffic Signal Study	TIF		5,000		
Bike Path Rehab at Creekside - Class 1	CIF/GR		50,000		
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		
Cane Street Culvert Bridge Repair	CIF			25,000	
Cane Street Reconstruction Magnolia to Bridge	GT		150,000		
City Boat Dock @ Rowing Club	CIF		100,000		
City Hall Parking Lot Retaining Wall	CIF		250,000		
City Hall Remodel	CIF				700,000
Citywide Bicycle Facility Maintenance	CIF				300,000
Dartmouth & Magnolia Traffic Signal Study	TIF		5,000		
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		

CODE FOR METHOD OF FINANCING

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

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS

MOST PROJECTS IN 2011-2012 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2010-11	2011-12	2012-13	2013-14
King Street Bridge	CIF		25,000		
Lark Creek Bridge	CIF		20,000		
Larkspur Bicycle/Pedestrian Transportation Master Plan	CIF		10,000		
Meadowood Bridge	CIF			25,000	25,000
Miwok Park - Mini Park Master Plan Improvement	CIF				350,000
Miwok Park - Tubb Lake Dam Outlet Works	PD		25,000		
Miwok Park - Tubb Lake Dredging	PD		20,000	20,000	
Miwok Park - Tubb Lake Property Line Survey	CIF		10,000		
Moss Removal	CW		20,000	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 Soccer Field Fence	PD		36,000		
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		
Remillard Park Dredging	PD		25,000		115,400
Rice Lane Driveway at Cane Street	CIF		30,000		
Streetlight/ Traffic Signal Magnolia Ward	CIF		70,000		
Traffic Preemption Device	CIF		15,000		
Various Street Lights/Traffic Signal	CIF		50,000		
Ward Street Bridge Abutment Repair	CIF		75,000		
GRAND TOTAL		5,101,853	3,932,000	3,106,000	5,440,700

