



CITY OF LARKSPUR

**BUDGET
FY 2012-13
ADOPTED JUNE 20, 2012**

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

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CITY OF LARKSPUR

BUDGET MESSAGE

Fiscal Year 2012-13

CAPTIAL IMPROVEMENT PROGRAM

Fiscal Year 2012-13 TO 2015-16

June 20, 2012

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

OVERVIEW

For your consideration, I submit the Fiscal Year 2012-13 budget. More so than ever, I must begin by thanking Finance Director Amy Koenig for her efforts to prepare this document. As I will expand upon in this message, proposed changes to the City organizational structure and the dynamic nature of our Capital Improvement Program necessitated many last-minute adjustments to the budget.

The proposed budget reflects the City Council's long-standing commitment to the most tried and true of financial principles: live within your means. The City's department heads are to be applauded for again presenting a plan to preserve core service levels while finding ways to offset unavoidable increases in expenditures. We also will be making a concerted effort this year to begin restoring our equipment replacement fund. Unfortunately, relatively flat General Fund revenues mean that we must once again defer significant maintenance issues and forego capital projects for which there is little to no outside funding.

Despite similar constraints in Fiscal Year 2011-12, we were able to improve our budget when opportunities arose. In November, the Council authorized a loan from the Bon Air Bridge Fund to the General Fund for the purpose of paying the City's "side funds" with the California Public Employees Retirement System (CalPERS); the side funds were debts owed CalPERS due to contract changes and arrangements with the retirement system. CalPERS charges 7.75% interest on these debts; the Bon Air Bridge Fund is charging the rate it would have made had the money been in the City's investment vehicles (currently less than 1.0%) The \$3.26 million loan will save the General Fund approximately \$1 million over the next ten years without jeopardizing the City's plans to replace the Bridge. Earlier this year, Recreation rebranded its summer youth schedule as "Super Cool Summer School" and refocused advertising for the popular program; enrollments are at an all-time high. In May, we leveraged an existing agreement between the Larkspur and San Rafael Fire Departments to expand the sharing of command staff resources and we committed to studying further shared service opportunities between our agencies.

Fiscal Year 2011-12 was a year of accomplishments for the Department of Public Works. Many grant funded projects that the City had been planning and preparing for the past several years came to fruition. Among the most notable projects were the Elm Street stairs and pathway; Post Street and the adjacent stairs and pathway; the Americans with Disabilities Act Accessible Pathway (ramps) to the Sandra Marker Trail; median landscaping on East Sir Francis Drake Boulevard and Magnolia Avenue; and the Meadowood multi-use pathway. In addition, in

August, the City put its newly adopted public-private partnership policy into use when Public Works rehabilitated Skylark Drive mostly through the contribution of private money from the owner of the Skylark Apartments.

In last year's budget message, I introduced a "six-point plan" – a set of initiatives to undertake during Fiscal Year 2011-12 to improve the City's long-term financial outlook. We achieved many positive results through these initiatives and I propose that we continue to pursue them in Fiscal Year 2012-13.

Budget Initiative	Status	Fiscal Year 2012-13 Objective(s)
Economic Development Study	At its January 23, 2012 meeting, the Council decided that the City should first review its zoning ordinance with an eye toward barriers to commerce. Planning staff has started an in-house review of code sections that have been problematic for applicants to navigate.	Complete zoning ordinance assessment and propose revisions, if appropriate. Initiate economic development study.
Cost Recovery and Comprehensive Fee Study	Departments have been evaluating cost recovery opportunities and discussing with the City Manager. Launch of study postponed so that staff resources could be directed to other elements of the six-point plan. Preliminary review of citywide fees led to a proposal for Refuse Vehicle Impact Fee. Now adopted by the Council, the Refuse VIF will produce close to \$400,000 annually for road repairs.	Complete study.
Revenue Measures Study	The Council held a public hearing to consider placing a measure on the November 2011 ballot. While the Council did not advance the measure, it charged staff and an ad-hoc committee with evaluating options for the November 2013 budget.	Continue to study ballot options for 2013.
Define the core or basic services of each department to better inform allocation of budget and resources.	Staff has incorporated discussions of service levels and core services into strategic planning sessions with the Council. Plans to reorganize some City departments and services have delayed the adoption of official statements about service levels.	Adopt summary policy statements about core services throughout the City.

Partner with other public and private agencies to reduce costs and improve (or perhaps simply maintain) services.	Ongoing focus of Council and staff. Three key efforts underway: (1) San Anselmo is considering joining the Twin Cities Police Authority; (2) San Rafael is working with the City to form one operational area for both fire departments; and (3) Corte Madera and the City are engaged in regular discussions about opportunities, including the concept of having one disaster council for both cities.	Continue to pursue these partnerships.
Engage employee groups in bargaining (to preserve commitments while addressing unsustainable compensation practices).	Recently adopted memoranda of understanding with our employee groups achieve pension reform through adoption of a "second tier" reduced pension program and the requirement that employees pay their designated pension contributions. New employees will be required to share in other benefit costs, as well.	City is required to conduct an Other Post-Employment Benefits (OPEB) liability study in Fiscal Year 2012-13. Results will be shared with employee groups to inform both sides entering next round of bargaining.

Organizational Changes

In September, Planning Director Nancy Kaufman retired after more than eight years with the City. Ms. Kaufman had announced her retirement prior to the release of the Fiscal Year 2011-12 Budget, which allowed for the budget to include a proposal to hire an interim director for the remainder of the fiscal year. Ms. Anne Moore was hired for the position and among her many assignments was to perform an assessment of the department, its internal and interdepartmental operations, and its relationship with the public. After much consultation with Ms. Moore, I am proposing several changes to the organizational structure that I believe will enhance the City's delivery of services and reduce costs.

First, I am proposing the elimination of Planning and Building as stand-alone departments; they will be divisions within a combined Planning and Building Department. (Each division will have a separate page in the budget book.) This change will empower one department head to oversee and coordinate the activities of two City functions that work closely together. It will also relieve Fire Chief Bob Sinnott of the responsibility of overseeing the contract Building employees, freeing time for the Chief to focus on the evolving relationship between the Larkspur and San Rafael Fire Departments. In addition to moving the contract Building employees under the new department, I am proposing that the Permit Technician position be reassigned from Administration (as part of Customer Service) to the Planning and Building Department. This reassignment results in a decrease in the Administration budget and an equivalent increase in the Building budget.

Second, I am proposing a new position: Planning and Building Director. This new position will have the same salary range as the Planning Director position until the City is able to complete a comparative analysis of the market (a preliminary assessment suggests that the current salary range is probably appropriate). I will be promoting Neal Toft to this position. Mr. Toft's current position, Senior Planner, will be left vacant. The budget includes funds for an Assistant Planner

(entry-level) position. Planning will continue to supplement its staffing levels with contract employees and consultants. The goal in the proposed configuration is to shift as much contract and consultant work toward cost-recovery projects as is possible.

In total, the General Fund will realize a net savings from these staffing changes as compared to the staffing configuration in Fiscal Year 2010-11 (Ms. Kaufman's last full year) due to attrition and the shift from a senior to an assistant planner position. The estimated savings between the two fiscal years will range from \$30,000 – 45,000, depending on the pay rate of the new position.

Twin Cities Police Authority (TCPA)

Over the past several years, the TCPA has been integrating its operations with the San Anselmo Police Department. The intra-agency relationship has evolved to the point that the San Anselmo Town Council is studying whether to petition to join the TCPA at the end of the calendar year. The Police Council recently passed a continuing resolution to ensure the TCPA has funds to operate on July 1. The continuing resolution carries over the TCPA budget from Fiscal Year 2011-12 until a Fiscal Year 2012-13 budget is adopted. Although it is anticipated that the Police Council will adopt a budget within the first three months of the fiscal year, this event is not certain. At this time, I propose that the City budget be based on the Fiscal Year 2011-12 TCPA budget. If the budget that the TCPA eventually adopts is different than this amount, we can amend the City budget at mid-year.

BUDGET SUMMARY

Structurally, revenues and expenditures align in the proposed budget, but it does include some one-time expenses that will need to be offset. To assist in offsetting these expenses, staff will continue its practice of freezing any expenditures deemed operationally unnecessary and evaluating opportunities to improve cost-recovery or generate new revenues.

Revenues

Excluding transfers, General Fund revenues are projected at \$12,953,930 which is \$112,320 more than what was anticipated in the prior fiscal year. The slight increase is due to anticipated fee revenue from the Rose Garden development. Most indications are that property taxes (which represent more than half of General Fund revenues) will remain stable in the coming year. These projections are consistent with the conservative approach applied to the budget. This budget assumes Larkspur will follow the statewide trend of modest growth in sales tax revenues. The budget also assumes a nominal return on the City's investments, which consist primarily of interest income from the City's cash reserves.

It should also be noted that the State appears to have permanently eliminated two revenue sources that were taken at the last minute in Fiscal Year 2011-12. One source is the local allocation of the vehicle license fee (VLF). The City received \$35,000 from VLF in Fiscal Year 2010-11. The other revenue source is an allocation under the California Library Services Act (CLSA) to defer the cost of intra-library loans. In Fiscal Year 2010-11, the City received \$24,000 from this source.

Expenditures

Anticipated General Fund expenditures total \$13,046,430 which is \$71,546 or 0.05% more than the estimate of expenditures for the prior fiscal year. The increase in expenditures is primarily the result of the rising cost of benefits and the inclusion in this budget of several one-time expenses. A comparison of General Fund expenditures in each department is provided on

Page 13. Key changes to department and division budgets are discussed within the budget book.

Reserves

By policy adopted by the Council last year, the City must maintain 25% of the General Fund in restricted reserve accounts. With this budget, the City will have 25% of the General Fund in these accounts. All reserves in excess of 25% are available for one-time capital expenses. It is anticipated that the reserves in excess of 25% will amount to 8-11% of the General Fund. At present, our goal is to have these funds available for a joint Public Works Corporation Yard between the City and the Tamalpais Union High School District.

Because we did not conduct the Comprehensive Fee Study proposed in the Fiscal Year 2011-12 budget, we did not draw upon the \$50,000 allocated from the General Fund Reserves for this one-time expense. We anticipate initiating this study shortly after the new fiscal year begins and propose a \$50,000 transfer from reserves for this purpose.

Other Funds

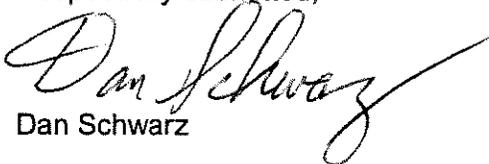
At its June 20, 2012 meeting, the Council is scheduled to award the construction bid for the rehabilitation of Doherty Drive. (This project was scheduled for last year but postponed to better prepare for a closure of Doherty Drive to traffic.) The bid was written to include incentives for the contractor to complete the work as quickly as possible. Staff has analyzed expenditures-to-date and the bid. After including a 10% construction contingency to the project budget and allowing for the possibility that the contractor will achieve the highest incentives available, it is possible that total project costs will exceed the pool of grant funds and budgeted monies by as much as \$300,000 to \$400,000. Staff will be making every effort to hold to the available funds. However, it may be necessary to draw from the Road Impact Fee and Refuse Vehicle Impact Fee accounts to cover any overage.

IN CLOSING

Challenges present opportunities. With ever-diminishing resources, it remains quite challenging to provide residents with the services at the levels they desire and deserve. In Fiscal Year 2011-12, we identified several opportunities that produced new revenues and lowered costs. I am optimistic that the challenges of the coming fiscal year will present more such opportunities.

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

Respectfully submitted,


Dan Schwarz

SUMMARY 2012/13

FUND	ESTIMATED	Estimated	Transfer	Transfer	Estimated	Transfers &	ESTIMATED
	BALANCE						Revenue
	6/30/2012						6/30/2013
General	700,000	12,953,930	327,500	70,000	13,211,430	13,281,430	700,000
Bon Air Bridge	3,779,819	1,153,500		20,000	1,300,000	1,320,000	3,613,319
Capital	-130,000	1,543,523	1,928,000		3,471,323	3,471,323	-129,800
Twin Cities Child Care	28,000	675,000			672,275	672,275	30,725
Clean Water	15,000	94,000		20,000	88,000	108,000	1,000
E. Sir Francis Dk.	128,504	300					128,804
Equipment/Tech	242,000	82,500		117,500	200,000	317,500	7,000
King Mountain	59,408	150					59,558
L/T Capital/Disaster	1,170,755						1,170,755
Park Development	28,000	10,050			15,000	15,000	23,050
State & Regional	301,000	1,282,227		1,543,000		1,543,000	40,227
Street/Road Fund	800,000	2,679,807		465,000	2,850,000	3,315,000	164,807
Summer School	12,400	250,000			246,800	246,800	15,600
TOT Fund	78,000	48,000			65,000	65,000	61,000
Transportation	420,200	2,000		20,000	46,000	66,000	356,200
TOTAL	7,633,086	20,774,987	2,255,500	2,255,500	22,165,828	24,421,328	6,242,245

**SCHEDULE OF REVENUES
BY FUND**

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	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2011-12 ESTIMATED	2012-13 ADOPTED
GENERAL FUND REVENUE						
TAXES						
Property taxes/current	6,892,811	6,906,016	6,868,437	7,100,000	7,000,000	7,100,000
Property taxes/ERAF	830,859	926,582	829,765	850,000	785,000	788,000
Property taxes/unsecured	181,024	182,325	189,906	190,000	191,000	190,000
Homeowners exemption	40,997	40,849	40,200	41,000	41,000	41,000
Supplemental	154,596	71,987	70,587	70,000	75,000	75,000
Sales and use tax	1,524,672	1,458,308	1,512,189	1,550,000	1,490,000	1,550,000
Scavenger franchise	338,567	365,003	371,317	375,000	400,000	425,000
PG&E franchise	108,568	96,272	101,604	101,900	104,440	103,000
Cable TV franchise	247,108	258,460	267,531	260,000	265,000	265,000
Business license tax	369,615	385,747	395,888	380,000	380,000	380,000
Property transfer tax	93,502	75,301	74,420	100,000	90,000	95,000
Transient occupancy tax	441,898	406,172	456,345	425,000	480,000	475,000
TOTAL	11,224,217	11,173,022	11,178,189	11,442,900	11,301,440	11,487,000
LICENSES AND PERMITS						
Building permits	332,713	368,615	405,593	350,000	380,000	495,000
Other licenses and permits	3,477	3,989	3,512	3,000	7,000	4,000
Residential inspections	17,205	19,398	17,499	16,000	25,000	20,000
TOTAL	353,395	392,002	426,604	369,000	412,000	519,000
PENALTIES AND FINES						
Vehicle code fines/city	7,292	7,445	6,527	6,000	5,000	5,000
Vehicle code fines/cvc	-14,648	32,034	19,504	17,000	14,000	14,000
Library fines and fees	23,349	25,356	23,531	24,000	23,000	24,000
Tree fines/Other fines			1,500	0	2,700	0
TOTAL	15,993	64,835	51,062	47,000	44,700	43,000
USE OF MONEY AND PROPERTY						
Investment earnings	42,239	22,145	44,829	35,000	35,000	35,000
Rental	1	1	7	10	450	10
TOTAL	42,240	22,146	44,836	35,010	35,450	35,010
OTHER AGENCIES						
Vehicle in-lieu tax (deleted 2011)	41,510	36,050	30,615	35,000	0	0
CLSA subvention/Inter Lib Loan	43,311	42,769	21,416	24,000	11,600	0
TOTAL	84,821	78,819	52,031	59,000	11,600	0
CHARGES/CURRENT SERVICES						
Planning fees	129,530	106,029	88,354	90,000	75,000	90,000
Plan check fees	46,602	38,893	4,328	35,000	40,000	60,000
Consultant Admin Fees	11,564	10,836	3,517	3,000	4,000	3,500
Fire department fees	31,600	31,319	32,487	33,000	31,000	33,000
Encroachment permit fees	24,197	16,580	33,783	25,000	25,000	25,000
Recreation program fees	423,855	434,223	470,631	450,000	375,000	400,000
In-lieu fees (Tamalpais Retirement Ctr)	39,119	39,901	40,699	41,500	41,500	42,300
Plan retention fees	2,182	4,585	3,667	2,200	2,500	2,120
Other current service fees	6,706	8,320	12,167	12,000	10,000	12,000
TCPD/RVPA reimbursement	48,000	48,000	81,000	81,000	81,000	86,000
TOTAL	763,355	738,686	770,633	772,700	685,000	753,920
OTHER REVENUE						

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2011-12 ESTIMATED	2012-13 ADOPTED
Filing fees	1,040	170	725	1,000	500	1,000
Other revenues	87,593	104,455	60,175	55,000	50,000	55,000
Misc state revenue	265,978	111,280	40,724	60,000	60,000	60,000
Disposition of property	15,000	9,864	50	0	50	0
Disposition of real property	945,000	20,000	0	0	0	0
TOTAL	1,314,611	245,769	101,674	116,000	110,550	116,000
TOTAL GENERAL FUND	13,798,632	12,715,279	12,625,029	12,841,610	12,600,740	12,953,930
Transfer from Capital Improvement						
Transfer from Transportation	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from Gas Tax/Road Impact	200,000	150,000	150,000	150,000	150,000	150,000
Transfer from Equipment/Tech	75,500	75,500	118,000	118,000	118,000	117,500
Transfer from Clean Water	30,000		20,000	20,000	20,000	20,000
Transfer from Reserve	0	0	0	175,500	150,500	
Transfer from Bon Air Bridge Fund	0	0	134,108	20,000	20,000	20,000
TOTAL	325,500	245,500	442,108	503,500	478,500	327,500
TOTAL GENERAL FUND INCLUDING TRANSFERS	14,124,132	12,960,779	13,067,137	13,345,110	13,079,240	13,281,430
OTHER FUNDS						
CLEAN WATER	113,697	94,119	93,830	93,000	93,000	93,000
CHILD CARE	600,411	643,515	635,520	645,000	680,000	675,000
SUMMER SCHOOL	228,917	247,212	237,009	200,000	240,000	250,000
STREET/ROAD FUND						
Investment earnings	88	0	4,319	5,000	5,000	5,000
State gas tax 2103-Prop 42 Replacement (2011)			149,949	137,000	150,000	135,000
State gas tax 2105	66,374	65,995	63,771	65,000	66,694	59,925
State gas tax 2106	53,560	53,711	51,578	52,000	54,019	44,881
State gas tax 2107	88,424	87,822	77,623	86,000	88,756	86,001
State gas tax 2107.5	3,000	3,000	3,000	3,000	3,000	3,000
Vehicle Impact Fee	0	0	0	0	195,000	389,000
Trans. Congestion/Road Impact	506,208	280,248	186,909	150,000	130,000	130,000
Grant/other	398,323	340,812	213,465	140,000	381,734	1,550,000
TOTAL STREET ROAD FUND	1,115,977	831,588	750,614	638,000	1,074,203	2,402,807
TRANSIT MITIGATION	261,966	88,468	3,352	5,000	2,000	2,000

GENERAL FUND

GENERAL FUND OPERATING

2011/12

Fund Balance 6/30/11		700,000
Revenue 2011/12		13,079,240
Less:		
Expenditures (Net Operating)	12,570,939	
Debt Service	212,354	
Equipment Replacement Charges	0	
Transfers to other Departments	285,629	
Total	<u>13,068,922</u>	
		13,068,922
Estimated Fund Balance 6/30/12		710,318

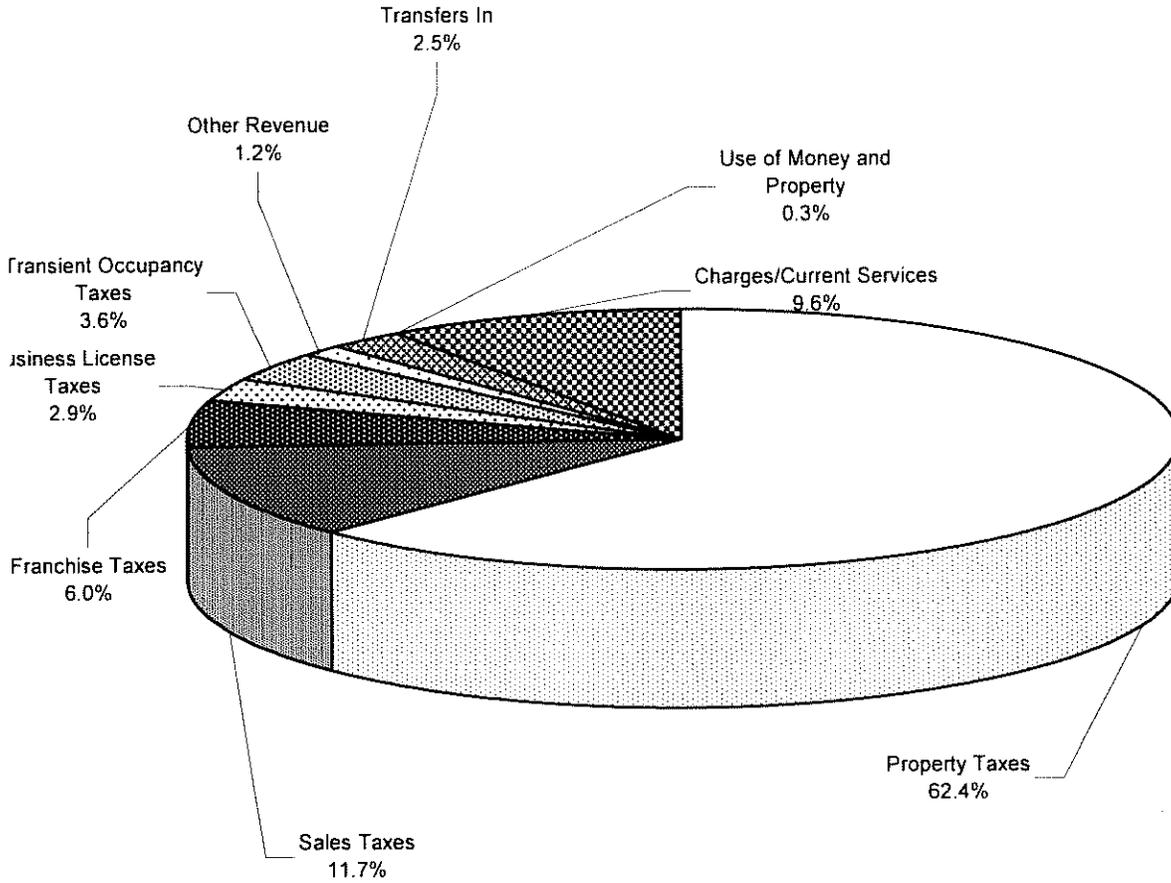
2012/13

Estimated Fund Balance 6/30/12		700,000
Revenue 2012/13		13,281,430
Less:		
Expenditures (Net Operating minus transfers)	12,988,930	
Debt Service	165,000	
Equipment Replacement Charges	57,500	
Transfers to other Departments	70,000	
Total	<u>13,281,430</u>	
		13,281,430
Estimated Fund Balance 6/30/13		700,000

GENERAL FUND EXPENDITURE COMPARISON

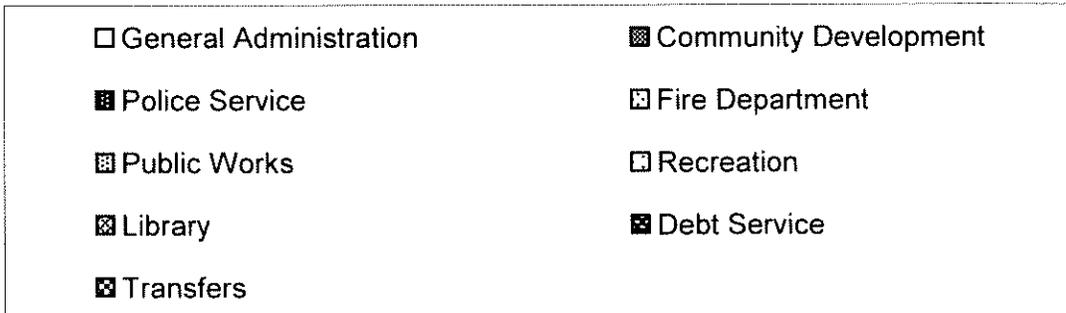
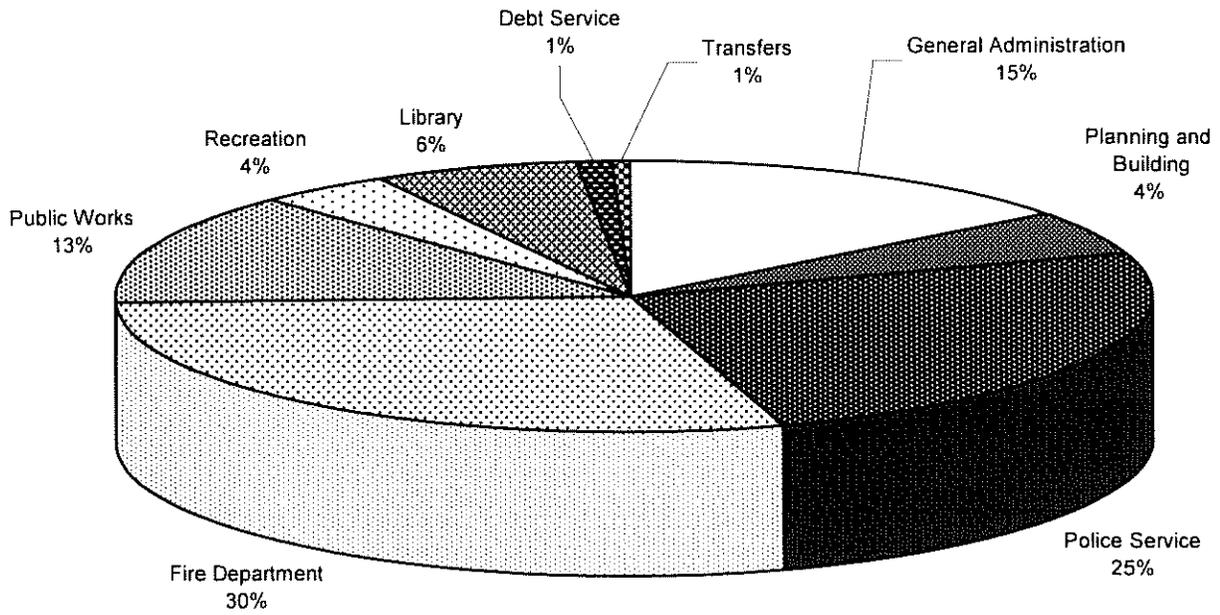
DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2011-12 ESTIMATE	2012-13 ADOPTED
Council	52,710	62,615	65,584	75,508	63,000	63,978
General Administration	1,492,600	1,509,563	1,508,930	1,695,263	1,635,000	1,614,801
Facilities and Computer Maintenance	192,575	211,370	216,034	292,400	245,000	260,400
Planning- Current and Advance	488,549	498,024	519,605	508,369	508,000	470,521
Planning/Building Inspection	185,785	180,757	174,909	159,235	145,000	254,904
Police Services	3,369,259	3,349,800	3,289,196	3,325,568	3,325,568	3,334,977
Fire Department	3,768,038	3,897,921	3,946,578	3,869,471	3,869,000	3,902,352
Public Works/ Engineering	345,969	368,483	382,916	364,685	360,000	378,086
Public Works/Streets	880,717	871,660	857,340	864,782	863,000	885,743
Public Works/Parks	618,160	452,296	452,613	473,522	473,000	481,714
Recreation	585,560	565,932	588,604	593,080	520,000	578,635
Library	680,215	733,203	721,885	753,001	750,000	820,319
TOTAL OPERATING	12,660,137	12,701,624	12,724,194	12,974,884	12,756,568	13,046,430
to Capital Improvement	945,000	24,619	31,455	157,500	100,000	70,000
to Insurance Fund			100,000			
NET OPERATING	13,605,137	12,726,243	12,855,649	13,132,384	12,856,568	13,116,430
Debt Service-Lease payment						
Fire Station	61,207					
MERA Bond Payment	39,786	39,838	34,627	40,000	39,703	39,500
Multi-Use Field P&I	94,718	94,719	94,719	94,726	94,711	47,500
Fire Truck Lease	75,436	77,940	77,940	78,000	77,940	78,000
TOTAL GENERAL FUND EXPENDITURES	13,876,284	12,938,740	13,062,935	13,345,110	13,068,922	13,281,430
TOTAL GF REVENUES	14,124,132	12,960,779	13,067,137	13,345,110	13,079,240	13,281,430
	247,848	22,039	4,202	0	10,318	0

Proposed 12/13 Revenues



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

Proposed 12/13 Expenditures



CITY COUNCIL

PROGRAM DESCRIPTION

Establish City policy and discharge duties required by State Law and local ordinance. Direct and insure the implementation of the Larkspur General Plan; establish policy directing the level of municipal services to be delivered; 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. 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.

2012-13 GOALS

1. Review the key priorities in the 2050 study and discuss with the community how to effectively finance critical infrastructure improvements and community facilities.
2. Initiate a strategic planning process for the Community Facility Parcel at the Rose Garden Project site.
3. Promote disaster preparedness efforts, including the formation of a Twin Cities Disaster Council.
4. Promote shared services arrangements between the City and other agencies.
5. Represent the City at meetings and forums where countywide policy issues are discussed that could affect the citizens of Larkspur.
6. Participate in the League of Cities legislative efforts through the Marin County Council of Mayors and Council Members organization.
7. Review and participate in the development of the Larkspur General Plan Update.

2012-13 KEY CHANGES

The changes in this budget are related to increases in benefits costs and the individual benefit choices of council members. In addition, the travel and meetings budget has been increased to reflect the increased need for regional and statewide activities.

ANNUAL BUDGET

CITY COUNCIL

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries	49,798	57,585	17,160	18,500	17,500	17,500
Benefits			45,641	52,408	40,178	40,982
Professional services	0	1,300	0	1,000	1,000	1,020
Materials & supplies	172	777	0	300	500	510
Communication & travel	2,740	2,953	2,783	2,500	4,000	4,080
Miscellaneous	0	0	0	800	800	816
TOTAL	52,710	62,615	65,584	75,508	63,978	64,908
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 city operations; budgeting and accounting; investments; information technology services; preparation of agendas and minutes for the City Council; human resources; oversight of capital improvement planning; customer service; business licenses; and issuance of public notices. The City Manager is a member of the Twin Cities Police Management Committee and he or his designee represents the City on several joint powers authorities. The Finance Director is also the finance manager for the Twin Cities Police Authority and the Ross Valley Paramedic Authority.

2011-12 PROGRAM OBJECTIVES

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|--|--|
| 1. Identify new/alternative local revenues, track relevant legislation, and review technologies to increase funding for City services and monitor the City's future financial condition for strategic planning purposes. | Council considered, but deferred sales tax initiative. Council adopted Refuse Vehicle Impact Fee, bringing close to \$400,000 additional local road monies annually. |
| 2. Implement the Council's infrastructure goals. | Staff working on acquisition of community facility parcel at Rose Garden Project. |
| 3. Revise and adopt new personnel rules and regulations. | Anticipate presentation of rules to Council in summer of 2012. |
| 4. Conduct an efficiency assessment of department to determine if staff assignments should be reconfigured. | Tied to active classification study. |
| 5. Develop financing plan for Corporation Yard and complete lease agreement with TUHSD. | TUHSD no longer wishes to move Tamiscal High. Now discussing joint corp yard. |
| 6. Conduct Economic Development Study and adopt a policy and program. | Postponed study until a study of the zoning ordinance can take place. |
| 7. Acquire and Install accounting Systems Software. | Tyler Technologies selected; implementation in FY 2012-13. |

2012-13 PROGRAM OBJECTIVES

1. Identify new/alternative local revenues and track relevant fiscal legislation.
2. Develop financing strategy for the Council's infrastructure goals.
3. Complete Corporation Yard lease agreement with TUHSD.
4. Facilitate interagency agreements/shared services arrangements for TCPA and Larkspur Fire Department.
5. Conduct Other Post-Employment Benefits (OPEB) analysis and develop funding strategy.

2012-13 KEY CHANGES

The changes in this budget are related to increased costs in salaries and benefits, in addition to the migration of the Permit Technician to the Planning and Building Department.

Other changes are related to special project funding and contribution to the equipment replacement fund.

ANNUAL BUDGET

ADMINISTRATION

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	ADOPTED	ESTIMATED
	2008-09	2009-10	2010-11	2011-12	BUDGET	2013-14
Salaries	930,641	941,414	999,579	699,901	657,168	670,311
Benefits				253,886	224,730	229,225
Retiree Health				83,649	70,576	71,988
Professional services	194,588	249,377	228,225	205,000	225,000	229,500
Materials & supplies	8,670	12,759	9,360	15,000	15,000	15,300
Communications & travel	23,981	29,214	27,875	45,200	45,200	46,104
Maintenance & supplies	0	0	50	1,000	1,000	1,020
Insurance	13,726	12,885	13,284	16,500	16,000	16,320
Contingency/Contracts	318,375	263,914	227,062	256,627	256,627	261,760
Capital outlay	0	0	0	0	10,000	10,200
Special projects	2,619	0	3,495	118,500	93,500	95,370
TOTAL	1,492,600	1,509,563	1,508,930	1,695,263	1,614,801	1,647,097
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	2	2	2	2	2	2
Accounting Specialist	1	1	1	1	1	1
Permit Technician	1	1	1	1		
TOTAL	7	7	7	7	6	6

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ANNUAL BUDGET

ADMINISTRATION-FACILITIES AND COMPUTER MAINTENANCE

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Contract Services	0	18,330	15,362	15,000	15,000	15,300
Utilities	17,716	17,736	16,506	18,000	18,000	18,360
Building Maintenance & supplies	49,587	40,457	44,594	97,000	65,000	66,300
Equipment Maintenance	15,897	8,424	8,914	25,000	25,000	25,500
Insurance	106,974	124,023	128,258	135,000	135,000	137,700
Rent	2,400	2,400	2,400	2,400	2,400	2,448
TOTAL	192,574	211,370	216,034	292,400	260,400	265,608

2012-13 Key Changes:

Larger building maintenance items include the continuance of the City Hall Window Replacement Program and other deferred maintenance items throughout the City Hall and Fire Station buildings.

PLANNING AND BUILDING DEPARTMENT – CURRENT PLANNING

PROGRAM DESCRIPTION

Current Planning is comprised of the Planning & Building Director, an Associate Planner, an Assistant Planner, and a part-time Planner. The functions include implementation of the Larkspur General Plan through application of land use and development regulations set forth in Title 17 (Subdivision Ordinance) and Title 18 (Zoning Ordinance) for processing development applications, use permits, enforcement, and City-initiated programs.

2011-12 PROGRAM OBJECTIVES

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|---|--|
| 1. Minor projects. Process approximately 70 to 90 zoning permits/subdivision actions. | Processed approximately 74 permits last year and Zoning Administrator heard approximately 20 permits in 2011-2012. |
| 2. Major projects. Process large scale/complex development projects | Periodically met with developers and/or property owners to facilitate development. |
| 3. Enforcement of the zoning ordinance. | Involved with 8 significant enforcement matters. 3 are closed and 5 are ongoing. |
| 4. Plan check building permits for zoning conformance. | Approximately 400 building permits issued, including 13 permits for solar installations. |

2012-13 PROGRAM OBJECTIVES

1. Continue to review and process both Minor and Major projects in a timely, efficient, and informative manner.
2. Implement changes to permit tracking to integrate with new financial software.
3. Coordinate enforcement of the Zoning Ordinance and related Municipal Code sections with Administration, Building Department, and Public Works. Prioritize enforcement based health & safety and/or complaint-based violations. Achieve compliance through verbal persuasion and cooperation where possible.
4. Continue to plan check building permits in a timely, efficient, and informative manner. Follow-up field inspection to assure compliance is required in many cases.
5. Provide primary staff support to Planning Commission and Heritage Preservation Board, and support to City Council as needed.
6. Continue responsive and informative customer service.
7. Review and improve tracking of fees and costs for permits and enforcement matters.

2012-13 Key Changes/Issues

The changes in this budget are related to the appointment of a new Planning Director and hiring of an Assistant Planner.

The numbers of application and permits reflect current economic conditions (based on recent years). The program recognizes the need to continue to meet with developers and/or property owners to facilitate development on such properties as the Rose Garden Site, Drake's Cove Subdivision (unfinished), 2000 Larkspur Landing Circle (RVSD), 1250 South Eliseo (MSW), and the Tamalpais Retirement Community.

PLANNING AND BUILDING DEPARTMENT – ADVANCE PLANNING

PROGRAM DESCRIPTION

Advance Planning is comprised of the Planning & Building Director, an Associate Planner, and an Assistant Planner. Implement the General Plan through amendments and additions to the zoning ordinance. Work with other jurisdictions and agencies regarding regional land use planning, transportation, and environmental issues. Maintain a body of data pertaining to the City of Larkspur.

2011-12 PROGRAM OBJECTIVES

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|--|---|
| 1. Coordinate and facilitate Citizen Advisory Committee (CAC) to review and provide input on the existing General Plan and Comprehensive update. | Citizen Advisory Committee (CAC) review and input on the existing General Plan and Comprehensive update completed in November, 2011. |
| 2. Work with CAC members to assist them in encouraging community involvement throughout the update process. | Held 15 CAC meetings and 2 public workshops on the North Magnolia Planning Area. |
| 3. Implement SMART Station Area Study work program. | Contracted BMS Project Consultants. Initiated CAC and TAC meetings in May 2012. <i>Secured approximately \$80,000 grant funding for project management.</i> |
| 4. Implement Housing Element. | Adopted Emergency Shelter & Transitional Housing and Reasonable Accommodations. Ordinance Progress Report for 2011 filed with Housing and Community Development. |
| 5. Complete a five-year 2010 Greenhouse Gas Emissions Inventory for the Climate Action Plan. | Updating inventory through Marin Climate and Energy Partnership (MCEP). |
| 6. Continue amendments to zoning ordinance to update and clarify as needed. | Conducting review of potential Zoning Ordinance amendments. Continuing review of consolidated parking standards. |
| 7. Support Heritage Preservation Board's efforts to preserve the City's historic archives and the historic structures and features within the City. | Initiated archive program, hired archival consultant to assist Board and volunteers with a digitized database of the City's historic archives. |
| 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, | Initiated process for the SMART Station Area Plan. Continuing coordination with TAM on multi-use routes. Adopted Zero Waste Resolution and C&D Debris Diversion Ordinance. Participated in MTC/ABAG One |

PLANNING AND BUILDING DEPARTMENT – ADVANCE PLANNING

regional multi-use routes, zero waste programs, and the MTC/ABAG process to develop a Sustainable Communities Strategy.

Bay Area process. Reviewing updated RHNA Methodology. *Secured grant funding of \$12,400 for Zero Waste and C&D ordinance Adoption.*

2012-13 PROGRAM OBJECTIVES

1. Coordinate SAP process and General Plan Update. Prepare for 2014-2022 Housing Element Cycle.
2. Complete a five-year 2010 Greenhouse Gas Emissions Inventory for the Climate Action Plan and assess the progress of the Climate Action Planning effort. Continue to work with MCEP to seek funding opportunities for sustainability programs and green infrastructure.
3. Study amendments to zoning ordinance to update and clarify as needed and to consolidate the ordinance language where possible.
4. Continuing support of the archiving program. Recruit new historic architectural consultant(s).
5. 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, CMFC and regional multi-use routes, plastic bags & containers). Also continue to work with the MTC/ABAG process to develop a Sustainable Communities Strategy, to assure future funding for local infrastructure.

2012-13 KEY CHANGES

The changes in this budget are related to appointment of a new Planning Director and hiring of an Assistant Planner.

Approximately \$30,000 of SMART Station Area Grant funding will be dedicated to SAP project management.

ANNUAL BUDGET

PLANNING AND BUILDING DEPARTMENT- CURRENT AND ADVANCE PLANNING

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries*	468,772	469,086	499,678	278,422	328,385	334,953
Benefits				107,631	101,726	103,761
Retiree benefits				14,666	9,310	9,496
Professional services	4,883	5,425	1,938	90,000	10,000	10,200
Materials & supplies	636	1,555	908	1,700	1,700	1,734
Communications & travel	7,525	7,699	6,860	5,050	8,200	8,364
Maintenance & supplies	492	892	529	700	700	714
Insurance	0	6,539	6,961	6,700	7,000	7,140
Miscellaneous	6,240	6,828	2,731	3,500	3,500	3,570
TOTAL	488,548	498,024	519,605	508,369	470,521	479,931
Planning Director	1	1	1	1	1	1
Senior Planner	1	1	1	1	0	0
Associate Planner	0	0	1	1	1	1
Assistant Planner	1	1	0	0	1	1
TOTAL	3	3	3	3	3	3

*Includes salary for hourly part-time Planner.

PLANNING AND BUILDING DEPARTMENT – BUILDING INSPECTION/CODE ENFORCEMENT

PROGRAM DESCRIPTION

The Building Inspection/Code Enforcement division is comprised of a contract Building Inspector, a full time Permit Technician, and a part time resale inspector. The functions include plan review, permit issuance, inspection of construction projects and municipal code oversight to ensure compliance with all applicable codes and ordinances.

2011-12 PROGRAM OBJECTIVES

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|---|---|
| <ol style="list-style-type: none">1. Continue to provide high levels of customer service through a community based approach to code enforcement utilizing our contract Building Department Staff2. Strive to make the permit application process as streamlined as possible based on current staffing configuration. | <ol style="list-style-type: none">1. A priority of our Building staff is to serve the customer by providing high quality counter service, plan reviews, and field inspection services.2. Building staff, along with the Customer Service staff, continually refine and modify the permit process in order to make the process as efficient as practical. |
|---|---|

2012-13 PROGRAM OBJECTIVES

1. Complete the updating process of the City's ADA Transition Plan and Barrier Inventory.
2. Develop and implement the new construction and demolition debris requirements.
3. Update the Federal Emergency Management Agency flood insurance rate maps.

2012-13 KEY CHANGES

The changes in this budget include the migration of the Building Department into the Planning Department and the addition of the Permit Technician to this department.

ANNUAL BUDGET

PLANNING AND BUILDING DEPARTMENT- BUILDING INSPECTION/CODE ENFORCEMENT

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	ADOPTED	ESTIMATED
	2008-09	2009-10	2010-11	2011-12	BUDGET	2013-14
Salaries*	18,238	14,171	14,034	13,559	82,090	83,732
Benefits					26,453	26,982
Retiree Health				7,276	7,161	7,304
Professional Services**	166,247	163,085	157,677	135,000	135,000	137,700
Materials & supplies	0	0	1,662	0	1,000	1,020
Communications & travel	1,200	1,200	1,200	1,200	1,200	1,224
Maintenance & supplies	0	2,201	0	0	0	0
Contingency/miscellaneous	100	100	336	2,200	2,000	2,040
TOTAL	185,785	180,757	174,909	159,235	254,904	260,002
Permit Technician					1	1
Building Inspector	1	1	0	0	0	0
TOTAL	1	1	0	0	1	1

*Salaries includes part-time Resale Inspector services

**Professional Services Includes the contract for Building Inspector services.

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ANNUAL BUDGET

POLICE

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Operating	3,369,259	3,349,800	3,289,196	3,325,568	3,334,977	3,350,000
TOTAL	3,369,259	3,349,800	3,289,196	3,325,568	3,334,977	3,350,000

FIRE ADMINISTRATIVE SERVICES DIVISION

PROGRAM DESCRIPTION

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

2011-12 PROGRAM OBJECTIVES

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| <p>1. Strive to ensure that the Fire Department continues to deploy maximum services to our citizens while reducing costs wherever feasible.</p> | <p>Calls for service for FY 2011-12 remained within norm at approximately 1,500. Total combined fire loss for the year is less than \$100,000. This is reflective of sound fire prevention strategies combined with rapid response and suppression.</p> |
| <p>2. Look for consolidation opportunities with agencies in our Ross Valley operational zone.</p> | <p>Many comprehensive discussions took place during the calendar year with Ross Valley and 101 corridor fire agencies. Action steps are now in process to blend the San Rafael and Larkspur agencies, beginning with the administrative components.</p> |
| <p>3. Continue to manage the administrative component of the Ross Valley Paramedic Authority (RVPA), which provides paramedic services to an 8-member JPA.</p> | <p>The Fire Chief continues to act in the role of Executive Officer for the RVPA JPA, which consists of 8-member agencies.</p> |

2012-13 PROGRAM OBJECTIVES

1. Continue to expand the partnership with the San Rafael Fire Department by completing the administrative blending process.
2. Continue to explore agency-sharing opportunities with other neighboring fire agencies in order to either improve service levels or reduce costs.
3. Continue to manage the administrative component of the Ross Valley Paramedic Authority (RVPA), which provides paramedic services to an 8-member JPA.

2012-13 KEY CHANGES

The changes in this budget are related to our expanded partnership with the San Rafael Fire Department. With an administrative sharing agreement now in place, the fire agencies will continue to move towards the creation of a single operational area. A contribution to the equipment replacement fund is also included in this budget.

FIRE PREVENTION DIVISION

PROGRAM DESCRIPTION

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

2011-12 PROGRAM OBJECTIVES

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| 1. Continue to deploy CPR, GET READY, and MCCERT disaster preparedness programs to the community. | Staff presents CPR and disaster preparedness courses on an on going regular basis. |
| 2. Provide staff support to the Community Emergency Advisory Committee (CEAC). | The Fire Department allocates the use of a fire employee to provide staff support to CEAC. |
| 3. Oversee the daily functions of fire code enforcement services. | The Fire Department utilizes the services of our part time fire marshal to fulfill these functions. |
| 4. Practice vegetation management and risk reduction strategies in the City's designated High Fire Risk Zones. | Staff targets areas where wildfire could impact adjacent structures and damage private property. |

2012-13 PROGRAM OBJECTIVES

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

2012-13 KEY CHANGES

Efforts will focus on the expansion of the role of CEAC and the creation of a joint Larkspur-Corte Madera disaster council.

FIRE PROTECTION & EMERGENCY MEDICAL SERVICES DIVISION

PROGRAM DESCRIPTION

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

2011-12 PROGRAM OBJECTIVES

1. Continue our participation and involvement in the Central Marin Training Consortium (CMTTC), 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.

The CMTTC recently received national attention from an article written in Fire Chief's magazine. It is a working example of agency resource sharing in order to provide regional training to 5 Marin fire agencies.

Along with CMTTC, the Fire Department is involved in other comprehensive regional training in order to fulfill our mandates and minimum requirements.

2012-13 PROGRAM OBJECTIVES

1. Continue our participation and involvement in the Central Marin Training Consortium, which sets forth an annual comprehensive training program for engine company personnel.
2. Continue ongoing training programs to maintain a well prepared, all-risk emergency response force.
3. Begin cross training programs to enable engine company firefighters from Larkspur and San Rafael to fill assignments in the neighboring agency.

2012-13 KEY CHANGES

Key changes in this budget will include operational elements involved in further partnering with the San Rafael Fire Department. This will include expanding the training program, the sharing of personnel, and further aligning emergency operations along with the standardization of equipment, supplies, and procedures.

ANNUAL BUDGET

FIRE DEPARTMENT

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	ADOPTED	ESTIMATED
	2008-09	2009-10	2010-11	2011-12	BUDGET 2012-13	2013-14
Salaries	3,464,684	3,599,671	3,664,830	2,198,587	2,234,208	2,278,892
Benefits				1,180,852	1,167,643	1,190,996
Retiree Health				150,532	143,001	145,861
Professional services	77,950	111,062	96,001	110,000	110,000	112,200
Materials & supplies	26,970	42,013	47,120	73,000	73,000	74,460
Utilities	18,564	18,313	18,240	17,000	17,000	17,340
Communications & travel	17,102	14,058	11,010	20,000	20,000	20,400
Maintenance & supplies	54,856	52,719	59,499	60,000	60,000	61,200
Insurance	40,652	40,414	42,781	47,500	45,500	46,410
Miscellaneous	65,575	15,850	5,300	7,500	7,500	7,650
Capital outlay	1,685	3,821	1,797	4,500	24,500	24,990
TOTAL	3,768,038	3,897,921	3,946,578	3,869,471	3,902,352	3,980,399
Fire Chief	1	1	1	1	1	1
Deputy Fire Chief	1	1	1	0	0	0
Fire Captain	6	6	6	6	6	6
Firefighter	10	10	10	10	10	10
TOTAL	18	18	18	17	17	17

PUBLIC WORKS DEPARTMENT- ADMINISTRATION/ENGINEERING

PROGRAM DESCRIPTION

The Administration/Engineering division of the Public Works Department includes the Director of Public Works/City Engineer, GIS Technician, and Customer Service Representative. The functions include the overall management of Public Works activities; annual capital improvement program; GIS mapping and infrastructure asset management; and engineering and survey plan review services.

2011-12 PROGRAM OBJECTIVES

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| 1. Continue working on GIS mapping which will include citywide data base maps and infrastructure. | Continued implementation and integration of the GIS/Marin Map progressed throughout the 2011-12 fiscal year. |
| 2. Implement changes to the pavement management program using GIS. Select road segments for improvement. | Skylark Drive was paved in FY 2011-12. |
| 3. Complete current capital improvement projects and develop a comprehensive list of future projects. | A comprehensive list of capital improvement projects completed this year can be found in the capital improvement section of this budget. |
| 4. Continue work on Bon Air, Doherty, and Alexander bridges. | NEPA approval has been secured for Bon Air and Doherty Drive bridges. The final design for Alexander Bridge has been completed and the right-of-way certification will be approved by June 2011. |
| 5. Temporarily relocate the Engineering offices and Corporation Yard. | Alternatives have been prepared for evaluation. |
| 6. Create Public-Private Partnerships. | Successful partnership resulted in Skylark Drive repavement project completion. |

2012-13 PROGRAM OBJECTIVES

1. Complete the design for Bon Air and Doherty Drive bridges. Begin construction on Alexander Bridge. Complete construction on the Doherty Drive improvements and Redwood Highway improvements.
2. Continue working on GIS mapping, to include citywide data base maps and infrastructure.
3. Implement a relocation plan for the Engineering offices and Corporation Yard.
4. Develop and design the street-resurfacing project.
5. Develop a 20-year infrastructure needs assessment.

2012-13 KEY CHANGES

Changes in this budget are related to increased costs in salaries and benefits and a contribution to the equipment replacement fund.

ANNUAL BUDGET

PUBLIC WORKS-ADMINISTRATION-ENGINEERING

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	ADOPTED	ESTIMATED
	2008-09	2009-10	2010-11	2011-12	BUDGET	2013-14
Salaries	214,561	223,786	249,049	158,552	162,743	165,998
Benefits				74,144	73,970	75,449
Retiree Health				5,589	5,573	5,684
Professional service	83,831	100,248	105,849	100,000	100,000	102,000
Materials & supplies	3,666	4,374	3,945	3,500	3,500	3,570
Communications & travel	3,727	3,893	3,956	4,000	4,000	4,080
Insurance	0	5,935	3,650	4,000	3,400	3,468
Miscellaneous	15,184	15,247	16,467	14,900	14,900	15,198
Equipment Replacement	25,000	15,000	0	0	10,000	10,000
TOTAL	345,969	368,483	382,916	364,685	378,086	385,448
Public Works Director	0.4	0.4	0.4	0.4	0.4	0.4
GIS Technician	0.9	0.9	0.9	0.9	0.9	0.9
Customer Service Rep	0.9	0.9	0.9	0.9	0.9	0.9
TOTAL	3.2	2.2	2.2	2.2	2.2	2.2

PUBLIC WORKS DEPARTMENT- STREET MAINTENANCE DIVISION

PROGRAM DESCRIPTION

The Street Maintenance Division includes the Superintendent (shared with the Parks Maintenance division), a Maintenance Worker I, and two Maintenance Worker II. The functions include the upkeep of the public thoroughfares including the maintenance of city streets, rights-of-way and associated infrastructure.

2011-12 PROGRAM OBJECTIVES

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|---|--|
| <ol style="list-style-type: none">1. Continue to implement the NPDES (storm water) program through documentation, enforcement, inspection and public education.2. Continue refining the Standard Operating Procedure for emergency call-outs: pump station operation and training, hazardous materials clean up, erosion mitigation clean up, removal of fallen trees, and large scale emergency repairs.3. Continue facilities repairs necessary to maintain City infrastructure in a safe and efficient manner.4. Manage street landscape maintenance. | <p>This is an ongoing program. Our program includes educating the public through mailings and handouts, in addition to encroachment permits and inspections.</p> <p>Conducted quarterly reviews of maintenance practices, monitoring, regulatory compliance and troubleshooting.</p> <p>Completed funded repairs as needed.</p> <p>City staff maintained the City's street landscape without outside resources to the extent feasible.</p> |
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2012-13 PROGRAM OBJECTIVES

1. Continue to implement the NPDES (storm water) program. Coordinate with CMSA through an agreement that will allow them to enforce storm water regulations.
2. Continue refining the Standard Operating Procedure for emergency call-outs: pump station operation and training, hazardous materials clean up, erosion mitigation clean up, removal of fallen trees, and large scale emergency repairs.
3. Continue facilities repairs necessary to maintain City infrastructure in a safe and efficient manner.
4. Manage street landscape maintenance.

2012-13 KEY CHANGES

Changes in this budget are related to increased costs in salaries and benefits and a contribution to the equipment replacement fund.

ANNUAL BUDGET

PUBLIC WORKS-STREET MAINTENANCE DIVISION

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	ADOPTED	ESTIMATED
	2008-09	2009-10	2010-11	2011-12	BUDGET 2012-13	2013-14
Salaries	471,610	458,561	491,069	308,783	331,150	337,773
Benefits				158,379	148,561	151,532
Retiree Health				19,170	19,082	19,464
Professional services	74,142	70,532	72,410	60,000	60,000	61,200
Materials & supplies	21,882	20,035	20,905	19,500	19,500	19,890
Utilities	109,501	134,303	110,506	115,000	115,000	117,300
Communications & travel	8,724	11,197	8,609	8,000	8,000	8,160
Maintenance & supplies	143,669	155,378	138,046	160,000	160,000	163,200
Insurance	37,444	7,738	7,964	8,000	6,500	6,630
Equipment charges/misc	13,745	13,916	7,831	7,950	7,950	8,109
Equipment Replacement	0	0	0	0	10,000	10,000
TOTAL	880,717	871,660	857,340	864,782	885,743	903,258
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 DEPARTMENT- PARKS MAINTENANCE DIVISION

PROGRAM DESCRIPTION

The Parks Maintenance Division includes the Superintendent (shared with the Street Maintenance Division), a Maintenance Worker I, and a Maintenance Worker II. The functions include the maintenance and enhancement of the City owned recreational and environmental areas.

2011-2012 PROGRAM OBJECTIVES

- | | |
|--|--|
| 1. Continue park accessibility improvement program. | Improvements made based on the order of priority. |
| 2. Continue implementing the Piper Park and Mini-Parks Plan elements. | Improvements made in the prioritized order established by the City Council. |
| 3. Continue refining the turf management program on the natural and multi-use fields to enhance our existing athletic fields and passive play areas. | The softball field in Piper Park was opened in February 2012 to extend the length of play season. Ball fields were seeded and fertilized to increase turf resilience and added enjoyment and safety. |
| 4. Manage all park landscaping.. | City staff maintained the City's parks without outside resources to the extent feasible. |

2012-13 PROGRAM OBJECTIVES

1. Continue park accessibility improvement program.
2. Continue implementing the 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.
5. Reduce labor and water use by using landscaping materials (such as weed fabric) and irrigation equipment (controllers, drip emitters, etc.). Replace declining landscaping with native plantings where appropriate, to reduce water demand.

2012-13 KEY CHANGES

Changes in this budget are related to increased costs in salaries and benefits and a contribution to the equipment replacement fund.

ANNUAL BUDGET

PUBLICS WORKS-PARKS DIVISION

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries	282,749	284,534	295,480	185,007	197,320	201,266
Benefits				96,704	92,145	93,988
Retiree Health				7,261	7,399	7,547
Professional services	1,648	842	1,361	1,500	1,500	1,530
Materials & supplies	3,270	2,097	1,830	5,100	5,100	5,202
Utilities	91,065	76,599	74,750	83,000	81,000	82,620
Communications & travel	0	0	79	1,000	1,000	1,020
Maintenance & supplies	211,340	68,663	74,554	89,000	84,000	85,680
Insurance	12,838	4,311	4,439	4,200	4,000	4,080
Equipment charges/misc	15,250	15,250	120	750	8,250	8,415
TOTAL	618,160	452,296	452,613	473,522	481,714	491,348
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Superintendent	0.3	0.3	0.3	0.3	0.3	0.3
Maintenance Worker II	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker I	1.0	1.0	1.0	1.0	1.0	1.0
TOTAL	2.5	2.5	2.5	2.5	2.5	2.5

RECREATION SERVICES

PROGRAM DESCRIPTION

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

2011-12 PROGRAM OBJECTIVES

- | | |
|--|--|
| 1. Provide leisure activities for all age groups within the community. | Ongoing programs include: senior activities, summer school, child-care, adult sports, and special events. Other programs include: developmentally disabled activities classes and walking group program. |
| 2. Continue expanding the delivery of Recreation services to the community. | Programming will be expanded in August, 2012, with a combined recreation brochure created in conjunction with Corte Madera Recreation. |
| 3. Investigate alternatives to surfacing in Canine Commons facility. | Stakeholder meetings and Parks & Recreation Commission meetings on dog park were held. Recreation and Public Works evaluating next steps. |
| 4. Monitor Larkspur's possible access to state grants. | Potential funding sources were identified and presented during the Piper Park Master Plan process. |
| 5. Continue to accommodate the new Twin Cities Police Facility construction project. | Piper Park rental program was all but eliminated to accommodate road closure during construction. |

2012-13 PROGRAM OBJECTIVES

1. Provide leisure activities for all age groups within the community, concentrating on teens and "seniors".
2. Continue expanding the delivery of Recreation services to the community.
3. Monitor Larkspur's possible access to state and other grants.

2012-13 Key Changes

There are significant changes to this budget in regards to revenue generation. Options to augment revenue are actively being considered or implemented by staff.

Cost savings should be realized by jointly printing the Recreation Brochure with the Corte Madera Recreation Dept.

Reduced revenues have been partially offset by a reduction in salaries and supplies reimbursement usually paid to contract instructors

ANNUAL BUDGET

RECREATION

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries	380,250	367,092	355,741	279,081	296,803	302,739
Benefits				92,866	91,322	93,148
Retiree Benefits				23,433	24,810	25,306
Professional services	138,004	126,365	167,476	120,500	95,000	96,900
Materials & supplies	38,910	36,376	39,467	51,000	40,000	40,800
Communications & travel	10,833	12,537	12,752	12,200	12,200	12,444
Buildings & Structure Maintenance	4,500	4,500	5,425	4,500	4,500	4,590
Insurance	0	5,623	5,799	7,500	7,000	7,140
Miscellaneous	13,063	13,439	1,944	2,000	2,000	2,040
Capital outlay	0	0	0	0	5,000	5,100
TOTAL	585,560	565,932	588,604	593,080	578,635	590,208
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 and services that meet the needs of the community. The Library strives to provide a wide range of materials, online resources, and programs that encourage lifelong learning and a love of reading in a welcoming environment. The Library is part of a consortium, "*Marin Automated Resources and Information Network*" (MARINet), that enables members to share resources and use information technology to fulfill their missions of serving the public.

2011-12

PROGRAM OBJECTIVES

- | | |
|--|---|
| 1. Continue to support the educational, recreational and information needs of our community through quality, personalized service, library programs and access to a wide range of materials. | Maintained current levels of circulation. Provided continuing education and training opportunities for staff. |
| 2. Maintain 21 st Century Library Services to our community | Upgraded Library website and expanded Facebook presence. Worked with MARINet to evaluate new digital resources. |
| 3. Continue to promote library services and programs to the community. | Expanded outreach; added special events and programs. |

2012-2013

PROGRAM OBJECTIVES

- | | |
|--|---|
| 1. Continue to support the educational, recreational, and information needs of our community through quality, personalized services, library programs and access to a wide range of materials. | <u>2012-13 Key Changes/Issues:</u>
Rising costs for digital resources, computer equipment and library materials |
| 2. Maintain 21 st Century Library Services to our community | Increasing costs for MARINet Consortium fees |
| 3. Continue to offer and promote popular library services and programs to the community. | Managing increased patron expectations with static budget

Providing adequate staffing to meet increased patron demands

Providing services in an aging facility with limited space |

ANNUAL BUDGET

LIBRARY

GENERAL FUND

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries	592,322	643,381	636,174	411,249	434,984	443,684
Benefits				209,224	202,599	206,651
Retiree Health				30,028	30,111	30,713
Professional service	2,805	2,835	2,640	13,000	3,000	3,060
Marinet/Technology*					70,325	73,841
Materials & supplies	70,012	66,207	67,342	72,000	61,000	62,220
Communications & travel	5,733	6,199	6,208	7,000	7,000	7,140
Maintenance & supplies	50	995	1,045	500	500	510
Insurance	3,345	8,044	7,916	8,000	8,800	8,976
Contingency/miscellaneous	5,949	5,542	560	2,000	2,000	2,040
TOTAL	680,215	733,203	721,885	753,001	820,319	838,835
Library Director	1	1	1	1	1	1
Librarian	2	2	2	2	2	2
Library Assistant II	1	1	1	1	1	1
Library Assistant I	3	3	3	3	3	3
TOTAL	7	7	7	7	7	7

***Marinet/Technology**

Annual Fee	57,400	<i>Previously budgeted in the Equipment Fund</i>
Delivery Service	11,625	<i>Previously budgeted in the Materials Account</i>
OCLC Annual Fee	1,000	<i>Previously budgeted in the Materials Account</i>
Online Scheduling Fee	100	<i>Previously budgeted in the Materials Account</i>
CALIFA Membership	200	<i>Previously budgeted in the Materials Account</i>
	70,325	

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OTHER FUNDS

Bon Air Bridge Fund

Funded by proceeds from legal action

2012/13

Estimated Fund Balance 6/30/12		6,907,665
Minus Loan to General Fund		<u>-3,127,846</u>
		3,779,819
Add:		
Interest Income	3,000	
TEA 21 Bon Air Bridge	<u>1,150,500</u>	
		1,153,500
Available Funds		4,933,319
Less: 2012/13 Expenditures		
Bon Air Bridge Expenses	1,300,000	
Total Expenditures		1,300,000
Transfer to General Fund	20,000	
<i>(Project Management- Staff)</i>		
		20,000
Estimated Fund Balance 6/30/13		3,613,319

CAPITAL IMPROVEMENT FUND BUDGET

2012/13

Estimated Fund Balance 6/30/12 (130,000)

Add:

Revenue:

Transfer from General Fund	70,000	
Transfer from Road Fund	315,000	
Transfer from State and Regional Transportation Fund	<u>1,543,000</u>	1,928,000
General Plan Fees	150,000	
NTPP Grants	723,000	
Transportation Enhancement Grant	68,000	
California Energy Commission Grant	33,523	
MTC Contribution (SMART SAP)	455,200	
Other Municipality Match (SMART SAP)	<u>113,800</u>	
		1,543,523
AVAILABLE FUNDS		3,341,523

Less 2012/13 Expenditures

Funding Source*	Ongoing Projects	12/13 Projects	12/13 Total
-----------------	------------------	----------------	-------------

Annual Accessibility Projects	CIF	5,000	5,000
Annual Engineering for Future Projects	CIF	10,000	10,000
Annual Park Irrigation- Piper Park	CIF	10,000	10,000
Annual Sidewalk Repair & Replacement - Citywide	CIF	10,000	10,000
Bike Rack Installations	CIF		5,800
Cal Park Hill to SFD Overcrossing	TFCA		173,000
City Hall Window Replacement Program	CIF	10,000	10,000
Doherty Drive Class I Multi Use Path	NTPP/CIF/SRF		1,040,000
Doherty Drive Reconstruction Phase III	TAM/GT/SRF		840,000
Doherty Drive Signing & Striping	TAM/SAFE/SRF		185,000
Electric Vehicle Charging Stations	CEC		33,523
ESFD Bike/Ped Multi-Use Bridge	CIF/TE		85,000
General Plan Update	CIF		150,000
Redwood Highway Pathway Intersection	RM2/TAM		345,000
SMART Station Area Plan	CIF/MTC		569,000
Total Expenditures		45,000	3,426,323

Estimated Fund Balance 6/30/13 (129,800)

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

CLEAN WATER FUND BUDGET

In August 1995, the City Council adopted Ordinance No. 871 Clean Storm Water Activity Ordinance. In addition, Resolution 46/95 was passed which established a runoff fee to be used to implement the program. The fees are assessed through the property tax roll. The fee of \$15.00 per Standard Run-off Unit is reestablished by Resolution each year. The Public Works department oversees the use of these funds.

2012/13

Estimated Fund Balance 6/30/12		15,000
Add:		
2012/13 Revenues		94,000
Available Funds		109,000
Less: 2012/13 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 6/30/13		1,000

2012/13

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

EQUIPMENT AND TECHNOLOGY REPLACEMENT FUND BUDGET

Funded by all city departments, this fund is intended to gather funds necessary for larger equipment and technology expenses city-wide.

2012/13

Estimated fund balance 6/30/12		242,000
Add:		
TCCC Loan Repayment	25,000	
Charges to Departments	<u>57,500</u>	
		82,500
Available Funds		324,500
Less: 2012/13 Expenditures		
Accounting/Financial Software/Hardware	75,000	
Fire Hydrant Replacement Program	15,000	
Mobile Units- Fire Department	10,000	
Website Hosting	25,000	
Annual Technology Expenses	75,000	
Total Expenditures		200,000
Transfer to General Fund/Capital	117,500	
<i>Mera Bond Payment 39,500</i>		
<i>Pierce GM 1500 Pumper 78,000</i>		
		117,500
Estimated Fund Balance 6/30/13		7,000

PARK DEVELOPMENT FUND BUDGET

These funds are restricted for park projects only. The funds come from Park In-Lieu fees charged to developers and restricted monies received from the State of California for park grants. FY 2012-13 funds include the Public/Private Partnership with "Save the Hoops".

2012/13

Estimated Fund Balance 6/30/12		28,000
Add:		
Greenbrae School Park Partnership	10,000	
Interest Income	<u>50</u>	
		10,050
Available Funds		38,050
Less: 2012/13 Expenditures		
Greenbrae School Park Improvements	15,000	
Total Expenditures		15,000
Estimated Fund Balance 6/30/13		23,050

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.

2012/13

Estimated Fund Balance 6/30/12		301,000
Add:		
Interest Income		5,000
Larkspur Measure A Funds	FY 11/12 & 12/13	156,293
Larkspur Measure A Funds	FY 13/14,14/15,15/16,16/17	380,162
TAM Measure B Funds	FY 13/14 & 16/17	153,772
TAM - Safe Pathways	(balance of grant)	69,000
Regional Measure 2		345,000
Transportation Fund for Clean Air		<u>173,000</u>
		1,282,227
Available Funds		1,583,227
Less: 2012/13 Expenditures		
Transfer to Capital Projects Fund		1,543,000
<i>Doherty Drive Reconstruction- Phase III</i>	<i>840,000</i>	
<i>Doherty Drive Signing & Striping</i>	<i>185,000</i>	
<i>Redwood Highway Pathway Intersection</i>	<i>345,000</i>	
<i>Cal Park Hill to SFD Overcrossing</i>	<i>173,000</i>	
		1,543,000
Estimated Fund Balance 6/30/13		40,227

STREET/ROAD FUND BUDGET

Includes Gas Tax Revenues, Road Impact Fees, and Refuse Vehicle Impact Fees

2012/13

Estimated Fund Balance 6/30/12 800,000

Add:

2012/13 Gas Tax Revenue (inc. Prop 42 replacement)	328,807	
2012/13 Road Impact Fee	130,000	
2012/13 Vehicle Impact Fee	389,000	
Interest Income	<u>12,000</u>	
		859,807
Grants		
Federal Grant Alexander Bridge	1,420,000	
TEA 21 Grant Arroyo Holon Bridge	400,000	

Available Funds	<u>1,820,000</u>	
		3,479,807

Less: 2012/13 Expenditures

Alexander Bridge	1,775,000
Doherty Drive/ Arroyo Holon Bridge	500,000
Future Project Management	10,000
Citywide Striping	10,000
Madrone @ Valley Way- Retaining Wall & Steps	15,000
Downtown Sidewalk & Tree Management	50,000
Oak Road - Retaining Wall	50,000
Magnolia Avenue Storm Drain Line	90,000
Citywide Storm Drain Repairs	150,000
Corte Alejo Storm Drain Line	150,000
Local Street Maintenance & Rehab Program	50,000

Total Expenditures 2,850,000

Transfer to Capital (Doherty Drive Project)	315,000
Transfer to General Fund*	<u>150,000</u>
	465,000

Estimated Fund Balance 6/30/13 164,807

*Includes Staff Project Management costs (\$150,000)

Road Impact Fee- collected with Building Permit, to offset road impact of construction activities

Refuse Vehicle Impact Fee- Collected from Marin Sanitary Service, to offset road impact of garbage trucks

SUMMER SCHOOL PROGRAM BUDGET

Formerly known as the Ross Valley Summer School, the newly renamed "Super Cool Summer School" is open to all residents of the Ross Valley and beyond. This cost covering program has approximately 700 children in attendance each year. In addition, the program employs approximately 30 teachers and 75 student aides each summer.

DESCRIPTION	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries, wages & benefits	83,025	98,000	116,870	122,279	128,000	130,560
Professional service	57,364	34,000	73,789	71,669	75,000	76,500
Materials & supplies	20,118	15,000	23,796	36,885	25,000	25,500
Insurance	0	400	2,400	2,123	2,800	2,856
Miscellaneous	0	2,500	3,600	5,772	16,000	16,320
TOTAL	160,507	149,900	220,455	238,728	246,800	251,736

REVENUES

Projected Income					250,000	255,000
------------------	--	--	--	--	---------	---------

FUND BALANCE DETAIL

	2012-13	2013-14
Estimated Fund Balance	12,400	15,600
Estimated Revenue	250,000	255,000
Total Available Revenue	262,400	270,600
Estimated Expenditures	246,800	251,736
Estimated Fund Balance	15,600	18,864

2012/13 Key Changes

Charges for Larkspur Staff time devoted to this program were reevaluated and recalculated this year. This resulted in an increase to the Miscellaneous line item.

TRANSIENT OCCUPANCY TAX FUND BUDGET

In 1966 the City Council adopted Ordinance No. 330 Transient Occupancy Tax. The ordinance imposed a tax in the amount of ten percent of room rents that were paid by transient (30 days or less) occupants of hotel rooms, mobile homes, and other lodging. Nine percent of this tax is used for General Fund purposes, the other one percent is allocated to this fund. Projects using these funds are approved by City Council. The goal of projects funded by TOT funds is to enhance the Larkspur business community.

2012/13

Estimated Fund Balance 6/30/12		78,000
Add:		
2012/13 Revenues		48,000
Available Revenue		126,000
Less:		
2012/13 Expenditures		
4th of July Security and Bands	15,000	
Economic Development Study	25,000	
Historical Sign	15,000	
Community & Arts Grants	10,000	
Total Expenditures		65,000
Estimated Fund Balance 6/30/13		61,000

2012/13 Key Changes

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

TRANSPORTATION FUND BUDGET

Traffic Impact Fees per LMC 18.15- The funds collected under this chapter shall be exclusively used to mitigate the impacts of the trips generated by new development within the City.

2012/13

Estimated Fund Balance 6/30/12		420,200
Add:		
Interest Income		2,000
Available Funds		422,200
Less: 2012/13 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 6/30/13		356,200

TWIN CITIES CHILD CARE PROGRAM BUDGET

This very popular childcare program has been run by the City of Larkspur for over 30 years. The cost covering program is located at Neil Cummins Elementary School and serves approximately 120 families year round.

EXPENDITURES	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	BUDGET 2011-12	ADOPTED BUDGET 2012-13	ESTIMATED 2013-14
Salaries	505,071	489,466	315,410	337,529	343,454	350,323
Benefits			150,143	176,984	178,007	181,567
Retiree Health			4,068	8,706	9,164	9,347
Professional service	1,834	1,700	795	1,700	1,700	1,734
Materials & supplies	21,602	17,138	20,238	25,000	25,000	25,500
Communications & travel	5,983	4,906	6,023	8,100	8,100	8,262
Maintenance & supplies	14,932	16,675	14,210	14,500	14,500	14,790
Insurance	0	7,400	7,841	7,400	7,200	7,344
Miscellaneous*	47,454	91,413	103,101	55,150	55,150	56,253
Capital outlay	0	3,535	464	0	30,000	30,600
TOTAL	596,876	632,233	622,293	635,069	672,275	685,721
REVENUES						
Projected income					675,000	688,500
FUND BALANCE DETAIL						
					2012/13	2013/14
Estimated Fund Balance					28,000	30,725
Estimated Revenue					675,000	688,500
Total Available Revenue					703,000	719,225
Estimated Expenditures					672,275	685,721
Estimated Fund Balance					30,725	33,505

2012-13 Key Changes

Changes in this program include changes to fixed expenses and salary & benefit increases. Included in this years budget is a contribution to the equipment replacement fund for future capital needs.

*Miscellaneous Category includes loan payments made to the Equipment Fund. The annual payment adjusts each year depending on fund balance at end of year.

DEBT SERVICE

2012/13

	FINANCED BY	AMOUNT REQUIRED FOR PRINCIPAL AND INTEREST
LEASE PURCHASE		
MERA Bond Payment	General Fund- Equipment Replacement	39,500
Multi-Use Field P& I- <i>Final Payment</i>	General Fund	47,500
Pierce GM 1500 Pumper (Fire Engine)	General Fund- Equipment Replacement	78,000

CAPITAL IMPROVEMENT SUMMARY

2012/13

Projects/Expenditures:

Bon Air Bridge Fund	1,300,000
Capital Improvement Fund	3,471,323
Park Development Fund	15,000
Street/Road Fund	2,850,000
Transportation Fund	46,000

TOTAL CAPITAL PROJECTS 2012/13 **7,682,323**

Funding Sources for Capital Projects:

Bon Air Bridge Fund		149,500
California Energy Commission Grant		33,523
Clean Water Fund		10,000
General Fund		70,000
General Plan Fees		150,000
Greenbrae School Park Partnership		15,000
Larkspur Measure A Funds	FY 11/12 & 12/13	156,293
Larkspur Measure A Funds	FY 13/14,14/15,15/16,16/17	380,162
MTC Contribution (SMART SAP)		455,200
Non-Motorized Transportation Grants		723,000
Other Municipality Match (SAP Grant)		113,800
Regional Measure 2		345,000
Street Road Fund	Gas Tax/Road Impact/Vehicle Impact)	1,750,073
Transportation Authority of Marin	Measure B FY 13/14 & 16/17	153,772
Transportation Authority of Marin	Safe Pathways	69,000
Transportation Enhancement Grants		68,000
Transportation Enhancement Grants	(Bridge Grants)	2,970,500
Transportation Fund Budget		46,000
Transportation Fund for Clean Air Grant		173,000

TOTAL FUNDING FOR CAPITAL PROJECTS 2012/13 **7,682,323**

MAJOR FUND BALANCES- HISTORY

	ACTUAL 7/1/2008	ACTUAL 7/1/2009	ACTUAL 7/1/2010	ACTUAL 7/1/2011	ESTIMATE 7/1/2012
GENERAL	700,000	700,000	700,000	700,000	700,000
RESERVES-RESTRICTED/UNRESTRICTED	1,729,047	1,968,196	1,990,236	1,994,438	1,854,256
BON AIR BRIDGE				6,901,046	3,779,819
CAPITAL IMPROVEMENT	-700,168	-471,709	-795,875	-795,529	-130,000
CLEAN WATER FUND	56,048	25,531	16,783	6,209	15,000
EQUIPMENT & TECHNOLOGY	768,134	706,144	630,462	195,659	242,000
L/T CAPITAL/DISASTER	1,102,953	1,102,953	1,102,953	1,111,470	1,170,755
PARK DEVELOPMENT	372,521	105,205	72,301	51,195	28,000
STATE & REGIONAL TRANSPORTATION	208,528	287,729	390,215	453,070	301,000
STREET/ROAD FUND	163,138	493,221	661,118	580,239	800,000
TRANSPORTATION	120,375	235,794	350,662	434,626	420,200

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**FOUR YEAR
CAPITAL
IMPROVEMENT
PROGRAM**

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CITY OF LARKSPUR
2012-13 CAPITAL IMPROVEMENT FUND BUDGET
Description of Proposed Projects and Funding Sources

NOTE: ALL OF THE PROJECTS SCHEDULED FOR 2012-13 ARE FUNDED. PROJECTS BEYOND 2012-13 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 2012-13 BUDGET DOCUMENT CAN BE FOUND ON PAGE 58

Prior Year Projects Completed

- ADA Accessible Pathway to Sandra Marker Trail (08-09)
 - Citywide Signing and Striping (10-11)
 - Elm Stairs & Pathway (08-09)
 - Median Landscaping & Meadowood Pathway (10-11)
 - Street Light Retrofit Project (10-11)
 - City Hall Roof (11-12)
 - City Hall Window Replacement Program (11-12)
 - Fire Station Roof (11-12)
 - Industrial Pump Station: #1 Pump bearing rebuild (11-12)
 - Skylark Pavement Rehabilitation (11-12)
 - Post Street Stairs and Pathway (08-09)
 - Heather Garden Pump Station: #1 Column pump rebuild (11-12)
-

Prior Year Projects In Process:

- Alexander Bridge Seismic Retrofit/Replacement (97-98)
- Arroyo Holon (Doherty Drive) Bridge Replacement (01-02)
- Bike Racks (11-12)
- Bon Air Bridge Replacement (01-02)
- Cal Park Hill to SFD Overcrossing (11-12)
- 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)
- Electric Vehicle Charging Stations (10-11)
- General Plan Update
- Geographic Information Systems (GIS), since 00-01
- Greenbrae Corridor
- Magnolia Avenue at 655/653 Storm Drain Line (10-11)
- Redwood Hwy Sidewalk/Bike Lane/Roadway Improvements (09-10)

Next Year Projects Proposed:

- Corte Alejo at 70/90: Storm drain line (11-12)
- Greenbrae School Park Repair: asphalt/painting/backboard (11-12)
- Citywide Storm Drain Repairs (11-12)
- Madrone @ Valley Way- Retaining Wall & Steps (12-13)
- Oak Road Retaining Wall (12-13)

Name of Project: Alexander Bridge/Seismic Retrofit
Year Originated: 1997-98
Amount Available: \$1,775,000
Project Description: The purpose of this project is to seismically retrofit and rehabilitate the historic Alexander Bridge for safety reasons. This project has been postponed for the last several years due to continuing discussions with CalTrans about how, if it is possible, to preserve historic elements of the bridge at a reasonable cost and with no diminution to safety. Through the public outreach process it has been determined that bridge seismic retrofit and rehabilitation (to the extent feasible) is the appropriate course of action. The project will go out to bid and construction will begin in FY 2012-13.

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

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

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

Name of Project: Arroyo Holon (Doherty Drive) Bridge Replacement
Year Originated: 2001-02
Amount Available: \$500,000
Project Description: This amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2012-13. 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. The City received NEPA (National Environmental Policy Act) clearance for this project in May 2012.

Name of Project: Bike Racks
Year Originated: 2011-12
Amount Available: \$5,800
Project Description: Install 8 racks in downtown area and near City Hall. There is \$225 per rack grant funding (8 x \$225 = \$1,800) to cover the cost of installation. The City will pay \$500 per rack installation for a total of \$4,000. In FY 2011-12 there were 27 racks installed in the downtown area and inside Piper Park. It was paid for by a combination of donations and City funds for a total cost of \$19,000.

Name of Project: Bon Air Bridge Replacement
Year Originated: 2001-02
Amount Available: \$1,300,000
Project Description: This amount represents the share of the design and environmental review work that will likely be completed on this bridge during 2012-13. 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. The City received NEPA (National Environmental Policy Act) clearance for this project in May 2012.

Name of Project: Cal Park Hill to SFD Overcrossing
Year Originated: 2011-12
Amount Available: \$173,000
Project Description: The Cal Park Hill to SFD Overcrossing runs from the extension of the Cal Park Hill Pathway at Larkspur Landing Circle to the entrance driveway/pedestrian route to the Marin Country Mart. This project will create a Class III bicycle route that includes installation of wayfinding signage, pavement markings, curb extensions, crossing beacons, barriers, ramps, minor retaining walls and other enhancements, as appropriate, along the identified route.

Name of Project: City Hall Window Replacement Program
Year Originated: 2011-12
Amount Available: \$10,000
Project Description: This ongoing project is to replace windows at City Hall at the rate of two per year.

Name of Project: Citywide Storm Drain Repairs
Year Originated: 2011-12
Amount Available: \$150,000
Project Description: Engineering Department maintains and prioritizes a list of storm drain related projects. These funds are used to reduce risk related to poor drainage throughout the city.

Name of Project: Corte Alejo at 70/90: Storm Drain Line
Year Originated: 2011-12
Amount Available: \$150,000
Project Description: Reconstruct culvert to prevent slide damage to the pipe.

Name of Project: Doherty Drive Class I Multi-Use Path
Year Originated: 2008-09
Amount Available: \$1,040,000
Project Description: This mostly grant-funded project is in progress and will allow the City to build 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 Rose Garden project and the replacement of the Doherty Bridge. The project has been in the design phase since 2008-09 and construction will begin in 2012-13.

Name of Project: Doherty Drive Reconstruction Phase III
Year Originated: 2008-09
Amount Available: \$840,000
Project Description: This mostly grant-funded project (Prop 1B) plus Local Measure A & B funds will allow the City to complete the repair of the last portion of Doherty Drive, between the Doherty Bridge and Riviera Circle. It is the most complicated segment because of its length and different settlement due to bay mud. The project has been in the design phase since 2008-09 and construction will begin in 2012-13.

Name of Project: Doherty Drive Signing and Re-striping
Year Originated: 2008-09
Amount Available: \$185,000
Project Description: This mostly 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. The project has been in the design phase since 2008-09 and construction will begin in 2012-13.

Name of Project: Downtown Sidewalk and Tree Management
Year Originated: 2005-06
Amount Available: \$50,000
Project Description: 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. Staff is planning on replacing up to four more trees this year.

Name of Project: East Sir Francis Drake Bike/Ped Multi-Use Bridge
Year Originated: 2006-07
Amount Available: \$85,000
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 has been awarded and the work will begin in June 2012.

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: General Plan Update
Year Originated: 2009-10
Amount Available: \$150,000
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: \$25,000
Project Description: This long-term project has been allocated funding for several years, and now has a near full time position assigned to the work. The estimated total cost of the project is approximately \$300,000 over a 10-year period. Recent enhancements have allowed the City to more dramatically and visually enhance its noticing, public information, and infrastructure and improvement projects. This on-going expense is allowing us to map the locations and conditions of the City's infrastructure and determine how to link the data for visual and written analysis.

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

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

Name of Project: 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: \$50,000
Project Description: This fund is used to repair and maintain our roadway system throughout the City. The priority for repairs will be based on the City's adopted pavement management system (PMS) ratings as well as pothole repairs as it becomes necessary.

Name of Project: Madrone @ Valley Way Retaining Wall & Steps
Year Originated: 2012-13
Amount Available: \$15,000
Project Description: The existing stairs at the end of Madrone Avenue leading to the County Open Space Area are in need of repair due to extensive erosion that has taken place in the area. This project will repair the erosion and stabilize part of the roadway leading to the stairway and repair steps as needed.

Name of Project: Magnolia Avenue at 655/653 Storm Drain Line
Year Originated: 2010-11
Amount Available: \$90,000
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. The project has been awarded and the work will begin in June 2012.

Name of Project: Oak Road Retaining Wall
Year Originated: 2012-13
Amount Available: \$50,000
Project Description: Repair approximately 50 feet of the failing segments of the retaining wall that are in declining conditions and repair the roadway surface as needed.

Name of Project: Redwood Highway Sidewalk/Bike Lane/Roadway Improvements
Year Originated: 2009-10
Amount Available: \$345,000
Project Description: This 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 (Transportation Authority of Marin). Construction will begin in 2012-13.

Name of Project: SMART Station Area Plan
Year Originated: 2011-12
Amount Available: \$569,000
Project Description: This grant-funded project for a community-based planning study for land use, transportation improvements, and recreation uses around the SMART station area. The planning area includes Larkspur Landing, San Quentin Peninsula, portions of Greenbrae, and the Redwood Highway Area. The planning effort will provide resources and environmental analysis support for the General Plan Update for these areas and may serve to enhance the City's eligibility for regional transportation and infrastructure grant funding.

CODE FOR METHOD OF FINANCING

CIF	Capital Improvement Fund/General Fund	CEC	California Energy Commission
CW	Clean Water Fund	EECBG	Energy Efficiency & Conservation Block Grant
PD	Park Development & Property Development	NTPP/TE/TDA/PTAP/RTIP	Other Agency Grant Funding
SRF	Street/Road Fund (Replaces Gas Tax Fund)	SAFE	Safe Routes to School Grant
TIF	Transportation Fund	TAM	Measure A and/or TAM

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2013-14 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2012-13	2013-14	2014-15	2015-16
Alexander Bridge Seismic Retrofit & Rehab	GR/SRF	1,775,000	300,000		
Annual Engineering for Future Projects	CIF	10,000	10,000	10,000	10,000
Annual Future Project Management	SRF	10,000	10,000	10,000	10,000
Annual Sidewalk Repair and Replacement - Citywide	CIF	10,000	10,000	10,000	10,000
Arroyo Holon Bridge Replacement	GR/SRF	500,000	500,000	1,000,000	1,000,000
Bike Racks	CIF/PR	5,800			
Bon Air Bridge Replacement	GR/BF	1,300,000	360,000	500,000	500,000
Cal Park Hill to SFD Overcrossing	TFCA	173,000			
City Hall Window Replacement Program	CIF	10,000	10,000	10,000	10,000
City Wide Annual Accessibility Improvement Program (ADA)	CIF	5,000	5,000	5,000	5,000
Citywide Storm Drain Repairs	SRF	150,000	50,000	50,000	50,000
Citywide Striping	SRF	10,000	10,000	10,000	10,000
Corte Alejo Storm Drain Line	SRF	150,000			
Doherty Drive Class I Multi Use Path	NTPP/SRF	1,040,000			
Doherty Drive Reconstruction Phase III	TAM/SRF	840,000			
Doherty Drive Signing & Striping	TAM/SRF	185,000			
Downtown Sidewalk & Tree Management	SRF	50,000	50,000		
Electric Vehicle Charging Stations	CEC	33,523			
ESFD Bike/Ped Multi-Use Bridge	CIF/TE	85,000			
General Plan Update	CIF	150,000	200,000		
Geographical Information System	CW/TIF	25,000	60,000	60,000	60,000
Greenbrae Corridor	TIF	10,000	10,000	10,000	10,000
Greenbrae School Park Repairs	PR	15,000			
Link to Mapping,Records, Plans etc.	TIF	21,000	21,000	21,000	21,000
Local Street Maintenance & Rehab Program	SRF	50,000	400,000	400,000	400,000
Madrone @ Valley Way Retaining Wall & Steps	SRF	15,000			
Magnolia Avenue Storm Drain Line	CIF	90,000			
Oak Road Retaining Wall	SRF	50,000			

CODE FOR METHOD OF FINANCING

CIF	Capital Improvement Fund/General Fund	CEC	California Energy Commission
CW	Clean Water Fund	EECBG	Energy Efficiency & Conservation Block Grant
PD	Park Development & Property Development	NTPP/TE/TDA/PTAP/RTIP	Other Agency Grant Funding
SRF	Street/Road Fund (Replaces Gas Tax Fund)	SAFE	Safe Routes to School Grant
TIF	Transportation Fund	TAM	Measure A and/or TAM

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2013-14 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2012-13	2013-14	2014-15	2015-16
Public Works Facilities	Not Funded	0			
Redwood Highway Pathway Intersection	RM2/TAM	345,000			
SMART Station Area Plan	MTC	569,000	31,000		
Baltimore & Magnolia Traffic Signal Study	TIF		5,000		
Bike Path Rehab at Creekside - Class I	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		
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

CODE FOR METHOD OF FINANCING

CIF Capital Improvement Fund/General Fund CEC California Energy Commission
 CW Clean Water Fund EECBG Energy Efficiency & Conservation Block Grant
 PD Park Development & Property Development NTPP/TE/TDA/PTAP/RTIP Other Agency Grant Funding
 SRF Street/Road Fund (Replaces Gas Tax Fund) SAFE Safe Routes to School Grant
 TIF Transportation Fund TAM Measure A and/or TAM

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
 MOST PROJECTS IN 2013-14 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2012-13	2013-14	2014-15	2015-16
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		7,682,323	3,768,000	2,411,000	4,845,700

**AUTHORIZED POSITIONS AND
SALARY SCHEDULE**

AUTHORIZED POSITIONS

	2008/09	2009/10	2010/11	2011/12	2012/13
GENERAL ADMINISTRATION					
City Manager	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
City Clerk/Cust Svc Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	3.00	2.00	2.00
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00	
COMMUNITY DEVELOPMENT					
Planning Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	
Assistant Planner	1.00	1.00			1.00
Associate Planner			1.00	1.00	1.00
Permit Technician					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		
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		
GIS Technician	0.90	0.90	0.90	0.90	0.90
Customer Service Representative	0.90	0.90	0.90	0.90	0.90
Superintendent	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I	3.00	3.00	3.00	3.00	3.00
RECREATION DEPARTMENT					
Recreation Director	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	0.50	0.50	0.50	0.50	0.50
DAYCARE					
Administrator/Program Director	1.00	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00	1.00
Teachers	7.00	7.00	7.00	7.00	7.00
LIBRARY					
Library Director	1.00	1.00	1.00	1.00	1.00
Librarian	2.00	2.00	2.00	2.00	2.00
Library Assistant II	1.00	1.00	1.00	1.00	1.00
Library Assistant I	3.00	3.00	3.00	3.00	3.00
TOTAL	58.30	58.30	58.30	55.30	55.30

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

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

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

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

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

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

NOES COUNCILMEMBER: None

ABSENT: COUNCILMEMBER: None

ATTEST: James L. Lundstrom
MAYOR

Cynthia Heisma
CITY CLERK

The within instrument is a true and correct copy of the original on file
Cynthia Heisma
City Clerk, City of Larkspur