

## **AGENDA ITEM 1(b)**

### **TOWN OF SAN ANSELMO TOWN COUNCIL STAFF REPORT**

April 29, 2003

For the meeting of July 22, 2003

**TO:** Town Council  
**FROM:** Tom Bell, Planning Director  
**SUBJECT:** Resolution amending Planning Department Fee Schedule.

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#### **RECOMMENDATION**

Refer the matter of Planning Department fees to the Council Subcommittee for further review and consideration at a later date.

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#### **BACKGROUND**

On August 24, 1993, the Town Council adopted Resolution 3241 setting the fee schedule for Planning Department services and providing for annual adjustments.

On May 27, 2003, the Town Council created a Council Subcommittee to review fees and continued the item to July 8, 2003.

On July 8, 2003 the Council continued the item to July 22 without discussion.

#### **DISCUSSION**

Although the subcommittee met on this item, it was determined that additional time is needed to adequately review and analyze fees. It is suggested that this matter be brought back to the Council sometime during the last quarter of this year. The item will be properly noticed again for hearing purposes before being placed on an agenda.

Respectfully submitted,

Tom Bell

Planning Director

**AGENDA ITEM 1(c)**

**TOWN OF SAN ANSELMO  
STAFF REPORT**

*July 14, 2003*

For the meeting of July 22, 2003  
TO: Town Council  
  
FROM: Debra Stutsman, Town Administrator  
  
SUBJECT: League of California Cities  
Voting Delegate

A. RECOMMENDATION

That Council designate the Town Administrator as the Voting Delegate to the League of California Cities annual conference.

BACKGROUND

This year's league Annual Conference is scheduled for Sunday, September 7 through Wednesday, September 10, in Sacramento. One important aspect of the annual conference is the annual business meeting where the membership takes action on conference resolutions. Annual conference resolutions guide cities and the League in efforts to improve the quality, responsiveness and vitality of local government in California.

To expedite the conduct of business at this policy-making meeting, each city/town council is asked to designate a voting representative who will be registered at the conference and present at the annual business meeting. Each city/town is entitled to one vote in matters affecting municipal or League policy.

B. CONCLUSION

Unless a Town Councilmember wishes to attend the conference, past practice has been to designate the Town Administrator as the voting delegate for San Anselmo.

Respectfully submitted,

Debra Stutsman

Town Administrator

**AGENDA ITEM 1(d)**

**TOWN OF SAN ANSELMO  
STAFF REPORT  
July 14, 2003**

For the Meeting of July 22, 2003

TO: Town Council  
FROM: Debra Stutsman, Town Administrator  
SUBJECT: Final Work Plan Report, 2002-03

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**RECOMMENDATION**

That Council acknowledge and file the final report on the 2002-03 work plan.

**BACKGROUND**

As part of the 2002-03 budget, Council adopted a work plan for this fiscal year. Staff reports quarterly to the Council on the progress being made on the work plan.

Respectfully submitted,

Debra Stutsman  
Town Administrator

**AGENDA ITEM 2**

**TOWN OF SAN ANSELMO  
STAFF REPORT  
July 14, 2003**

For the Meeting of July 22, 2003

TO: Town Council  
FROM: Debra Stutsman, Town Administrator  
SUBJECT: Appointment to Boards/Committees/Commissions

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## **RECOMMENDATION**

That Council make appointments to the Measure G Monitoring Committee (1 seat), the Board of Review (1 seat), the Open Space Committee (2 seats) and the Quality of Life Commission (3 seats).

## **BACKGROUND**

Council has interviewed one candidate for the **Measure G Monitoring Committee**, Erik Selvig. There are two vacant seats currently on the committee, to terms set to expire in February 04 and February 06).

Eleanor Kellogg Smith was interviewed for the **Board of Review** at the last meeting. There is one vacancy to a term set to expire in December 05.

Two candidates were interviewed for the **Open Space Committee**, incumbent Don Vita and Brian Crawford. There are two seats set to expire in October 05 and October 06.

Council has interviewed three candidates for the **Quality of Life Commission**, Denise Dunn, Theresa Allen, and Anna Frost. There are four openings to terms set to expire in April 05 (2) and April 06 (2).

All the applications are attached, as is a current status report on the Boards/Commissions/Committees.

Respectfully submitted,

Debra Stutsman  
Town Administrator

Attachments

## **AGENDA ITEM 3**

### **TOWN OF SAN ANSELMO STAFF REPORT**

*July 10, 2003*

**TO:** Town Council

**FROM:** Dean Nyberg, Parks Director

**RE:** Neighbor Pesticide Notification Ordinance

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## For the meeting of July 22, 2003

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### Recommendation

That Council consider directing staff to prepare an ordinance requiring public notice of pesticide use of private property.

### Background

Staff was directed to gather information regarding a possible neighbor pesticide notification ordinance. The substance of such an ordinance would be to require that residents who wish to use pesticides on their property post a notice and distribute a flyer to all neighbors within 150 feet 48 hours before the application of the pesticide. The most immediate benefit of neighbor notification is that it provides a warning to afford people the opportunity to take simple precautions to minimize their exposure. In addition, such a law may spur adoption of less hazardous means of pest control by exempting certain pesticides from the notice requirements.

### Discussion

Fairfax has recently adopted a neighbor pesticide notification ordinance. The ordinance has been controversial in that it has been challenged by the California State Department of Pesticide Regulation. The State believes that Fairfax's ordinance is superseded by State statute and is unenforceable (California State 2002 Food and Agriculture Code 11501.1.(a) – Attachment A). Basically, the State says that “local government, including action by a county board of supervisors or a city council, may not prohibit or in any way attempt to regulate any matter relating to the registration, sale, transportation, or use of pesticides.”

**During the two years that the Fairfax ordinance has been in place, two neighbor notices have been requested by Fairfax residents. All other requests have been from other persons and communities interested in Fairfax's experience with the ordinance. A pesticide ordinance brochure (attachment B) and a pesticide alert neighbor notification form (attachment C) are available at Fairfax Town Hall. No citations have been issued to date. Fairfax does not have an Integrated Pest Management Policy or Program like San Anselmo's. Rather, the use of pesticides on Fairfax parks, open space parcels and public rights of way and buildings owned and maintained by the Town of Fairfax, is simply prohibited. The Fairfax ordinance, which was written by Councilmember Frank Egger, was based on similar laws in New York and Connecticut. The City of Sebastopol is considering a similar ordinance, as are several other California cities.**

### Issues

Issues for the Council to consider may include the legality of such an ordinance, public support for pesticide regulations, and enforcement limitations.

San Anselmo resident Laura Seligsohn has been most interested in this topic and has prepared a possible ordinance for San Anselmo, which is included as Attachment D.

#### Analysis

It appears that the legality of such an ordinance is a question that has not been definitively answered. As of now, the State has not taken any legal action against the Town of Fairfax, although the town has started a legal defense fund.

To date, Town staff has not received any complaint of public, residential or commercial misuse of pesticides in San Anselmo. The Town's Integrated Pest Management Policy (IPM), adopted in April 2002, requires educating the public about IPM and the dangers of toxic chemicals. IPM is a philosophy by which each pest is seen in context with, and in some cases, as a member of, its ecosystem. Pest management strategy is to alter our perception of pests and concentrate on long-term prevention and management. In conjunction with that, staff has asked the UC Extension Marin Master Gardeners Program to conduct an educational seminar and open house about IPM in August or September.

#### **Conclusion**

If the Council chooses to not pursue enacting such an ordinance, it may be helpful to provide the public with further educational information, brochures, seminars, and open forums on IPM and the dangers of toxic chemicals. The Council could also pass a resolution stating that the Town encourages neighbor notification of pesticide use and conduct a public information campaign.

Respectfully submitted,

R. Dean Nyberg,  
Parks Director

#### **AGENDA ITEM 4a**

#### ***TOWN OF SAN ANSELMO***

### **TOWN COUNCIL STAFF REPORT**

For the meeting of 7-22-03

**DATE: 7-15-03**

**TO:** Mayor and Members of the Town Council

**FROM:** Rabi Elias, Director of Public Works

**SUBJECT:** Award contract for the 2002-2003 Measure G Improvements Phase II Resurfacing and Drainage Projects at Center Blvd. from Saunders Ave. to Fairfax town limit, Florence Ave, Greenfield Ave from Greenfield Court to San Rafael city limit, Grove Lane, Kemp Ave, Magnolia Avenue, Oakwood Court, San Rafael Avenue, Sycamore Avenue, Woodland Avenue and Elm Avenue.

**RECOMMENDATION:**

**Award the contract to the lowest bidder Interstate Grading & Paving of South San Francisco in the amount of \$676,363.50.**

**BACKGROUND:**

The Town Council at their meeting of 4-22-03 approved the projects and authorized staff to solicit bids.

**DISCUSSION:**

Bids were opened 6-30-03 at 10:00 AM. Five bids were received. Second lowest was –Ghilotti Construction of Santa Rosa in the amount of \$685,345.00. A complete list of bidders is attached.

The estimated cost of the project was \$710,000.

**FISCAL IMPACT:**

Contract	\$676,363.50
Contingency	\$ 67,636.50
Measure G Funds	\$744,000.00

**AGENDA ITEM 4b**

**TOWN OF SAN ANSELMO  
TOWN COUNCIL STAFF REPORT**

For the meeting of 7-22-03

**DATE:** 7-15-03

**TO:** Mayor and Members of the Town Council

**FROM:** Rabi Elias, Director of Public Works

**SUBJECT:** Costs of sidewalk and driveway repairs at Woodland Ave.

**RECOMMENDATION:**

The Town not to share in the costs of repairing sidewalks and driveways at Woodland Ave.

**BACKGROUND:**

The Town Council at their meeting of 4-22-03 during the hearings on agenda item to approve Measure G Phase II projects and authorization to solicit bids directed staff to report back on costs to repair sidewalks and if the Town should share in the cost.

**DISCUSSION:**

The sidewalk damage is due to the Liquid Amber tree roots. The Town during the resurfacing project will remove the trees and grind the roots. The town will install a new curb and gutter. The property owners affected by the trees were notified to repair the uplifted and damaged sections of the sidewalks. Of the eight owners notified two did not return agreements. See attached list which was based on \$10 per square foot sidewalk and \$12 driveway unit prices of W. K. McLellan Co. who the Town contracts with to do flat concrete work. The lowest bidder Interstate Grading who got the contract for this project had unit prices of \$13 and \$14. The effected owners will be billed based on the lower rate, which means the Town indirectly is helping around 30% of the cost.

Some people say the Town planted the trees. Some say the Town gave them the trees and the property owners planted them. The question is that if the Town caused these trees to be planted then it should share in the cost. Section 7-5.02 of the San Anselmo Municipal Code gave the responsibility of maintenance of street trees to the property owner. Refer to copy attached irrelevant to who planted the trees. Staff recommends not to share the costs of sidewalk repair based on the above analysis and not to start a precedent.

**FISCAL IMPACT:**

Whatever share costs the Town Council decides on and will come out of Measure G Funds.

## **AGENDA ITEM 5**

**TOWN OF SAN ANSELMO  
STAFF REPORT  
July 19, 2003**

*For the meeting of July 22, 2003*

TO: Town Council

FROM: Debra Stutsman, Town Administrator

SUBJECT: 2003-04 Proposed Budget and Work Plan

### **RECOMMENDATION**

That Council conduct a public hearing on the Proposed 2003-04 Budget and Work Plan.

### **BACKGROUND**

The Town of San Anselmo fiscal year starts on July 1 and ends the following June 30. Each year staff prepares a proposed budget to project revenues and recommend expenditures for the upcoming fiscal year. Included with the budget proposal is a recommended work plan, organized by department, for special projects and programs to be undertaken during that budget year.

### **INTRODUCTION**

Attached is the Budget Message that summarizes the Proposed 2003-04 Budget and Work Plan, and a table in which all the proposed work plan items are compiled.

### **DISCUSSION**

2002-03 Status— Projected revenues in 2002-03 were down by 16%, due to lower sales tax revenue, reduced franchise fees and very low interest earnings. Measures were taken mid-year to reduce expenditures, which included freezing two positions, delaying capital projects and management raises and reducing training expenditures. While the reductions helped to minimize the impact of the revenue shortfall, the year-end carryover figure is projected to be just \$100,000.

Carryover – Town policy has been to use the previous year’s carryover to fund equipment and capital project expenditures. In this extraordinary year, the Town is unable to fund any new equipment or capital expenditures due to increased expenditures and possible State funding reductions. In this third year of cutting the budget ever “closer to the bone” the carryover figure has shown a predictably steady decline over the last several years.

2003-04 Revenues: While San Anselmo continues to experience an active real estate market, we have suffered from the difficult economic situation. Revenues in the coming year are projected to increase by 6% due to a continued active real estate market and associated construction activity. Sales tax revenue is projected to rebound somewhat from this year's economic slump, and property tax revenue should continue to be strong. Interest earnings continue to be uncertain. In addition, in anticipation of State budget action, a \$16 per capita reduction (\$200,000) is reflected in the revenue for the Vehicle License Fees. This level of revenue is, however, the best case scenario expected from the State.

2003-04 Expenditures: While revenues are increasing at a steady pace, budgeted expenditures have, unfortunately, risen at a much faster pace. Costs for employee retirement have more than doubled and those costs are expected to increase at the same pace in 2004-05, due in large part to the poor performance of the stock market in the last few years. Employee health insurance premiums will rise 18% this year, with a similarly large increase experienced last year as well. In addition, legal costs have risen by 50% due to an increased need for legal assistance. Other new expenditures from the General Fund for this fiscal year include a \$200,000 commitment to the Road Maintenance Fund and Marin Emergency Radio Authority debt service and administrative payments of \$104,000.

2003-04 Budget Shortfall: Projected expenditures for 2003-04 outpace revenues by \$700,000. In order to balance the budget the following actions are proposed and reflected in the budget document.

- **Five positions are frozen.** These positions include the middle management position of Town Clerk/Human Resources Analyst, a Parks Department Maintenance Worker I, a Police Department Dispatcher, and two Police Officer positions. The work of these positions is spread to other staff members, but there is, of necessity, a resulting loss of service to the community. (\$330,000)
- **30% of Recreation Director's salary is shifted to the Recreation Fund.** All expenses for the Recreation Department are proposed to be accounted for in the Recreation Fund, except for the Recreation Director's salary, which has previously been funded in the General Fund. 30% of the Director's salary is shifted to the Recreation Fund in this fiscal year, to be recouped through program revenues. (\$30,000)
- **Robson Stopby is fee based.** The Robson Stopby program has been free to participants, although monthly donations are requested. Donations have fallen off considerably and plans call for charging participants for the service. (\$13,000)
- **New revenues are projected.** Staff will come forward in the new year with proposed fee increases to better reflect the cost of providing the service. Most fees have not been reviewed in the last ten years, and thus may have fallen behind

the cost of providing the service. Possible fee increases are anticipated in Administration, Police and Planning. (\$88,000)

- **Equipment purchases are limited to previous commitments.** No new equipment purchases are proposed. Items listed in the Equipment Fund are carried over from previous years or reflect lease agreements that are already committed to for Police, Fire and Public Work equipment.
- **No new Capital Project expenditures.** No new capital projects are included in the budget. The Town Hall tower project, the replacement of the tower roof and wooden trim pieces, is delayed until next fiscal year. The project cannot be done this year due to timing considerations with the owl family roosting in the tower. The tower funds are used to balance the 2003-04 budget, with the firm commitment that the project will be the first priority in 2004-05. (\$45,000)
- **Equipment Reserve funds are utilized.** The Equipment Fund maintains a reserve of \$100,000 for unanticipated equipment purchases. A portion of that reserve is used in this budget. (\$30,000)
- **Emergency Reserve funds are utilized.** The Emergency Projects Fund serves as a safety valve for unanticipated emergency needs, primarily for cash flow purposes. The Town now utilizes the Tax and Revenue Anticipation Note (TRAN) program to ensure adequate cash flow. A portion of that reserve is used in this budget. (\$50,000)
- **Insurance premium refund is utilized.** The Town received a premium refund from MCRMA, our previous workers compensation carrier, in the amount of \$310,000, of which \$230,000 is reserved for future claims. A portion of the refund was used to fund current year expenditures. (\$100,000)

State of California: As of this writing, the State has not approved the 2003-04 budget, and the legislature is still dealing with how to handle the much-publicized \$38 billion deficit. Local government has lobbied hard with the State to ensure that local government does not receive more than its fair share of cuts. Areas of vulnerability include the Vehicle License Fees, COPS and Library funding. The proposed budget reflects the projected best case scenario from the state. State cuts deeper than \$200,000 will require additional reductions in spending.

## **ISSUES**

Budget Format: In order to better reflect Town accounting practices, the revenue section of the individual departments has been removed. In past budgets each department page has listed the revenue brought in by that specific department. This practice was somewhat misleading as department budgets do not reflect the full cost of providing the service of the department. For example, administrative cost (e.g. payroll, legal and insurance) are not reflected in individual department budgets. In addition, funding

decisions are not made in direct correlation to specific revenue. Departments are not “credited” with the revenue brought in; they neither suffer when revenues are lower than anticipated, nor benefit when revenues are higher. Rather, revenue is accounted for by general category in the General Fund.

Funding for Capital and Equipment Expenditures – Town policy is to use carryover funds for capital and equipment expenditures. In the last three years, the carryover amount has been steadily shrinking as the budget is cut ever closer. ***Staff recommends that Council consider a policy of budgeting a certain amount for these important expenditures each year, to ensure a steady source of funding.***

Pension Costs – Pension costs are rising astronomically, but the Town is fortunate to have a Pension Override Tax. In the recent past pension costs have been minimal due to the excellent performance of the stock market, and the Town has been able to build up a healthy pension reserve in the designated portion of the ending balance. That reserve will diminish quickly, however, with the predicted pension contributions in the next few years. ***Staff recommends that Council consider a policy of budgeting the pension costs each year so as to replace the designated portion of the ending balance with undesignated funds.***

State Budget Cuts – When the State legislature finally does pass a budget, if funding losses to the Town exceed the projected \$200,000 figure, further cuts will be required. In this proposed budget, staff has attempted to balance the budget without significant effect on the Town’s services to the community. Further significant cuts will necessarily affect the Town’s delivery of service in public safety, library services and streets and parks maintenance.

## **CONCLUSION**

The action recommended for the Council is to conduct the public hearing on the Proposed 2003-04 Budget and Work Plan. Pending the outcome of that public hearing, the next step would be to incorporate changes identified by Council, and bring the budget and work plan back to Council for adoption.

Respectfully submitted,

Debra Stutsman  
Town Administrator

**July 18, 2003**

Honorable Mayor and Members of the Town Council:

I am pleased to submit for your review and public hearing the Proposed 2003-04 Budget and Work Plan.

The economy has continued to experience a downturn at the local, state and national level in the last year. The current State budget deficit of a predicted \$38 billion and the legislature's unsuccessful efforts to balance the budget have created great uncertainty at the local level regarding the continuation of State funding.

In spite of the economy, San Anselmo has continued to experience a steady real estate market and associated construction activity. However, revenue from sales tax, interest and franchise fees in 2002-03 fell short of projections by 16%, a reflection of the widespread economic downturn. General Fund revenues are projected to increase by approximately 5.5 percent in 2003-04, due in large part to property taxes, which are projected to increase by 8.8 percent. Unfortunately, this revenue base is not sufficient to fund services at the current level, due in large part to very significant increases in costs for health and welfare benefits and pension contributions, as well as payments for the Marin Emergency Radio Authority and to the Road Maintenance Fund.

### ***The State of California's Role in the Town's Budget***

The State is grappling with an unprecedented budget deficit. There is great uncertainty at the local government level about the possible impact to local government when the legislature finally does pass a budget. With the aid of the League of California Cities, local government has made a great effort to lobby the legislators in Sacramento to ensure that they recognize the severe impact that local government is already feeling due to previous State takeaways and the current economic condition.

The area of greatest vulnerability for local government in State budget cuts has been the Motor Vehicle License Fee (VLF) backfill funds. In 1998 the State lowered license fees, but has continued to backfill the revenue loss to cities and towns. With the State budget in a precarious position, the legislature has voted to reinstate the VLF to 1998 levels, but the action is controversial and may be subject to a court challenge. Other state funding that may be in jeopardy is the COPS funds, library aid and booking fees.

Cities and towns fear the loss of the VLF backfill and other state funding. For San Anselmo, VLF backfill funds amount to \$498,000, the loss of which alone would cause critical budget cuts. In order to be prepared should such an eventuality come to pass in this budget year, staff has used a \$16 per capita as the estimated loss of state funding in this fiscal year, which amounts to about \$200,000. This is, however, a "best case

scenario” and it is possible that the final state budget may contain cuts far deeper to local government.

### ***Responding to the Funding Shortfall***

In January 2003 it became apparent that the state budget situation would present considerable challenges to the Town. In order to be prepared, the Council directed staff to freeze two vacant positions, delay several capital projects, delay management raises, and reduce training expenditures to only those absolutely necessary. Those spending reductions served to reduce the impact of the 2002-03 revenue shortfall.

Projected 2003-04 revenues are insufficient to fund projected expenditures. To close the funding gap, five positions are frozen, a portion of the Recreation Director’s salary is funded through the Recreation Fund, the Robson Stopby Program is proposed to be fee-based, new revenues are anticipated in Planning, Police and Administration, a portion of the emergency and equipment reserves are utilized and the Town Hall tower capital project is delayed one year

### ***Long-term fiscal health – Town of San Anselmo***

The fiscal challenges facing the Town include:

- ❖ The need of the Town to maintain and improve its buildings, parks and other public facilities.
- ❖ The completion of the successful Measure G bond program to improve San Anselmo streets, storm drains, and Library building. The Council has committed funding to the Road Maintenance Fund, to ensure a continued source of funding for the Town’s streets and storm drains.
- ❖ Retention of experienced Town staff through sufficient employee compensation to remain competitive in the employment market with public agencies that have a higher revenue base. The high cost of living in the County and limited workforce housing makes attracting and retaining qualified employees difficult.
- ❖ Deliver of the services desired and expected by residents. For example, as more families with children move to town, there is a commensurate need for more recreational opportunities.
- ❖ The potential need for an election seeking permission to exceed the Town’s spending limit, also known as the “Gann Limit”. Under Proposition 4, approved by state voters in 1979, local government spending each year cannot exceed a formula based on population growth and state-wide inflation. The Town is currently nearing that limit, and could reach the maximum soon.
- ❖ Heavy financial reliance on a relatively fixed tax base, restricted by lack of the elements that bring tax revenue expansion, such as geographic area in which new development can take place, hotels or large retail businesses that generate hotel, sales and commercial property taxes, and the limits on the existing special Town taxes.

## ***San Anselmo's Capital Needs***

With current revenues insufficient to fund existing services to the community, the Town is unable in this fiscal year to fund new or deferred maintenance and improvement projects identified in San Anselmo.

Among the most pressing capital needs are:

- ❖ Repair work on the Town Hall Tower trim pieces, which must be replaced due to dryrot.
- ❖ Replacement of the aging heating and cooling systems in Town Hall, the downtown Fire Station and the Isabel Cook Complex.
- ❖ Replacement of the leaky equipment shed at the hub, which contains sensitive traffic signal equipment and is structurally inadequate.
- ❖ Parks and open space maintenance and improvements, including playing fields, the pedestrian bridge at Creek Park, landscaping, tennis courts and other recreational interests.

The Town's General Fund undesignated reserve balance is approximately \$.74 million. Staff's recommendation on the reserve is that the Council maintain a minimum of \$500,000 for emergency purposes (stabilization of Town-owned hillsides, disaster response, and other exigent circumstances where funds are needed immediately), and that the remaining approximately funds be available to advance for time-sensitive opportunities where funds are desired in advance of funds being available.

When Council funded the Corporation Yard in 2000-01 it was committed to repayment of the reserves advanced to finance the Corporation Yard in the amount of \$200,000. That repayment has not been included in the proposed budget.

## ***Accomplishments for 2002-03***

- ❖ The completion of the long-awaited Corporation Yard.
- ❖ The completion of the Town Hall plaza work, including new sod, benches and new landscaping.
- ❖ The Town's draft Housing Element was completed and submitted to the State Department of Housing and Community Development.
- ❖ The successful transition on an interim basis to Marin Sanitary Service as the Town's refuse and recycling services provider. Marin Sanitary is began service in San Anselmo on December 1, 2002.

## ***Budget and Work Plan Format***

The operations of the Town are budgeted primarily in the Town's General Fund. Significant maintenance projects and other capital improvements are contained in the Capital Reconstruction Fund, with the exception of road and drainage improvement projects, which are funded through the Measure G general obligation program. The Recreation Fund accounts for all of the revenue and expenses related to recreation programs, with the exception of 70% of the Recreation Director's compensation, which is budgeted in the General Fund.

A list of all of the Town funds, a description of their functions, and a summary of revenue and expenses are contained in the Overview of Funds section at the beginning of the budget document.

Each Town department head, in conjunction with the Town Administrator, has recommended two to four work plan items to undertake this fiscal year. The work plans were submitted using a general guideline of one item that is "external", meaning policy and/or community service oriented, and one item that is "internal", meaning it will enhance staff and customer service efficiency and effectiveness. A progress report will be reviewed by Town Council at a regular meeting on a quarterly basis.

Highlights of the proposed work plan include:

1. Implement the second unit ordinance in accordance with State legislation.
2. Develop a Parks and Recreation Master Plan, set priorities and begin implementation process.
3. Improve customer service and efficiency within the Public Works and Planning Departments.
4. Initiate a community policing project with Sunny Hills School, to develop a standard protocol to address the issue of violence on campus.
5. Develop a plan for creating partnerships with local merchants in support of Town events.
6. Decentralize the website update process, giving each department the responsibility to improve and update pages.
7. Promote new Library programs for children, teens and adults.

### **2003-2004 Budget Changes**

There are significant changes to this year's budget due to the difficult economic situation and the State's fiscal problems. This budget represents a judgment of the "best case scenario" at a time when the legislature has still not adopted a state budget. There are five Town positions that are frozen, including the Town Clerk/Human Resources Analyst, a Parks Maintenance Worker I, two police officers and one police dispatcher, with a resultant loss of services to the community. In addition, because of very tight fiscal situation, no new capital projects have been recommended and the only equipment purchases are those equipment leases into which we have already entered, which include fire and police equipment and a public works truck.

## ***Conclusion***

During this time of fiscal uncertainty, Town staff remains fully committed to carrying out the goals and priorities of the Town Council with enthusiasm and commitment in order to continue to serve the community.

## ***Acknowledgements***

I'd like to thank the department heads for their cooperation and professional attitude during the preparation of this very difficult budget. Thanks also go to the Finance and Administration staff for their helpfulness and patience during the budget process. Lastly, substantial credit must go to our Finance & Administrative Services Director, Janet Pendoley, for the tremendous effort she put into projecting revenue, anticipating expenditures, and laying out the budget document in a format that is comprehensive and readable.

Respectfully submitted,

Debra Stutsman  
Town Administrator

<b><i>Administration and Finance</i></b>	Implement GASB 34 legislation requiring a revised accounting of fiscal assets.
	Implement a business license administrative fee to cover costs of processing 2,500 business licenses in town.
	Decentralize the web page process, giving each department the responsibility to improve and update individual pages.
<b><i>Engineering &amp; Inspection</i></b>	Continue effort to improve customer service in Public Works/Planning Departments and to streamline the permit process.
	Continue to implement the MarinMap Geographic Information System (GIS) in conjunction with the County efforts in this area.
	Work to implement a yearly plan to continue the progress made with the Measure G program, committing \$400,000/year to this effort.
<b>Isabel Cook Complex</b>	Develop a long-term needs assessment of the facility (continued goal).

<b><i>Library</i></b>	Library staff and the Friends of the Library will sponsor a poetry reading for National Library Week in April 2004. April is also National Poetry Month. The Children's Librarian plans to investigate, promote and implement a program for teens on graphic novels.
	The Library staff will be replacing and improving signage throughout the Library to better direct patrons.
	The Town Librarian plans to work more closely with the Historical Commission and the Historical Society and help them in their fundraising efforts.
<b><i>Parks</i></b>	Working with Recreation, work with master planning company to develop a Master Plan, identify spending priorities and begin implementing the plan.
	Prioritize and complete deferred maintenance projects.
<b><i>Planning</i></b>	Implement second unit ordinance in accordance with State legislation on second units.
	Work with citizen group to prepare and present to Town Council a revised telecommunications ordinance
	Continue efforts to improve customer service in Public Works/Planning Departments and to streamline the permit process.
	Continue efforts on the Housing Element and General Plan.
<b><i>Police</i></b>	Facilitate the relocation of the EOC to the Corporation Yard.
	Research and write an ordinance for Council consideration to better regulate businesses involved in illegal activities.
	Work with Sunny Hills staff to develop a standard protocol to address the issue of violence on campus.
<b><i>Recreation</i></b>	Working with Parks, work with master planning company to develop a Master Plan, identify spending priorities and begin implementing the plan.
	Continue work with community committee to move forward with plans for a Skate Park.
<b><i>Street Maintenance</i></b>	Complete the move into the Corporation Yard, building shelves, organizing materials, etc.
	Utilize computers in the new Corporation Yard Administration Building to bring the staff into the world of technology.
<b><i>Volunteer &amp; Community Resources</i></b>	Continue working on the Downtown Revitalization plan, with the focus on completing the Town Hall Plaza.

	Develop plan for creating partnerships with local merchants in support of Town Events.
	Work with new assistant in setting priorities for the position.