



CITY OF LARKSPUR

**BUDGET
FY 2013-14
ADOPTED JUNE 19, 2013**

**Four Year
CAPITAL IMPROVEMENT PROGRAM
2013-2017**

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CITY OF LARKSPUR

BUDGET MESSAGE Fiscal Year 2013-14

June 19, 2013

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

OVERVIEW

For your consideration, I submit the Fiscal Year 2013-14 budget. Once again, I am pleased to present a budget that adheres to Larkspur's simple mantra: "live within your means." But adherence to this principle remains a struggle, and this budget reflects a number of difficult decisions as to which of our many deferred needs must be addressed this year and which can be held in abeyance for awhile longer. In recent years, the availability of one-time funds, such as Federal and State grants, has strongly influenced our priorities. This year, fewer new funding sources have materialized to influence our assessment, which has led us to focus on the risk associated with further deferral. Accordingly, you will see more money directed toward capital needs in this budget. We are particularly pleased that we will begin to see a share of the recently passed Measure A – the countywide parks and open space quarter-cent sales tax. Although our portion of the measure is small (we are budgeting \$70,000 in the first year), it is a welcome new revenue stream that we can invest in deferred maintenance in the City's many neighborhood parks.

We have many reasons to be optimistic about Fiscal Year 2013-14. Indications are that the City's primary revenue stream, property tax, will climb modestly. Other revenue sources, such as sales tax and transient occupancy tax (TOT or hotel tax), are also on the rise. These upward trends reflect Marin County's improving economy and are a welcome means to offset rising payroll costs (mostly associated with the rising cost of health care). We also can anticipate an infusion of one-time revenues from fees associated with processing residential development at the Rose Garden site and at Drake's Cove.

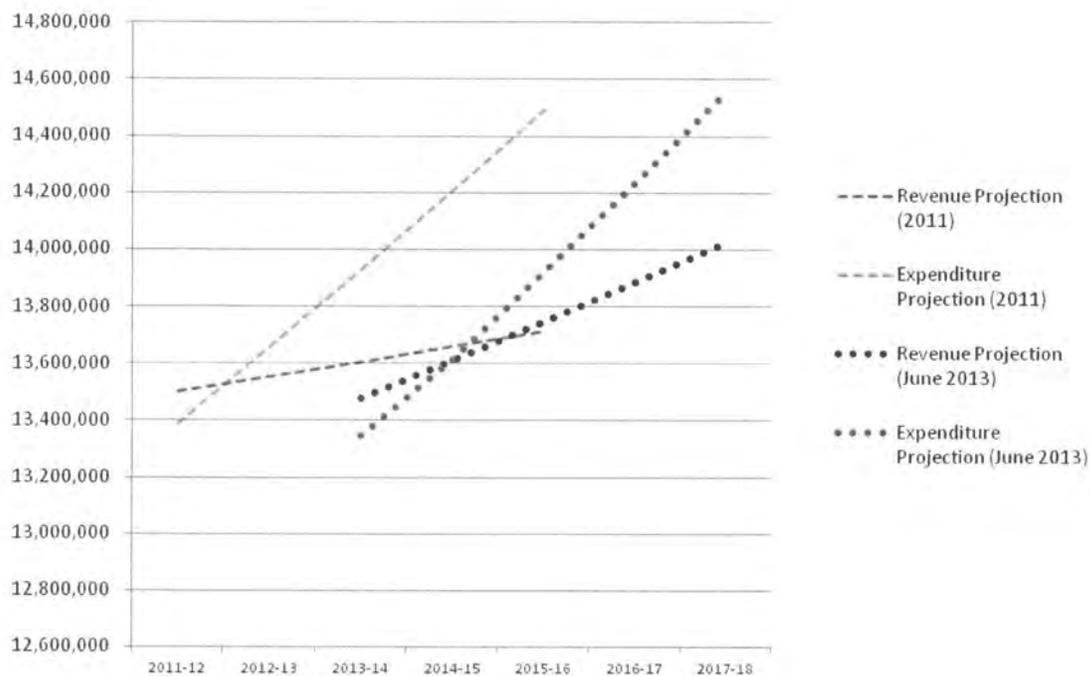
In Fiscal Year 2012-13, we were internally focused – initiating several changes intended to capture efficiencies, reduce costs, and improve service. The most significant of these changes was a citywide staff restructuring that shifted resources from general administrative services into analytical support and maintenance staff in Public Works. Specifically, two customer service representative positions were eliminated and replaced with an administrative analyst and a maintenance worker. The Fiscal Year 2013-14 budget includes the final change I am proposing as part of this restructuring. This budget adds a part-time accountant in the Finance Department. The addition of an accountant to our Finance team will bolster our management of the City's funds, provide the Finance Director with support that will free time for higher level analysis and assessment of the City's fiscal operations, and allow us to study our expenditures in detail to find new ways to save money.

Another major area of change in Fiscal Year 2012-13 was the reorganization of City Hall. In Fiscal Year 2011-12, Planning and Building were combined into one department, but the department was spread across the first and second floors of City Hall. Beginning in March 2013, the building's administrative offices were remodeled to facilitate relocation of the Planning

staff to the second floor. The City Manager's Office and the Finance Department are now on the first floor. As a result of these shifts, the departments that provide administrative services to the public, Planning & Building and the City Clerk's Office, are now located together at the public counter on the second floor.

If there is a reason for pause or concern, it is our long-term financial picture. For the better part of the past decade, the Council and staff have been engaged in a concerted effort to cut costs, increase revenues, and institute key reforms. It is my practice to conduct simple trend analyses of our revenues and expenditures to see how we are doing in these efforts.¹ The graph below depicts our current trends projected over the next five years. It includes the projection from two years ago.

Five Year Forecast: General Fund Revenues versus Expenditures



Our significant efforts to reduce costs have made a difference. As this graph suggests we have been able to keep our overall expenditures relatively flat over the past several years. However, the graph also suggests that we still face the same structural problem. If we do nothing, the ever-rising cost of doing business will grow at a rate that will exceed our revenue growth. The most likely explanation for this projection is that while we are capturing efficiencies and reducing costs in a number of key operational areas, constant and consistent increases in our payroll costs – particularly pension and health care costs – are eliminating our gains. Fortunately, the efforts of the Council and our employee units to institute pension reform and control some of the City's cost to provide benefits will begin to take effect in the coming years. Over the next

¹ This analysis assumes all variables, including rates of change, remain constant over the five-year period. This approach is only meant to illustrate what might happen if the City does nothing to affect the revenue and expenditure curves. It is intentionally conservative in its outlook.

decade, the pace at which our payroll costs are growing should slow considerably. Nonetheless, we must remain very aggressive in our pursuit of cost-reducing opportunities.

I continue to employ a six-category approach to evaluate our efforts to increase revenues and reduce expenditures. In the past, I have presented the following table as a plan – suggesting that it has a beginning and an end. This year, I have refined it to represent that it provides categories for my overall and ongoing approach to the City’s fiscal management.

Budget Initiative	Status	Fiscal Year 2013-14 Objective(s)
Economic Development	In Fiscal Year 2012-13, the Council requested that we examine our zoning ordinance and other elements of the municipal code that may act as barriers to new business and may hurt business retention. The staff continues its work in this area, but has been directing much of its resources toward studies like the Station Area Plan, which have economic implications for business on the east side of Highway 101.	Continue zoning ordinance assessment and propose revisions, if appropriate.
Cost Recovery	Staff delayed hiring a consultant to assist in a comprehensive study due to implement major staffing changes in Public Works. With a new team in place, staff is refining some of its practices and policies for day-to-day operations. These practices and policies have implications for how we approach our fee structure. We anticipate initiating a fee study early in Fiscal Year 2013-14.	Complete Comprehensive Fee Study.
Essential Services and Potential Revenue Measure	In January 2013, we completed a survey of residents that identified essential services of concern to the public. Larkspur’s poor road conditions were on top of the list. The Council’s ad-hoc committee on revenue measures has been working on what solutions, if any, should be pursued to address our challenges. A public discussion is anticipated for July 2013.	Public discussion of a potential revenue measure expected for July 2013.
Cost-Effective Delivery of Core Services	Staff has incorporated discussions of service levels and core services into strategic planning sessions with the Council. In 2013, staff was reorganized to focus on delivery of core services and to enhance management of the City’s finances.	Staff will be focused on unifying the Maintenance and Engineering Divisions of Public Works in one facility – a joint corporation yard with the Tamalpais Union High School District (TUHSD). It is anticipated this will allow the department to capture greater economies of scale.
Shared Services and Public-Private Partnerships	Ongoing focus of Council and staff. The most significant accomplishment of the past year was the formation of the Central Marin Police Authority, with San Anselmo joining Larkspur and Corte Madera in a shared police services arrangement. This year, the shared corporation yard with TUHSD will be the primary focus.	Continue to pursue partnerships.
Sustainable Payroll	In partnership with employee units, the Council implemented significant pension reform. The City is now looking at its Other Post-Employment Benefits (OPEB) liability, which consists almost entirely of its defined benefit medical program for retirees. The employee units have expressed a willingness to study the problem with the City.	Complete an OPEB actuarial analysis and initiate a labor-management discussion to address the issue.

Organizational Changes

Mid-year, the Council authorized a citywide staff restructuring that eliminated two funded positions, customer service representatives in Public Works and the City Clerk's Office, and added two positions in Public Works, an administrative analyst and a maintenance worker. These authorized changes were implemented and are reflected in this budget. This budget proposes the addition of one new position, an accountant, in Finance. This position will be part-time (30 hours per week) and will increase productivity in the department and fiscal management and oversight throughout the City.

BUDGET SUMMARY

Staff projects that the improving economy will increase revenues to sufficiently offset increases in expenditures. While staff is not projecting excess revenues, continued improvement of the economy should produce gains. If such gains are realized, staff anticipates proposing placing them in the Insurance Fund; this fund is currently below the level recommended by our risk pool, the Bay Cities Joint Powers Insurance Authority.

General Fund Revenues

Excluding transfers, General Fund revenues are projected at \$13,610,850 which is \$309,645 more than what was anticipated in the prior fiscal year. Staff is projecting a 3% increase in property tax revenue and a 2% increase in sales tax revenue. One-time fee revenues are anticipated to be higher this year due to increased development activity. The budget assumes a nominal return on the City's investments, which consist primarily of interest income from the City's cash reserves.

General Fund Expenditures

Anticipated expenditures total \$13,725,850, which is \$178,579 or 1.3% more than the estimate of expenditures for the prior fiscal year. The most significant new expenditure is a \$242,100 item in the Debt Service section of the budget. Staff anticipates that early in Fiscal Year 2013-14, the Council will be presented with a proposal for a long-term lease with TUHSD for space at the Corporation Yard on Doherty Drive behind Tamiscal High School. As part of this lease agreement, the City will pay for improvements to the Corporation Yard and Piper Park. Staff has defined four project elements that need funding: (1) Corporation Yard improvements (estimated cost of \$1.5 million); (2) Tamiscal High Improvements (\$370,000); (3) repairs to the Piper Park parking lot (\$250,000); and (4) replacement of the Engineering offices and Piper Park restrooms with a single facility housing multi-purpose rooms and restrooms (\$750,000).² Staff has been working closely with our financial consulting team and believes we will be able to finance this project over 15 years at \$240,000 per year.

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 Council policy, 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

² The Tamiscal High Improvements are intended to create a better sense of space for the school and to realign the driveway shared by the school and the Corporation Yard to increase safety and improve parking. The Recreation facility will increase the number of multi-purpose rooms available to the public, create more office space, and reduce the overall facility footprint in Piper Park. It also creates the possibility of installing a small plaza or seating area where the restrooms currently stand.

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 capital projects that arise during the year.

Other Funds

In Fiscal Year 2011-12, the Council created the Bon Air Bridge Fund and placed into that fund the \$6.9 million the City received as its portion of the settlement of a lawsuit concerning the Bridge. In November 2011, the Council authorized a loan of \$3.26 million from the Bridge Fund to the General Fund for the purpose of paying off an obligation to the California Public Employees Retirement System (CalPERS). The primary purpose of this fund is to ensure that the City can cover its costs relative to the rehabilitation and reconstruction of the Bon Air Bridge. Though Federal grants are covering most of the construction costs, the City is responsible for 11.5%. In addition, the City has full-responsibility for some of the planning and oversight functions related to this project. The City has similar funding sources and obligations in place for the replacement of the Arroyo Holon (Doherty Drive) Bridge and the Alexander Bridge.

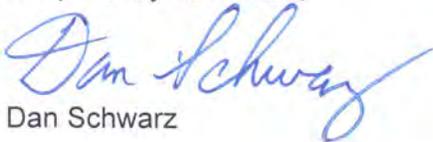
Preliminary estimates for the Bon Air Bridge project place costs in the neighborhood of \$18 to \$20 million dollars. The Alexander Avenue Bridge is under-construction, with the projected remaining costs being \$1.75 million. The Doherty Drive Bridge is expected to cost close to \$4 million. Staff estimates that the fund balance on June 30, 2013 will be around \$4 million (accounting for the remaining settlement money and loan repayments from the General Fund). Staff believes the fund balance is sufficient to cover not only the Bon Air Bridge, but the other two bridges, as well. The proposed budget re-labels this fund the "Bridge Replacement Fund" and consolidates all three bridge projects under this umbrella. Staff recommends this change both to show the City that we can cover our obligations for all three projects and to make it easier to follow the budgeting for these projects. As there are some consultant teams working on all three bridges, this budget structure makes sense, as well.

IN CLOSING

This budget is the fourth I have presented to you since joining the City. With each budget, I have marveled at the time and commitment our Finance Director, Amy Koenig, devotes to the preparation of this document. For the better part of the past decade, Ms. Koenig has been instrumental in the preparation and management of the City's budget. Ms. Koenig has announced her intention to retire in October 2013. I wish to close by expressing my personal gratitude to her for helping keep the ship afloat and on a positive course.

I look forward to a productive year.

Respectfully submitted,



Dan Schwarz

BUDGET SUMMARY AND PROCEDURES 2013/14

FUND	ESTIMATED	Estimated	Transfer	Transfer	Estimated	Transfers &	ESTIMATED
	BALANCE						Revenue
	6/30/2013						6/30/2014
General	700,000	13,610,850	115,000	10,000	13,715,850	13,725,850	700,000
Bridge Replacement Fund	4,059,253	5,607,229		20,000	6,136,000	6,156,000	3,510,482
Capital	189,000	591,236			761,931	761,931	18,305
Twin Cities Child Care	31,500	735,000			765,530	765,530	970
Clean Water	21,000	94,000		20,000	78,000	98,000	17,000
E. Sir Francis Dk.	128,504	300					128,804
Equipment/Tech	242,000	82,500			205,000	205,000	119,500
King Mountain	59,408	150					59,558
L/T Capital/Disaster	1,170,755						1,170,755
Park Development	31,500	130,050			85,000	85,000	76,550
State & Regional	28,000	-43,187		245,000		245,000	-260,187
Street/Road Fund	989,000	919,824		150,000	1,755,625	1,905,625	3,199
Summer School	12,400	260,000			260,192	260,192	12,208
TOT Fund	90,000	55,000			65,000	65,000	80,000
Transportation	420,200	177,000		20,000	31,000	51,000	546,200
TOTAL	8,172,520	22,219,952	115,000	465,000	23,859,128	24,324,128	6,183,344

The City follows these procedures in establishing the budget:

1. Prior to June 30 the City Manager submits to the City Council a proposed operating budget for the following fiscal year. This budget includes proposed expenditures by fund and departments and the revenues expected to finance them.
2. A public hearing is conducted to obtain taxpayer comments.
3. The budget is legally enacted through passage of a resolution before July 1.
4. The City manager is authorized to transfer budgeted amounts between line items within any department; however any revisions that alter total expenditures of the City must be approved by City Council.
5. Formal budgetary integration is employed as a management control device during the year.
6. Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) except that proprietary funds do not budget depreciation, but budget for capital expenses.

**SCHEDULE OF REVENUES
BY FUND**

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	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 BUDGET	2012-13 ESTIMATED	2013-14 BUDGET
GENERAL FUND REVENUE						
TAXES						
Property taxes/current	6,906,016	6,868,437	6,947,127	7,250,000	7,250,000	7,467,500
Property taxes/ERAF	926,582	829,765	796,617	788,000	775,000	775,000
Property taxes/unsecured	182,325	189,906	190,890	190,000	191,000	191,000
Homeowners exemption	40,849	40,200	40,637	41,000	41,000	41,000
Supplemental	71,987	70,587	76,793	75,000	102,000	102,000
Sales and use tax	1,458,308	1,512,189	1,583,273	1,550,000	1,690,000	1,725,000
Scavenger franchise	365,003	371,317	420,001	425,000	445,000	445,000
PG&E franchise	96,272	101,604	104,440	103,000	101,500	100,500
Cable TV franchise	258,460	267,531	261,730	265,000	265,000	265,000
Business license tax	385,747	395,888	382,041	380,000	400,000	400,000
Property transfer tax	75,301	74,420	105,974	95,000	105,000	110,000
Transient occupancy tax	406,172	456,345	508,198	475,000	525,000	525,000
TOTAL	11,173,022	11,178,189	11,417,721	11,637,000	11,890,500	12,147,000
LICENSES AND PERMITS						
Building permits	368,615	405,593	411,958	495,000	465,000	495,000
Other licenses and permits	3,989	3,512	7,296	4,000	4,150	4,150
Residential inspections	19,398	17,499	26,582	20,000	24,000	24,000
TOTAL	392,002	426,604	445,836	519,000	493,150	523,150
PENALTIES AND FINES						
Vehicle code fines/city	7,445	6,527	5,728	5,000	5,200	5,200
Vehicle code fines/cvc	32,034	19,504	17,501	14,000	16,500	16,500
Library fines and fees	25,356	23,531	24,755	24,000	18,000	18,000
Tree fines/Other fines		1,500	2,700	0	0	0
TOTAL	64,835	51,062	50,684	43,000	39,700	39,700
USE OF MONEY AND PROPERTY						
Investment earnings	22,145	44,829	34,638	35,000	25,000	25,000
Rental	1	7	452	10	10	10
TOTAL	22,146	44,836	35,090	35,010	25,010	25,010
OTHER AGENCIES						
Vehicle in-lieu tax (deleted 2011)	36,050	30,615	0	0	0	0
CLSA subvention/Inter Lib Loan	42,769	21,416	11,655	0	0	0
TOTAL	78,819	52,031	11,655	0	0	0
CHARGES/CURRENT SERVICES						
Planning fees	106,029	88,354	81,440	90,000	90,000	90,000
Plan check fees	38,893	4,328	35,336	60,000	60,000	60,000
Consultant Admin Fees	10,836	3,517	5,328	3,500	6,000	10,000
Fire department fees	31,319	32,487	31,027	33,000	31,000	31,000
Encroachment permit fees	16,580	33,783	26,047	25,000	28,000	28,000
Recreation program fees	434,223	470,631	372,783	400,000	350,000	350,000
In-lieu fees (Tamalpais Retirement Ctr)	39,901	40,699	41,513	42,300	42,300	43,190
Plan retention fees	4,585	3,667	4,906	2,120	2,120	2,300
Other current service fees	8,320	12,167	8,778	12,000	12,000	12,000
Financial Services Revenue	48,000	81,000	81,000	86,000	98,000	118,000
TOTAL	738,686	770,633	688,158	753,920	719,420	744,490

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 BUDGET	2012-13 ESTIMATED	2013-14 BUDGET
OTHER REVENUE						
Filing fees	170	725	354	1,000	1,500	1,500
Other revenues	104,455	60,175	52,088	55,000	45,000	45,000
Misc state revenue	111,280	40,724	62,077	60,000	85,000	85,000
Disposition of property	9,864	50	720	0	1,925	0
Disposition of real property	20,000	0	0	0	0	0
TOTAL	245,769	101,674	115,239	116,000	133,425	131,500
TOTAL GENERAL FUND	12,715,279	12,625,029	12,764,383	13,103,930	13,301,205	13,610,850
Transfer from Capital Improvement						
Transfer from Transportation	20,000	20,000	10,000	20,000	20,000	20,000
Transfer from Gas Tax/Road Impact	150,000	150,000	150,000	150,000	150,000	75,000
Transfer from Equipment/Tech	75,500	118,000	118,000	117,500	117,500	
Transfer from Clean Water		20,000	20,000	20,000	20,000	
Transfer from Reserve	0	0		418,310		
Transfer from Bon Air Bridge Fund	0	134,108	20,000	20,000	20,000	20,000
TOTAL	245,500	442,108	318,000	745,810	327,500	115,000
Loan for Payment of Side Funds			3,127,846			
TOTAL GENERAL FUND INCLUDING TRANSFERS	12,960,779	13,067,137	16,210,229	13,849,740	13,628,705	13,725,850
OTHER FUNDS						
CLEAN WATER	94,119	93,830	93,822	93,000	93,500	94,000
CHILD CARE	643,515	635,520	683,713	675,000	705,000	735,000
SUMMER SCHOOL	247,212	237,009	245,873	250,000	260,000	260,000
STREET/ROAD FUND						
Investment earnings	0	4,319	3,393	5,000	5,000	5,000
State gas tax 2103-Prop 42 Replacement (2011)		149,949	165,177	135,000	108,265	175,482
State gas tax 2105	65,995	63,771	56,999	59,925	52,799	57,918
State gas tax 2106	53,711	51,578	49,771	44,881	42,480	43,195
State gas tax 2107	87,822	77,623	84,169	86,001	83,205	86,230
State gas tax 2107.5	3,000	3,000	3,000	3,000	3,000	3,000
Vehicle Impact Fee	0	0	194,500	389,000	389,000	389,000
Road Impact Fee	280,248	186,909	126,724	130,000	145,000	160,000
Grant/other	340,812	213,465	370,973	1,550,000	975,000	6,045,555
TOTAL STREET ROAD FUND	831,588	750,614	1,054,706	2,402,807	1,803,749	6,965,380
TRANSIT MITIGATION	88,468	3,352	2,033	2,000	2,000	2,000

GENERAL FUND

GENERAL FUND OPERATING

2012/13

Fund Balance 6/30/12		700,000
Estimated Revenue 2012/13		13,628,705
Less:		
Expenditures (Net Operating minus transfers)	12,967,128	
Debt Service	165,143	
Equipment Replacement Charges	0	
Transfers to other Departments	415,000	
Total	<u>13,547,271</u>	
		13,547,271
Estimated Fund Balance 6/30/13		781,434

2013/14

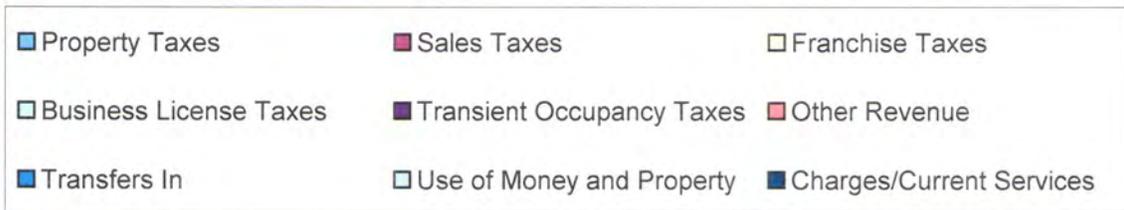
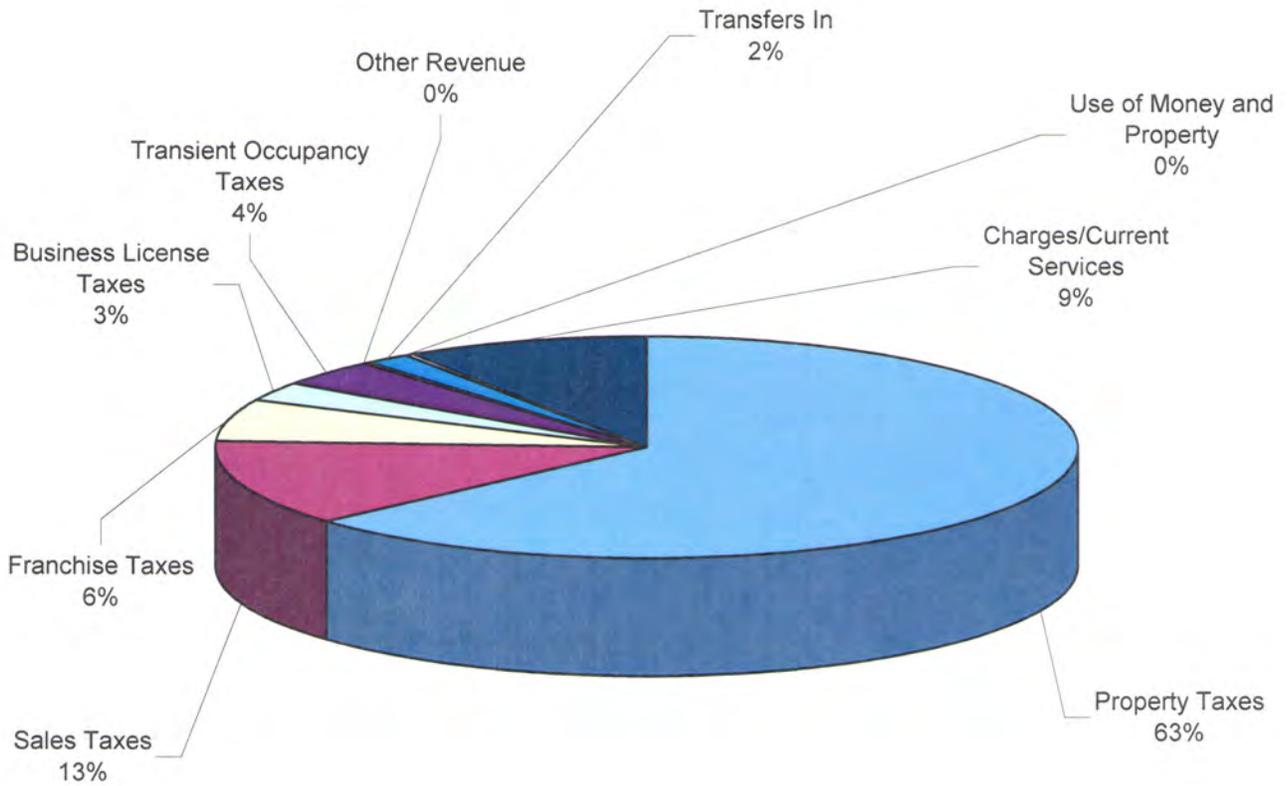
Estimated Fund Balance 6/30/13		700,000
Estimated Revenue 2013/14		13,725,850
Less:		
Expenditures (Net Operating minus transfers)	13,356,197	
Debt Service	359,653	
Equipment Replacement Charges	0	
Transfers to other Departments	10,000	
Total	<u>13,725,850</u>	
		13,725,850
Estimated Fund Balance 6/30/14		700,000

GENERAL FUND EXPENDITURE COMPARISON

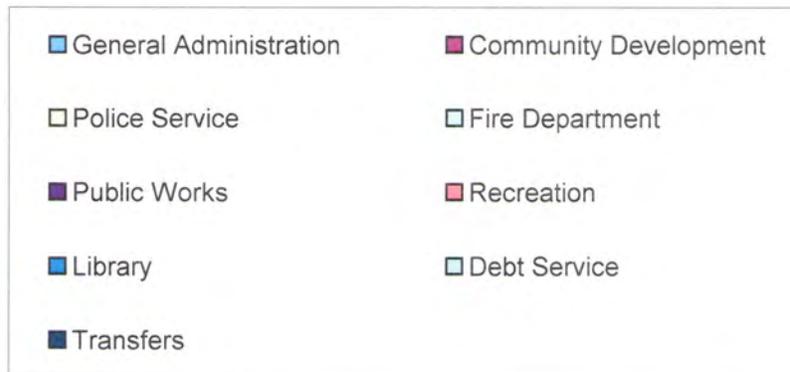
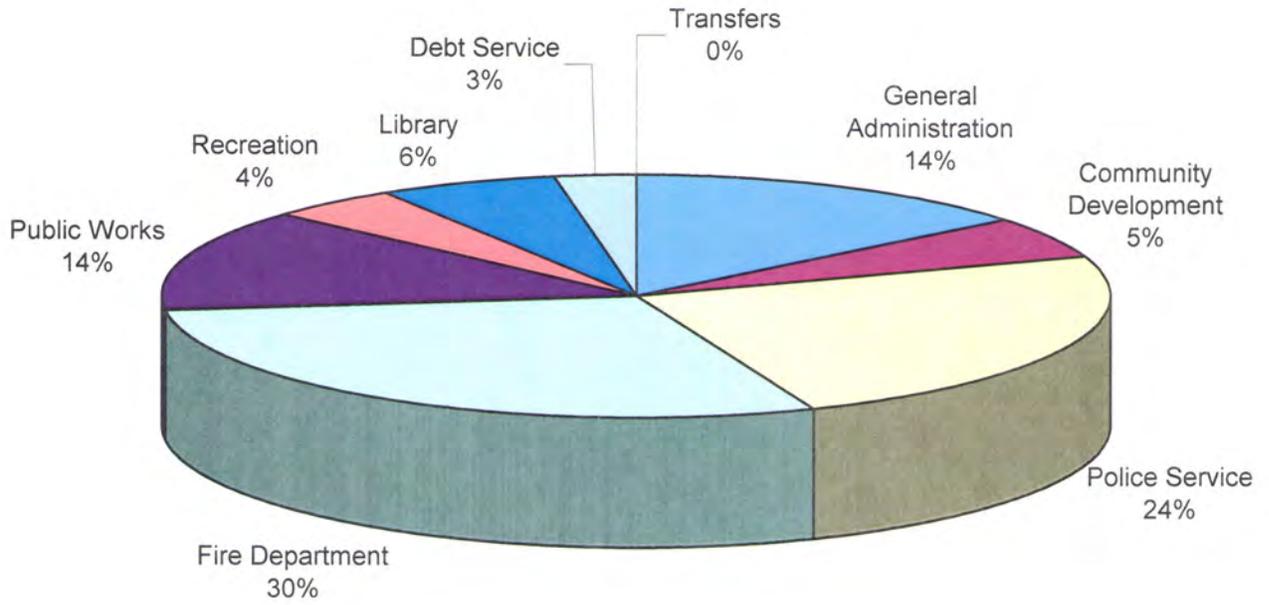
DESCRIPTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 BUDGET ¹	2012-13 ESTIMATE	2013-14 BUDGET
Council	62,615	65,584	62,102	68,078	66,500	69,317
General Administration	1,509,563	1,508,930	1,675,348	1,764,861	1,685,000	1,614,883
Facilities and Computer Maintenance	211,370	216,034	231,770	260,400	245,000	268,865
Planning- Current and Advance	498,024	519,605	479,055	470,521	458,000	513,042
Planning/Building Inspection	180,757	174,909	148,034	254,904	240,000	239,574
Police Services	3,349,800	3,289,196	3,316,198	3,234,628	3,234,628	3,325,992
Fire Department	3,897,921	3,946,578	3,855,891	4,002,352	3,969,000	4,011,488
Public Works/ Engineering	368,483	382,916	356,886	378,086	375,000	451,333
Public Works/Streets	871,660	857,340	859,792	885,743	884,000	925,432
Public Works/Parks	452,296	452,613	477,883	481,714	480,000	492,594
Recreation	565,932	588,604	554,254	578,635	520,000	601,086
Library	733,203	721,885	737,471	820,319	810,000	842,591
TOTAL OPERATING	12,701,624	12,724,194	12,754,684	13,200,241	12,967,128	13,356,197
to Capital Improvement	24,619	31,455	157,500	415,000	415,000	10,000
to Insurance Fund		100,000				
Payoff of Side Funds			2,964,844			
NET OPERATING	12,726,243	12,855,649	15,877,028	13,615,241	13,382,128	13,366,197
Debt Service-Lease payment						
Fire Station						
MERA Bond Payment	39,838	34,627	39,703	39,500	39,703	39,553
Multi-Use Field P&I	94,719	94,719	94,711	47,500	47,500	0
Fire Truck Lease	77,940	77,940	77,940	78,000	77,940	78,000
Corp Yard/Recreation						242,100
TOTAL GENERAL FUND EXPENDITURES	12,938,740	13,062,935	16,089,382	13,780,241	13,547,271	13,725,850
TOTAL GF REVENUES	12,960,779	13,067,137	16,210,229	13,849,740	13,628,705	13,725,850
	22,039	4,202	120,847	69,499	81,434	(0)

¹as amended

Budgeted 13/14 Revenues



Budgeted 13/14 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.

2013-14 GOALS

1. Evaluate unfunded or underfunded essential services, such as rehabilitation of the City's road system, and identify funding solutions.
2. Initiate a community discussion of funding options for the Community Facility Parcel Master Plan.
3. Evaluate the City's OPEB liability and work with employee units to develop a plan to ensure sufficient funding of the City's commitments to past and current employees. Evaluate the sustainability of OPEB programs going forward.
4. Promote shared services arrangements between the City and other agencies.
5. Support disaster preparedness efforts, including the activities of the Twin Cities Disaster Preparedness Committee.
6. Participate in the League of Cities legislative efforts through the Marin County Council of Mayors and Council Members organization.

2013-14 KEY CHANGES

The Council budget is relatively flat, with a small increase caused by the cost of benefits. 2013 is an election year. If there is a change in the composition of the Council, this budget may need to be revisited at mid-year.

ANNUAL BUDGET

CITY COUNCIL

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	APPROVED		ESTIMATED 2014-15
				BUDGET 2012-13	BUDGET 2013-14	
Salaries	57,585	17,160	17,160	17,500	17,500	17,500
Benefits		45,641	37,245	40,178	45,517	48,248
Professional services	1,300	0	1,653	1,000	1,000	1,020
Materials & supplies	777	0	942	500	500	510
Communication & travel	2,953	2,783	5,102	4,000	4,000	4,080
Miscellaneous	0	0	0	800	800	816
TOTAL	62,615	65,584	62,102	63,978	69,317	72,174
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 Central Marin 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 Central Marin Police Authority and the Ross Valley Paramedic Authority.

2012-13 PROGRAM OBJECTIVES

- | | |
|--|--|
| 1. Identify new/alternative local revenues and track relevant fiscal legislation. | The Council may consider a revenue measure for the November 2013 ballot. |
| 2. Develop financing strategy for the Council's infrastructure goals. | Staff and regional partners working on ways to maximize project dollars and find new grants. |
| 3. Complete Corporation Yard lease agreement with TUHSD. | Anticipated to go before the Council at the beginning of Fiscal Year 2013-14. |
| 4. Facilitate interagency agreements/shared services arrangements for TCPA and Larkspur Fire Department. | San Anselmo joined the police authority, newly named the Central Marin Police Authority. |
| 5. Conduct Other Post-Employment Benefits (OPEB) analysis and develop funding strategy. | Postponed to Fiscal Year 2013-14, though the City did create a trust fund that can be used for OPEB. |

2013-14 PROGRAM OBJECTIVES

1. Conduct Other Post-Employment Benefits (OPEB) analysis and develop funding strategy.
2. Update records retention program and implement a centralized records management system.
3. Conduct in-house audits of day-to-day expenditures to identify cost-saving opportunities.

2013-14 KEY CHANGES

The changes in this budget are related to increased costs in salaries and benefits, and the addition of a 30-hours per week Accountant to the Finance Department.

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

ANNUAL BUDGET

ADMINISTRATION

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries	941,414	999,579	674,221	657,168	671,928	685,367
Benefits			275,182	193,357	169,650	173,043
Side Fund Loan Repayment			16,924	31,373	39,217	40,001
Retiree Health			62,085	70,576	69,917	71,315
Professional services	249,377	228,225	282,140	225,000	225,000	229,500
Materials & supplies	12,759	9,360	8,872	15,000	15,000	15,300
Communications & travel	29,214	27,875	30,457	45,200	45,200	46,104
Maintenance & supplies	0	50	0	1,000	1,000	1,020
Insurance	12,885	13,284	10,660	16,000	15,250	15,555
Contingency/Contracts	263,914	227,062	268,607	256,627	249,221	254,205
Equipment Replacement	0	0	0	10,000	20,000	20,400
Special projects	0	3,495	46,200	93,500	93,500	95,370
TOTAL	1,509,563	1,508,930	1,675,348	1,614,801	1,614,883	1,647,181
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	1	1
Accounting Specialist	1	1	1	1	1	1
Accountant					1	1
Permit Technician	1	1	1			
TOTAL	7	7	7	6	6	6

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ANNUAL BUDGET

ADMINISTRATION-FACILITIES AND COMPUTER MAINTENANCE

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED BUDGET 2013-14	ESTIMATED 2014-15
Contract Services	18,330	15,362	0	15,000	15,000	15,300
Utilities	17,736	16,506	16,705	18,000	18,000	18,360
Building Maintenance & supplies	40,457	44,594	68,623	65,000	65,000	66,300
Equipment Maintenance	8,424	8,914	25,000	25,000	25,000	25,500
Hall School Field Maintenance					8,000	8,000
Insurance	124,023	128,258	119,042	135,000	135,465	138,174
Rent	2,400	2,400	2,400	2,400	2,400	2,448
TOTAL	211,370	216,034	231,770	260,400	268,865	274,082

2013-14 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. An addition for FY 13/14 is the annual maintenance for the Hall school field.

PLANNING AND BUILDING DEPARTMENT- CURRENT PLANNING

PROGRAM DESCRIPTION

Functions of this department 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.

2012-13

PROGRAM OBJECTIVES

- | | |
|---|---|
| 1. Review and process Minor and Major projects in a timely, efficient, and informative manner. | Relocated planning services upstairs to improve processes. Began one-stop permitting process. |
| 2. Implement changes to permit tracking to integrate with new financial software. | In process of training on new permit software. |
| 3. Coordinate enforcement of ordinance and Municipal Code sections with other City departments. | Working with other departments to help solve 15 significant enforcement matters. Four are closed, 11 are ongoing. |
| 4. Plan check permits in a timely, efficient, and informative manner. | Approximately 670 building permits issued. |

2013-14

PROGRAM OBJECTIVES

1. Implement changes to unify records with the City Clerk's office.
2. Improve permit tracking using the new financial software allowing for improved tracking of fees and costs.
3. Continue responsive and informative customer service.

2013-14 Key Changes

Economic trends and other indicators suggest that permit demands will increase in 2013-14.

There will be a continuing need to meet with developers and/or property owners to facilitate development on sites such as the Rose Garden, Drakes Cove, and the Ross Valley Sanitary District property.

More efficient planning and building permit tracking is expected to follow the implementation of the new software.

PLANNING AND BUILDING DEPARTMENT – ADVANCE PLANNING

PROGRAM DESCRIPTION

Advance Planning is comprised of the Planning & Building Director, an Associate Planner, Part-Time Planner, and an Assistant Planner. Amend and implement the General Plan and Specific Plans, and make amendments and additions to the zoning ordinance and other community development related policies and regulations. Work with regional and local jurisdictions and agencies regarding regional land use planning, transportation, and environmental issues. Maintain a body of data pertaining to the City of Larkspur.

2012-13

PROGRAM OBJECTIVES

- | | |
|---|--|
| <p>1. Coordinate SAP process and General Plan Update. Prepare for 2014-2022 Housing Element Cycle.</p> | <p>Completed 5 of 8 deliverables for work program and preparing release of Draft Station Area Plan and Draft EIR (July 2013). Initiated Preparation of Environmental Background and Documentation for General Plan Update.</p> |
| <p>2. Complete a five-year 2010 Greenhouse Gas Emissions Inventory and Continue to work with MCEP to seek funding opportunities for sustainability programs and green infrastructure.</p> | <p>Updating inventory through Marin Climate and Energy Partnership (MCEP).</p> |
| <p>3. Study amendments to zoning ordinance to update and clarify as needed and to consolidate the ordinance language where possible.</p> | <p>Conducting review of potential Ordinance amendments to Zoning, Heritage Trees, and Noise Ordinance. Continuing review of consolidated parking standards.</p> |
| <p>4. Continuing support of the archiving program. Recruit new historic architectural consultant(s).</p> | <p>Archival program launched; On-going support services, facilities, and equipment in place. Recruited two new Historic Consulting Firms to continue peer review service.</p> |
| <p>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.</p> | <p>Continuing SMART Station Area Planning (Above). CMFC funding established. Ongoing review and response to Greenbrae Corridor Project and Regional SCS (Plan Bay Area) relative to local housing and development issues.</p> |

PLANNING AND BUILDING DEPARTMENT – ADVANCE PLANNING

2013-14

PROGRAM OBJECTIVES

1. Coordinate SAP Process and General Plan Update for Public Hearing Review beginning in Fall 2013 through 2014.
2. Prepare for 2014-2022 Housing Element Cycle. (HCD Approval January 31, 2015)
3. Complete a five-year 2010 Greenhouse Gas Emissions Inventory and Continue to work with MCEP to seek funding opportunities for sustainability programs and green infrastructure.
4. Study amendments to zoning ordinance to update and clarify as needed and to consolidate the ordinance language where possible.
5. Continue to coordinate with State and regional agencies on regional planning matters and issues impacting the community.

2013-14 KEY CHANGES

Changes to this budget reflect recent and anticipated consultant costs (environmental and planning support) and administrative costs for Station Area Plan, General Plan Update. Upcoming costs for the Housing Element Update for the (2014-2013) RHNA cycle are anticipated to partially offset by the SAP and the integration with the General Plan process.

ANNUAL BUDGET

PLANNING AND BUILDING DEPARTMENT- CURRENT AND ADVANCE PLANNING

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED		ESTIMATED 2014-15
					BUDGET 2013-14		
Salaries*	469,086	499,678	274,087	328,385	364,012		371,292
Benefits			95,603	89,467	88,308		90,074
Side Fund Loan			4,400	12,259	13,899		14,177
Retiree benefits			11,512	9,310	9,223		9,407
Professional services	5,425	1,938	75,555	10,000	10,000		10,200
Materials & supplies	1,555	908	679	1,700	1,700		1,734
Communications & travel	7,699	6,860	3,067	8,200	8,200		8,364
Maintenance & supplies	892	529	385	700	700		714
Insurance	6,539	6,961	6,491	7,000	8,500		8,670
Miscellaneous	6,828	2,731	7,276	3,500	3,500		3,570
Special projects	0	0	0	0	5,000		5,100
TOTAL	498,024	519,605	479,055	470,521	513,042		523,303
Planning Director	1	1	1	1	1		1
Senior Planner	1	1	1	0	0		0
Associate Planner	0	1	1	1	1		1
Assistant Planner	1	0	0	1	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

Comprised of a contract Building Inspector, a Permit Technician, and a part-time Building Official. Functions include plan review, permit issuance, inspection of construction projects, re-sale inspections, and municipal code oversight. Building services has been merged with planning services to optimize efficiency in customer service, information management, and record maintenance.

2012-13

PROGRAM OBJECTIVES

- | | |
|---|---|
| <ol style="list-style-type: none">1. Provide high levels of customer service through a community based approach to code enforcement utilizing our contract Building Department staff. | <p>The Building Department has merged with the Planning Department, adding the Permit Technician. One-stop counter service hours were initiated with the coordination of the Planning, Building, and Engineering departments.</p> |
| <ol style="list-style-type: none">2. Make permit application process as streamlined as possible based on current staffing configuration. | <p>Approximately 670 building permits issued, including 11 solar installation permits.</p> |
| <ol style="list-style-type: none">3. Complete the updating process of the City's ADA Transition Plan and Barrier Inventory. | <p>Coordinating on the ADA Transition Plan with Administration and the Public Works Department.</p> |
| <ol style="list-style-type: none">4. Update the FEMA flood insurance rate maps. | <p>Coordinating FEMA Map updates with the Public Works Department.</p> |

2013-14

PROGRAM OBJECTIVES

1. Implement new building permit software module included in new financial software to improve permit tracking, inspection reporting, and recovery of costs.
2. Combine building and planning records management. Initiate conversion to digital records for old and new permit submittals.
3. Streamline coordinated permit review with Planning, Building, and Engineering services.
4. Introduce Code changes to improve oversight of construction activities.

2013-14 Key Changes

Changes to this budget reflect technology costs, training and resources related to implementing new software systems and digital conversion of records.

ANNUAL BUDGET

PLANNING AND BUILDING DEPARTMENT- BUILDING INSPECTION/CODE ENFORCEMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	APPROVED		ESTIMATED 2014-15
				BUDGET 2012-13	BUDGET 2013-14	
Salaries*	14,171	14,034	9,957	82,090	87,076	88,818
Benefits				22,866	22,392	22,840
Side Fund Payment				3,587	3,762	3,837
Retiree Health			6,746	7,161	7,094	7,236
Professional Services**	163,085	157,677	124,905	135,000	115,000	117,300
Materials & supplies	0	1,662	226	1,000	1,000	1,020
Communications & travel	1,200	1,200	1,200	1,200	1,200	1,224
Maintenance & supplies	2,201	0	0	0	0	0
Insurance	100	336	5,000	2,000	2,050	2,091
TOTAL	180,757	174,909	148,034	254,904	239,574	244,365

Permit Technician				1	1	1
Building Inspector	1	0	0	0	0	0
TOTAL	1	0	0	1	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 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED 2013-14	ESTIMATED 2014-15
Operating	3,349,800	3,289,196	3,316,198	3,334,977	3,325,992	3,350,000
TOTAL	3,349,800	3,289,196	3,316,198	3,334,977	3,325,992	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.

2012-13 PROGRAM OBJECTIVES

- | | |
|--|---|
| <p>1. Continue to expand the partnership with the San Rafael Fire Department by completing the administrative blending process,</p> | <p>The San Rafael and Larkspur fire agencies have approved a Unified Command Agreement, which enables chief officers from both agencies to work collectively overseeing the operations of both departments.</p> |
| <p>2. Continue to explore agency-sharing opportunities with neighboring fire agencies in order to either improve service levels or reduce costs.</p> | <p>Agency sharing opportunities continue to be explored with our neighboring fire departments.</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>Staff continues to manage the administrative component of the Ross Valley Paramedic Authority JPA.</p> |

2013-14 PROGRAM OBJECTIVES

1. Continue to expand the partnership with the San Rafael Fire Department by implementing a personnel shared services agreement and expanding current agreement.
2. Determine our level of participation in a consolidation process involving several agencies including San Rafael, Corte Madera, and Southern Marin.
3. Continue to manage the administrative component of the Ross Valley Paramedic Authority (RVPA).
4. Continue to oversee the role and function of the City's Safety Programs.

2013-14 KEY CHANGES

The focus this year will be on specific regional opportunities with the San Rafael Fire Department and evaluation of a consolidation study involving several central and southern Marin fire agencies.

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.

2012-13

PROGRAM OBJECTIVES

- | | |
|--|---|
| 1. Continue to deploy citizen based CPR, GET READY, and MCCERT safety and 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). | Staff support for CEAC has expanded to include the Twin Cities Disaster Preparedness Committee. |
| 3. Oversee the daily functions of fire code enforcement services. | Basic Fire Code enforcement continues to be incorporated into daily engine company activities. |
| 4. Practice vegetation management and risk reduction strategies in the City's designated High Fire Risk Zones. | Engine companies are assigned to various hillside areas of the community for fire patrol and vegetation management oversight. |

2013-14

PROGRAM OBJECTIVES

1. Continue to deploy citizen based CPR, GET READY, and CERT safety and disaster preparedness programs to the community.
2. Oversee the installation of the residential fire sprinkler systems in the Rose Garden and Drake's Cove residential development projects.
3. Provide staff support to the Twin Cities Disaster Preparedness Committee.

2013-14 KEY CHANGES

Construction of the 85-unit Rose Garden project and resumption of the Drake's Cove residential project will commit staff to increased plan check and field inspection services during the fiscal year.

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.

2012-13

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.
3. Begin cross training programs to enable engine company firefighters from Larkspur and San Rafael to fill assignments in the neighboring agency.

We have continued our participation in the Central Marin Training Consortium. It continues to be an excellent comprehensive regional training program managed by a collection of agency fire personnel that continues to expand and evolve.

In Process

San Rafael and Larkspur are nearing completion of an agreement that will enable fire crews to fill assignments in the neighboring agency when unusual staffing challenges arise.

2013-14

PROGRAM OBJECTIVES

1. Broaden our oversight role in the CMTTC so as to ensure the success of this comprehensive engine company training program.
2. Oversee the cross training program enabling firefighters from Larkspur and San Rafael to fill assignments as needed in the neighboring agency.
3. Work with MMWD to ensure that the Fire Flow Improvement Program incorporates the Ardmere and Marina Vista areas in the next phase of water main upgrade projects.

2013-14 KEY CHANGES

In 2012, MMWD extended the current Fire Flow tax for an additional 19 years. One area in Larkspur, in the Ardmere and Marina Vista neighborhoods. It is one of the last areas in the City that is in need of fire flow improvements.

ANNUAL BUDGET

FIRE DEPARTMENT

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries	3,599,671	3,664,830	2,160,541	2,234,208	2,326,081	2,372,603
Benefits			1,046,222	1,167,643	846,673	863,606
Side Fund Payment			167,182	321,614	335,869	342,586
Retiree Health			171,567	143,001	141,665	144,498
Professional services	111,062	96,001	108,272	110,000	110,000	112,200
Materials & supplies	42,013	47,120	31,926	73,000	73,000	74,460
Utilities	18,313	18,240	18,846	17,000	17,000	17,340
Communications & travel	14,058	11,010	11,671	20,000	20,000	20,400
Maintenance & supplies	52,719	59,499	54,645	60,000	60,000	61,200
Insurance	40,414	42,781	46,061	45,500	49,200	50,184
Miscellaneous	15,850	5,300	35,900	7,500	7,500	7,650
Equipment Replacement	3,821	1,797	3,058	24,500	24,500	24,990
TOTAL	3,897,921	3,946,578	3,855,891	3,902,352	4,011,488	4,091,718
Fire Chief	1	1	1	1	1	1
Deputy Fire Chief	1	1	0	0	0	0
Fire Captain	6	6	6	6	6	6
Firefighter	10	10	10	10	10	10
TOTAL	18	18	17	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 Administrative Analyst. The functions include overall management of Public Works activities; annual capital improvement program; GIS mapping and infrastructure asset management; and engineering and survey plan review services.

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 city-wide data base maps and infrastructure.
3. Implement a relocation plan for the Engineering offices and Corporation Yard
4. Develop and design Street Resurfacing project
5. Develop 20-year infrastructure needs assessment

2013-14 PROGRAM OBJECTIVES

1. Complete construction for the Alexander Bridge Project;
2. Bid, award and complete construction of the Doherty Bridge Project;
3. Work with the Rose Lane Dev. to complete improvements on Doherty Dr;
4. Complete design & permitting for the Bon Air Bridge Project, pending environmental clearance. Initiate construction in June 2014;
5. Present five-year Pavement Maintenance strategy and implement the first year pavement rehabilitation project in Fall 2013;
6. Complete the Redwood Highway Pedestrian & Bicycle project and pavement remediation;
7. Work with TAM to provide construction oversight within the Larkspur Right of Way for the Marin Ferry Connector Project;
8. Complete design and construction of Corp Yard facility, assuming funding authorization;
9. Implement asset management system for infrastructure maintenance budgeting & scheduling
10. Streamline the plan review and permitting process as it relates to Public Works through a coordinated effort with Planning and Building departments.

PROGRAM ACCOMPLISHMENTS

- Completion of Doherty Drive Improvements;
- Construction start for Redwood Highway Improvements;
- Construction start for Alexander Bridge Improvements;
- Funding authorization for replacing local match of \$182,000 with toll credits for Alexander Bridge;
- Preparation of a Pavement Mngmt Plan;
- Concept plan completion for Engineering Offices and Corp Yard Facility relocation;
- Completion of design and preparation of construction bid documents for the Doherty Drive Bridge Project;
- Completion and acceptance of the ESD multi-use trial.

2013-14 KEY CHANGES

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

ANNUAL BUDGET

PUBLIC WORKS-ADMINISTRATION-ENGINEERING

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries	223,786	249,049	158,590	162,743	179,704	183,298
Benefits			69,676	66,256	70,691	72,105
Side Fund Payment			1,022	7,714	8,667	8,840
Retiree Health			5,220	5,573	5,521	5,631
Professional service	100,248	105,849	97,453	100,000	150,000	153,000
Materials & supplies	4,374	3,945	3,239	3,500	3,500	3,570
Communications & travel	3,893	3,956	3,154	4,000	4,000	4,080
Insurance	5,935	3,650	3,602	3,400	4,350	4,437
Miscellaneous	15,247	16,467	14,930	14,900	14,900	15,198
Equipment Replacement	15,000	0	0	10,000	10,000	10,000
TOTAL	368,483	382,916	356,886	378,086	451,333	460,160
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	1	1
Customer Service Rep	0.9	0.9	0.9	0.9		
Administrative Analyst					1	1
TOTAL	2.2	2.2	2.2	2.2	2.4	2.4

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.

2012-13 PROGRAM OBJECTIVES

1. Continue implementation of NPDES (storm water) program thru 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.

2013-14 PROGRAM OBJECTIVES

1. Staff will be trained and certified, and new procedures developed and implemented for storm water control, in coordination with MCCSTP to reflect changes to MS4 permit issued by the Regional Water Quality Control Board
2. Execute CMSA agreement to provide assistance for enforcement storm water regulations;
3. Implement Work Order tracking system for maintenance and infrastructure activities;
4. Perform repairs and upgrades to City Storm Drain Pump Stations;
5. Manage street landscape maintenance;
6. Manage street tree pruning to maintain clear fire access corridors;
7. Manage repairs and maintenance of pavement to mitigate pedestrian, bicycle and vehicular traffic hazards;
8. Continued assistance with public events and street fairs.

PROGRAM ACCOMPLISHMENTS

- Worked extensively with MCCSTP to initiate the foundation for complying the new MS4 permit including certification of staff to perform duties required (QSP/QSD certification);
- Completed asset assessment for City outfalls;
- Performed tree maintenance;
- Performed re-striping and signage replacement;
- Ongoing maintenance of the Public Right of Way.

2013-14 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 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	APPROVED		
				BUDGET 2012-13	BUDGET 2013-14	ESTIMATED 2014-15
Salaries	458,561	491,069	312,248	331,150	338,094	344,856
Benefits			146,952	133,617	119,819	122,215
Side Fund Payment			7,451	14,944	15,440	15,749
Retiree Health			17,916	19,082	18,904	19,282
Professional services	70,532	72,410	90,271	60,000	105,000	107,100
Materials & supplies	20,035	20,905	21,207	19,500	19,500	19,890
Utilities	134,303	110,506	104,901	115,000	115,000	117,300
Communications & travel	11,197	8,609	7,066	8,000	8,000	8,160
Maintenance & supplies	155,378	138,046	137,408	160,000	160,000	163,200
Insurance	7,738	7,964	6,819	6,500	7,725	7,880
Equipment charges/misc	13,916	7,831	7,553	7,950	7,950	8,109
Equipment Replacement	0	0	0	10,000	10,000	10,000
TOTAL	871,660	857,340	859,792	885,743	925,432	943,741
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 City owned recreational and environmental areas.

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 and irrigation equipment. Selective replacement of declining landscaping with native plantings to reduce water demand.

2013-14 PROGRAM OBJECTIVES

1. Implement Mini-Parks Action Plan to rejuvenate the mini-parks throughout town. Improvements to include improved landscaping, maintenance, irrigation system repair/upgrade, park furniture, fencing, walkways and walls, improvements to ADA accessibility. Action plan to continue over several years based on based on available funding and staffing resources;
2. Work with the Parks & Recreation Dept to implement improvements to Piper Park per the park master plan;
3. Implement a turf enhancement program to enhance our existing athletic fields and passive play areas;
4. Manage all park landscaping;
5. Implement tree pruning schedule for all parks. Remove trees posing a hazard within the parks;
6. Construction new office for Parks & Rec Dept at the current Public Works office site, pending funding authorization;
7. Remove & recondition current fenced equipment storage area at Piper Park parking lot, pending funding authorization;
8. Remove the existing restroom/storage building at Piper Park;
9. Reconstruct/replace the irrigation control system at Piper Park with more water-efficient system.

PROGRAM ACCOMPLISHMENTS

- Initiation of a Mini-Parks Action Plan;
- Continued maintenance of park facilities;
- Addition of Mini Park assets to the City GIS system;
- Initiated modified turf maintenance program at Piper Park to rejuvenate the sports fields.

2013-14 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 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries	284,534	295,480	185,007	197,320	250,295	255,301
Benefits			96,704	75,645	33,094	33,756
Side Fund Loan Payment			4361	16,500	15,106	15,408
Retiree Health			7,261	7,399	7,399	7,547
Professional services	842	1,361	1,500	1,500	1,500	1,530
Materials & supplies	2,097	1,830	5,100	5,100	5,100	5,202
Utilities	76,599	74,750	83,000	81,000	81,000	82,620
Communications & travel	0	79	1,000	1,000	1,000	1,020
Maintenance & supplies	68,663	74,554	89,000	84,000	84,000	85,680
Insurance	4,311	4,439	4,200	4,000	5,850	5,967
Equipment Replacement	15,250	120	750	8,250	8,250	8,415
TOTAL	452,296	452,613	477,883	481,714	492,594	502,446
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	2.0	2.0
TOTAL	2.5	2.5	2.5	2.5	3.5	3.5

RECREATION SERVICES

PROGRAM DESCRIPTION

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

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 possible access to state grants.

There were new restrictions to the after school program at Bacich school. Staff is working to identify other methods of service delivery.

Programming was expanded in August 2012 with a combined recreation brochure created with Corte Madera Recreation.

Potential funding sources were identified and presented during the Piper Park Master Plan process with help from the Director of Public works.

2013-14

PROGRAM OBJECTIVES

1. Continue research and provide leisure activities for all age groups within the community, concentrating on teens and active & less-active older adults.
2. Continue expanding the delivery of Recreation services to the community. New special events will be introduced during the fiscal year.
3. Work with staff to continue monitoring access to grants.
4. Work with the Larkspur Corte Madera School District to identify access to facilities for after school, and other programs.

2013-14 KEY CHANGES

Larkspur Recreation is evaluating whether a partnership with a new or existing 501c(3) would benefit the community. Such an organization could allow for donations to augment funding for events and/or equipment.

The Department is planning new activity opportunities for the proposed new recreation facilities in Piper Park. Use of this new facility will open up programming time and space in the Hall Gym.

ANNUAL BUDGET

RECREATION

GENERAL FUND

DESCRIPTION	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries	367,092	355,741	255,160	296,803	314,507	320,797
Benefits			85,867	91,322	82,340	83,987
Side Fund Payment			4,693	9,737	10,561	10,772
Retiree Benefits			23,196	24,810	24,578	25,070
Professional services	126,365	167,476	123,446	95,000	98,000	99,960
Materials & supplies	36,376	39,467	32,058	40,000	39,000	39,780
Communications & travel	12,537	12,752	11,148	12,200	12,200	12,444
Buildings & Structure Maintenance	4,500	5,425	5,310	4,500	4,500	4,590
Insurance	5,623	5,799	6,807	7,000	8,400	8,568
Miscellaneous	13,439	1,944	6,569	2,000	2,000	2,040
Equipment Replacement	0	0	0	5,000	5,000	5,100
TOTAL	565,932	588,604	554,254	588,372	601,086	613,108
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.

2012-13

PROGRAM OBJECTIVES

- | | |
|---|--|
| <p>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.</p> | <p>Slight circulation dip (3%) of physical materials, but a steady increase in eBook downloads (83%). Steady usage of the library as a work and study space for all ages. Continue to get positive feedback on quality customer service.</p> |
| <p>2. Maintain 21st century library services to our community.</p> | <p>Partnership with MARINet Consortium, including Dominican University, supports the Library's efforts to provide 21st century library services at a fraction of the cost.</p> |
| <p>3. Continue to offer and promote popular library services and programs to the community.</p> | <p>Staff has engaged in effective marketing and outreach to promote popular programs (funded by the Friends of the Library). Audience attendance has been very strong.</p> |

2013-14

PROGRAM OBJECTIVES

1. Continue to support the educational, recreational and information needs of our community through quality, personalized service, library programs and access to a wide range of materials.
2. Maintain 21st century library services to our community.
3. Continue to offer and promote popular library services and programs to the community.

2013-14 Key Changes/Challenges

Keeping up with patron demands for digital resources and other library materials, including providing ample computers, fast Internet services and free Wi-Fi access with continued budget constraints.

Evaluating classifications and compensation to ensure the Library can successfully retain and recruit skilled library professionals.

Providing services in an aging facility with limited space.

ANNUAL BUDGET

LIBRARY

GENERAL FUND

DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	BUDGET	APPROVED	ESTIMATED
	2009-10	2010-11	2011-12	2012-13	BUDGET	2014-15
Salaries	643,381	636,174	415,044	434,984	464,945	474,244
Benefits			200,958	184,805	182,404	186,052
Side Fund Payment			8,927	17,794	19,062	19,443
Retiree Health			28,556	30,111	29,830	30,427
Professional service	2,835	2,640	2,360	3,000	3,000	3,060
Marinet/Technology*				70,325	61,500	64,575
Materials & supplies	66,207	67,342	59,930	61,000	61,000	62,220
Communications & travel	6,199	6,208	5,912	7,000	7,000	7,140
Maintenance & supplies	995	1,045	300	500	500	510
Insurance	8,044	7,916	9,724	8,800	11,350	11,577
Contingency/miscellaneous	5,542	560	5,760	2,000	2,000	2,040
TOTAL	733,203	721,885	737,471	820,319	842,591	861,288

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	57,000	<i>Previously budgeted in the Equipment Fund</i>
Delivery Service	3,000	<i>Previously budgeted in the Materials Account</i>
OCLC Annual Fee	1,100	<i>Previously budgeted in the Materials Account</i>
Online Scheduling Fee	150	<i>Previously budgeted in the Materials Account</i>
CALIFA Membership	250	<i>Previously budgeted in the Materials Account</i>
	61,500	

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OTHER FUNDS

Bridge Replacement Fund

Funded by proceeds from legal action

2013/14

Estimated Fund Balance 6/30/13	6,861,097
Minus Loan to General Fund	<u>-2,801,844</u>
	4,059,253

Add: Revenues/Grants

Interest Income	3,000	
Federal Highway Bridge Fund- Alexander	1,553,656	
Federal Highway Bridge Fund- Arroyo Holon	3,318,800	
Federal Highway Bridge Fund- Bon Air	489,500	
Toll Credits- Alexander ¹	182,273	
MMWD/RVSD Contribution	<u>60,000</u>	
		5,607,229

Available Funds	9,666,482
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Less: Expenditures

Alexander Bridge	1,736,000
Arroyo Holon/ Doherty Drive Bridge	3,800,000
Bon Air Bridge Expenses	<u>600,000</u>

Total Expenditures	6,136,000
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Transfer to General Fund	20,000	
<i>(Project Management- Staff)</i>		
		20,000

Estimated Fund Balance 6/30/14	3,510,482
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¹ The statutory authority for the use of toll credit was first established in Section 1044 of ISTEA that permitted the use of certain toll revenue expenditures as a credit toward the non-Federal matching share of all programs authorized by ISTEA and Title 23, thus the term "Toll Credit". Section 1111(c) of TEA-21 incorporated into 23 United States Code (USC) 120(j) toll credit provisions initially set forth in ISTEA. This provision allows the federal obligation to be increased up to 100 percent of project costs to the extent that credits are available.

CAPITAL IMPROVEMENT FUND BUDGET

2013/14

Estimated Fund Balance 6/30/13 189,000

Add:

Revenue:

Transfer from General Fund	10,000	
Transfer from State and Regional Transportation Fund	245,000	
General Plan Fees	150,000	
California Energy Commission Grant	39,236	
MTC Contribution (SMART SAP)	147,000	
		591,236

AVAILABLE FUNDS 780,236

Less 2013/14 Expenditures

Funding Source*	Ongoing Projects	13/14 Projects	13/14 Total
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City Hall Window Replacement Program	CIF	10,000	
Electric Vehicle Charging Stations	CEC		39,236
General Plan Update	CIF		100,000
Redwood Highway Pathway Intersection	RM2/TAM		335,625
SMART Station Area Plan	CIF/MTC		277,070

Total Expenditures 10,000 751,931 761,931

Estimated Fund Balance 6/30/14 18,305

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.

2013/14

Estimated Fund Balance 6/30/13		21,000
Add:		
2013/14 Revenues		94,000
Available Funds		115,000
Less: 2013/14 Expenditures		
Contract/Compliance (MCSTOPP)	28,000	
Contract/Enhance streetsweeping	25,000	
Storm Drain/Clean Water Projects	25,000	
Total Expenditures		78,000
Transfer to General Fund/Code Enforcement	20,000	
		20,000
Estimated Fund Balance 6/30/14		17,000

2013/14

**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.

2013/14

Estimated fund balance 6/30/13		242,000
Add:		
TCCC Loan Repayment	25,000	
Charges to Departments	<u>57,500</u>	
		82,500
Available Funds		324,500
Less: 2013/14 Expenditures		
Accounting/Financial Software/Hardware	50,000	
Fire Hydrant Replacement Program	15,000	
Mobile Units- Fire Department	10,000	
Website Hosting	25,000	
Annual Technology Expenses	75,000	
Public Works Truck	30,000	
Total Expenditures		205,000
Estimated Fund Balance 6/30/14		119,500

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. Fund Balance includes the Public/Private Partnership with "Save the Hoops".

2013/14

Estimated Fund Balance 6/30/13		31,500
Add: Revenues		
Revenue from Developers	60,000	
Measure A- Marin County Parks	70,000	
Interest Income	50	
	<hr/>	
		130,050
 Available Funds		 161,550
 Less: 2013/14 Expenditures		
Greenbrae School Park Improvements	15,000	
Mini Parks Improvements	70,000	
 Total Expenditures		 85,000
 Estimated Fund Balance 6/30/14		 76,550

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.

2013/14

Estimated Fund Balance 6/30/13 **28,000**

Add: Revenues

Interest income		1,000
Regional Measure 2/TAM		245,000
Larkspur Measure A Funds Advanced	FY 14/15	-93,641
Larkspur Measure A Funds Advanced	FY 15/16	-96,373
Larkspur Measure A Funds Advanced	FY 16/17	-99,173

Larkspur Measure A Fund FY 13/14

-43,187

Available Funds **-15,187**

Less: 2013/14 Expenditures

Transfer to Capital Projects Fund **245,000**

Redwood Highway Pathway Intersection *245,000*

245,000

Estimated Fund Balance 6/30/14¹ **-260,187**

¹ Fund balance accounts for funds advanced and expended on Doherty Drive projects during fiscal year 12/13.

STREET/ROAD FUND BUDGET

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

2013/14

Estimated Fund Balance 6/30/13 989,000

Add: Revenues

2013/14 Gas Tax Revenue (inc. Prop 42 replacement)	365,824	
2013/14 Road Impact Fee	160,000	
2013/14 Vehicle Impact Fee	389,000	
Interest Income	<u>5,000</u>	
		919,824

Available Funds	<u>0</u>	
		1,908,824

Less: 2013/14 Expenditures

Corte Alejo at 70/90 Storm Drain Line	450,000	
Local Street Maintenance & Rehab	1,000,000	
Madrone Avenue at 110/112 Storm Drain Line	65,000	
Storm Water Management Maintenance & Repair	150,000	
		1,665,000

Transfer to Capital (Redwood Highway)	90,625	
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Total Expenditures		1,755,625
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Transfer to General Fund*	<u>150,000</u>	
	150,000	

Estimated Fund Balance 6/30/14		3,199
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*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 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	BUDGET 2012-13	APPROVED	
					BUDGET 2013-14	ESTIMATED 2014-15
Salaries, wages & benefits	116,870	122,279	157,255	128,000	137,792	140,548
Professional service	73,789	71,669	56,679	75,000	75,000	76,500
Materials & supplies	23,795	36,885	26,301	25,000	28,000	28,560
Insurance	2,400	2,123	2,125	2,800	3,400	3,468
Miscellaneous	3,600	5,772	17,278	16,000	16,000	16,320
TOTAL	220,454	238,728	259,638	246,800	260,192	265,396

REVENUES

Projected Income					260,000	265,200
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FUND BALANCE DETAIL

	2013-14	2014-15
Estimated Fund Balance	12,400	12,208
Estimated Revenue	260,000	265,200
Total Available Revenue	272,400	277,408
Estimated Expenditures	260,192	265,396
Estimated Fund Balance	12,208	12,012

2013-14 Key Changes

The summer school program continues to grow to grow in popularity and enrollment.

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.

2013/14

Estimated Fund Balance 6/30/13		90,000
Add:		
2013/14 Revenues		55,000
Available Revenue		145,000
Less:		
2013/14 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 6/30/14		80,000

2013/14 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.

2013/14

Estimated Fund Balance 6/30/13		420,200
Add:		
Revenue from Developers	175,000	
Interest Income	2,000	
		177,000
Available Funds		597,200
Less: 2013/14 Expenditures		
Link to Mapping, Resos, Record, Photos, Plan Greenbrae Corridor	21,000 10,000	
Total Expenditures		31,000
Transfer to General Fund	20,000	
		20,000
Estimated Fund Balance 6/30/14		546,200

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	ACTUAL	ACTUAL	BUDGET	APPROVED BUDGET	ESTIMATED
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Salaries	489,466	315,410	316,212	343,454	369,964	377,363
Benefits		150,143	157,381	161,862	176,045	179,566
Side Fund Loan			7,242	16,146	17,192	17,536
Retiree Health		4,068	8,400	9,164	9,079	9,261
Professional service	1,700	795	1,960	1,700	1,700	1,734
Materials & supplies	17,138	20,238	20,198	25,000	25,000	25,500
Communications & travel	4,906	6,023	6,042	8,100	8,100	8,262
Maintenance & supplies	16,675	14,210	16,433	14,500	14,500	14,790
Insurance	7,400	7,841	7,832	7,200	8,800	8,976
Miscellaneous*	91,413	103,101	143,214	55,150	55,150	56,253
Capital outlay	3,535	464	2,481	30,000	80,000	30,000
TOTAL	632,233	622,293	687,395	672,275	765,530	729,241
REVENUES						
Projected income					735,000	749,700
FUND BALANCE DETAIL						
					2013/14	2014/15
Estimated Fund Balance					31,500	970
Estimated Revenue					735,000	749,700
Total Available Revenue					766,500	750,670
Estimated Expenditures					765,530	729,241
Estimated Fund Balance					970	21,429

2013/14 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 and funding for vehicle replacement (2 Vans).

*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

2013/14

	FINANCED BY	AMOUNT REQUIRED FOR PRINCIPAL AND INTEREST
MERA Bond Payment	General Fund- Equipment Replacement	39,500
Pierce GM 1500 Pumper (Fire Engine)	General Fund- Equipment Replacement	78,000
Corporation Yard Relocation Loan	General Fund- Capital Project Fund	242,100

CAPITAL IMPROVEMENT SUMMARY

2013/14

Projects/Expenditures:

Bridge Replacement Fund	6,136,000
Capital Improvement Fund	761,931
Park Development Fund	85,000
Street/Road Fund	1,665,000

TOTAL CAPITAL PROJECTS 2013/14 **8,647,931**

Funding Sources for Capital Projects:

Federal Highway Bridge Funds	5,361,956
Toll Credits - Alexander Bridge	182,273
MMWD/RVSD Contribution	60,000
Bridge Replacement Fund	531,771
From General Fund	10,000
Capital Fund Balance	170,695
Regional Measure 2/TAM	245,000
General Plan Fees	150,000
California Energy Commission	39,236
MTC Contribution (SMART)	147,000
Measure A - Marin County Parks	70,000
Park Development Fund	15,000
Gas Tax Revenues	365,824
Road Impact Fees	160,000
Vehicle Impact Fees	389,000
Street/Road Fund Balance	750,176

TOTAL FUNDING FOR CAPITAL PROJECTS 2012/13 **8,647,931**

MAJOR FUND BALANCES- HISTORY

	ACTUAL 7/1/2009	ACTUAL 7/1/2010	ACTUAL 7/1/2011	ACTUAL 7/1/2012	ESTIMATE 7/1/2013
GENERAL	700,000	700,000	700,000	700,000	700,000
RESERVES-RESTRICTED/UNRESTRICTED	1,968,196	1,990,236	1,994,438	1,854,256	1,676,084
BON AIR BRIDGE			6,901,046	3,844,805	4,104,805
CAPITAL IMPROVEMENT	-471,709	-795,875	-795,529	-32,319	189,000
CLEAN WATER FUND	25,531	16,783	6,209	22,960	21,000
EQUIPMENT & TECHNOLOGY	706,144	630,462	195,659	317,057	242,000
L/T CAPITAL/DISASTER	1,102,953	1,102,953	1,111,470	1,170,755	1,170,755
PARK DEVELOPMENT	105,205	72,301	51,195	31,585	31,500
STATE & REGIONAL TRANSPORTATION	287,729	390,215	453,070	352,901	28,000
STREET/ROAD FUND	493,221	661,118	580,239	780,642	989,000
TRANSPORTATION	235,794	350,662	434,626	453,070	420,200

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**FOUR YEAR
CAPITAL
IMPROVEMENT
PROGRAM**

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CITY OF LARKSPUR
2013-14 CAPITAL IMPROVEMENT FUND BUDGET
Description of Projects and Funding Sources

NOTE: ALL OF THE PROJECTS SCHEDULED FOR 2013-14 ARE FUNDED. PROJECTS BEYOND 2013-14 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 2013-14 BUDGET DOCUMENT CAN BE FOUND ON PAGE 58

Prior Year Projects Completed:

- Bike Racks (11-12)
 - Doherty Drive Class I Multi-Use Path (08-09)
 - Doherty Drive Reconstruction Phase III (08-09)
 - Doherty Drive Signing and Striping (08-09)
 - Magnolia Avenue at 655/653 Storm Drain Line (10-11)
 - East Sir Francis Drake Blvd/Pedestrian Bridge (06-07)
 - Downtown Sidewalk & Tree Management (05-06)
-

Prior Year Projects In Process:

- Alexander Bridge Seismic Retrofit/Replacement (97-98)
- Arroyo Holon (Doherty Drive) Bridge Replacement (01-02)
- Bon Air Bridge Replacement (01-02)
- City Hall Window Replacement Program (11-12)
- Electric Vehicle Charging Stations (10-11)
- General Plan Update
- Greenbrae Corridor
- Redwood Highway Pathway Intersection (09-10)
- SMART Station Area Plan (12-13)

FY 2013-14 Projects Proposed:

- Corte Alejo Storm Drain Line (11-12)
- Greenbrae School Park Repairs (11-12)
- Storm Water Management Maintenance & Repair
- Local Street Maintenance & Rehab Program
- Madrone Avenue @110/112 Storm Drain Line
- Mini Parks Improvements (13-14)
- Public Works Facility (13-14)
- Piper Park Parking Lot & Irrigation Project (13-14)
- Parks & Recreation Facility (13-14)

Projects moved to Department Budgets:

- Annual Citywide Accessibility Improvement Program
- Annual Citywide Striping
- Annual Engineering for Future Projects
- Annual Future Project Management
- Annual Sidewalk Repair & Replacement - Citywide
- Geographic Information Systems (GIS)

Name of Project: Alexander Bridge Seismic Retrofit & Rehab.
Year Originated: 1997-98
Amount Available: \$1,736,000
Project Description: The purpose of this project is to seismically retrofit and rehabilitate the historic Alexander Bridge for safety reasons. The project is in construction will be completed in mid FY 2013-14.

Name of Project: Arroyo Holon (Doherty) Bridge Replacement
Year Originated: 2001-02
Amount Available: \$300,000 Design Costs - \$3.5 Million Construction Costs
Project Description: The purpose of this project is to replace the Arroyo Holon Bridge on Doherty fronting Piper Park with a strengthened, seismically sound bridge. The City received NEPA environmental clearance for this project in May 2012. Project Construction Documents will be bid in early July 2013 with construction commencing in September 2013. The project is funded through the Federal Highway Bridge Replacement fund and City's Street/Road fund.

Name of Project: Bon Air Bridge Replacement
Year Originated: 2001-02
Amount Available: \$500,000 Design Costs - \$16.5 Million Construction Costs
FY 13/14 Expected Expenditure: \$600,000
Project Description: 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 City received NEPA environmental clearance for this project in May 2012 and the project construction documents and environmental permits are in process. Design is scheduled for completion in mid FY 2013-2014 and shall be bid in the spring of 2014. Construction shall commence in June 2014 or September 2014 pending environmental clearances. The project is funded through the Highway Bridge Replacement fund and Bon Air Bridge Settlement funds.

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

Name of Project: Corte Alejo at 70/90 Storm Drain Line
Year Originated: 2011-12
Amount Available: \$450,000
Project Description: Reconstruct culvert between Via La Paz and Corte Alejo. Project is funded using Street/Road Fund funds.

Name of Project: Electric Vehicle Charging Stations
Year Originated: 2010-11
Amount Available: \$39,236
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 Police Building Parking Lot and two at Piper Park.

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

Name of Project: General Plan Update
Year Originated: 2009-10
Amount Available: \$200,000
Project Description: The City's General Plan was adopted in 1990. In 2009-10 the City 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: 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. Funded partially by donations fundraised by neighbors.

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: \$1,000,000
Project Description: The priority for repairs will be based on the City's adopted five year CIP for pavement maintenance. Projects for FY 2013-2014 shall include pavement work in the Industrial and Larkspur Landing Neighborhoods as well as critical pothole repairs along major arterials and collectors. This project is funded through vehicle impact fees, gas tax, and road impact fees.

Name of Project: Madrone Avenue at 110/112 Storm Drain Line
Year Originated: 2011-12
Amount Available: \$65,000
Project Description: Construct storm drainage improvements to convey Public waters from Laurel Avenue down Beta Street (a paper street) and through side yard easements to minimize erosion potential.

Name of Project: Mini Parks Improvements
Year Originated: 2013-14
Amount Available: \$70,000
Project Description: Prepare a Mini Parks Action Plan to prioritize improvements within the City's neighborhood parks. Initiate improvements through in-house projects, Community based projects and Capital projects to enhance the City neighborhood parks. This project is funded through the Measure A County Parks Funds.

Name of Project: Redwood Highway Sidewalk/Bike Lane/Roadway Improvements
Year Originated: 2009-10
Amount Available: \$335,625
Project Description: Project will provide pedestrian access along Redwood Highway and will a complete Pedestrian/bicycle connection to other local and regional pathways. The project is funded by Regional Measure 2 through TAM, and the City Streets and Roads Fund. Construction is underway and anticipated to be complete by Fall 2014.

Name of Project: SMART Station Area Plan
Year Originated: 2011-12
Amount Available: \$260,000
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.

Name of Project: Storm Water Management Maintenance & Repair
Year Originated: 2011-12
Amount Available: \$150,000
Project Description: Replacement and reconditioning of Storm Drain Pumps in additional to development of a Storm Drain Master Plan.

CODE FOR METHOD OF FINANCING

CIF	Capital Improvement Fund/General Fund	BRF	Bridge Replacement Fund
PD	Park Development & Property Development	CEC	California Energy Commission
PR	Private Donations	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
TFCA	Transportation Fund for Clean Air (BAAQMD)		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2014-15 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2013-14	2014-15	2015-16	2016-17
Alexander Bridge Seismic Retrofit & Rehab	GR/BRF	1,736,000			
Arroyo Holon (Doherty) Bridge Replacement	GR/BRF	3,800,000			
Bon Air Bridge Replacement	GR/BRF	600,000	16,400,000		
City Hall Seismic Retrofit	Not Funded				
City Hall Window Replacement Program	CIF	10,000			
Corte Alejo Storm Drain Line	SRF	450,000			
Electric Vehicle Charging Stations	CEC	39,236			
Fire Hydrant Replacement	CIF	15,000			
General Plan Update	CIF	200,000			
Greenbrae Corridor	TIF	10,000			
Greenbrae School Park Repairs	PR/PD	15,000			
Link to Mapping, Records, Plans etc.	TIF	21,000			
Local Street Maintenance & Rehab Program	SRF	1,000,000			
Madrone Avenue @ 110/112 Storm Drain Line	SRF	65,000			
Mini Parks Improvements	PD	70,000			
Parks & Recreation Facility	Not Funded				
Piper Park Parking Lot and Irrigation Project	Not Funded				
Public Works Facility	Not Funded				
Redwood Highway Pathway Intersection	RM2/SRF	335,625			
SMART Station Area Plan	MTC	277,070			
Storm Water Management Maintenance & Repair	SRF	150,000			
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	CIF/GR				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	

CODE FOR METHOD OF FINANCING

CIF	Capital Improvement Fund/General Fund	BRF	Bridge Replacement Fund
PD	Park Development & Property Development	CEC	California Energy Commission
PR	Private Donations	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
TFCA	Transportation Fund for Clean Air (BAAQMD)		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2014-15 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2013-14	2014-15	2015-16	2016-17
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		300,000
Citywide Bicycle Facility Maintenance	CIF				
Dartmouth & Magnolia Traffic Signal Study	TIF		5,000		
Frances & Magnolia Traffic Signal Study	CIF		10,000		
Greenbrae Marina Street Drainage Improvements	CIF			30,000	
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
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
North Magnolia Avenue Rehabilitation - Murray to City Limits	CIF				250,000
Pedestrian Flashers - OTS Grant	GR		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		
Rice Lane Driveway at Cane Street	CIF		30,000		115,400
Streetlight/ Traffic Signal Magnolia Ward	CIF		70,000		

CODE FOR METHOD OF FINANCING

CIF	Capital Improvement Fund/General Fund	BRF	Bridge Replacement Fund
PD	Park Development & Property Development	CEC	California Energy Commission
PR	Private Donations	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
TFCA	Transportation Fund for Clean Air (BAAQMD)		

FOUR YEAR CAPITAL IMPROVEMENT PROGRAM RECOMMENDATIONS
MOST PROJECTS IN 2014-15 AND BEYOND ARE UNFUNDED

PROJECT NAME AND DESCRIPTION	FINANCING	2013-14	2014-15	2015-16	2016-17
Traffic Preemption Device	CIF		15,000		
Various Street Lights/Traffic Signal	CIF		50,000		
Ward Street Bridge Abutment Repair	CIF		75,000		
GRAND TOTAL		8,793,931	17,886,000	165,000	1,050,400

**AUTHORIZED POSITIONS
AND
SALARY SCHEDULE**

AUTHORIZED POSITIONS

	2009/10	2010/11	2011/12	2012/13	2013/14
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
Accountant					0.80
Accounting Specialist	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	3.00	3.00	2.00	2.00	1.00
Permit Technician (moved to Comm. Dev.)	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		
Assistant Planner	1.00			1.00	1.00
Associate Planner		1.00	1.00	1.00	1.00
Permit Technician				1.00	1.00
FIRE DEPARTMENT					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00			
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			
Administrative Analyst					1.00
GIS Technician	0.90	0.90	0.90	0.90	1.00
Customer Service Representative	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	3.00
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
Assistant 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	55.30	55.30	56.30

**CITY OF LARKSPUR
RESOLUTION No. 51/13**

**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 July 1, 2013, the following positions and salary ranges are hereby effective and funding for changes is authorized:

<u>DEPARTMENT</u>	<u>POSITION</u>		
ADMINISTRATION	City Manager	To	15,500
	Finance Director	To	11,011
	Accountant	5,419	6,880
	Accounting Specialist	4,936	6,300
	City Clerk/Customer Service Supervisor	To	7,834
	Customer Service Representative - D	4,238	5,408
	Customer Service Representative - A	4,576	5,840
PLANNING/ BUILDING	Director	To	10,738
	Senior Planner	6,384	8,147
	Associate Planner	5,616	7,167
	Assistant Planner	5,215	6,577
	Permit Technician	4,936	6,300
FIRE	Chief/Deputy City Manager	To	14,858
	Deputy Chief	To	13,376
	Fire Captain	7,254	8,716
	Firefighter	6,240	7,483
	Code Compliance Officer	6,496	8,293
RECREATION	Director	To	9,232
	Recreation Supervisor	5,142	6,568
	Child Care Administrator/Prog Director	To	6,360
	Child Care Senior Lead Teacher	3,127	4,021
	Child Care Asst. Dirctr/Pre-K Head Teach.	3,355	4,284
	Child Care Lead Teacher	2,657	3,397
	Child Care Athletic Coordinator	2,454	3,136
	Child Care Asst. Teacher	2,240	2,860
	Child Care Teacher's Asst.	1,958	2,497
LIBRARY	Library Director	To	8,726
	Assistant Librarian	4,161	5,268
	Library Assistant II	3,121	3,973
	Library Assistant I	2,869	3,660
PUBLIC WORKS	Director/City Engineer	To	14,299
	Associate Engineer	7,981	10,183
	Assistant Engineer	6,384	8,146
	Superintendent	To	7,598
	Administrative Analyst	4,576	5,840
	Maintenance Worker II	4,233	5,464
	Maintenance Worker I	3,972	5,005
	GIS Technician I	3,596	4,589

IT IS HEREBY CERTIFIED that the foregoing resolution was duly introduced and adopted at a regular meeting of the Larkspur City Council on the 19th day of June 2013, by the following vote, to wit:

AYES: COUNCILMEMBER: Chu, Hillmer, Marsh, Morrison, Rifkind

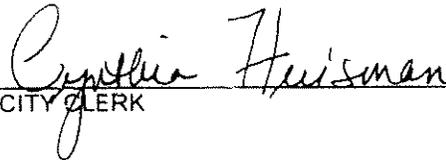
NOES COUNCILMEMBER: None

ABSENT: COUNCILMEMBER: None

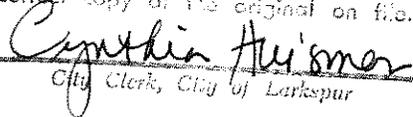
ABSTAIN: COUNCILMEMBER: None



MAYOR

ATTEST:


CITY CLERK

The within instrument is a true and correct copy of the original on file.


City Clerk, City of Larkspur