

City of Calistoga
Departmental Status Reports
March 22, 2011

Administrative Services

There are several challenges facing the Administrative Services Team during the upcoming year. We will be putting together a long term city-wide forecast in conjunction with the 2011-12 budget process. This forecast will identify our funding gaps over the next several years.

We are also wanting to begin a TOT audit within the next year or two. We should perform TOT audits every three years or so and our last audit was in 2008. Our Business License program should also be revamped. Some classifications are outdated and our ordinance should be updated and the associated fees need revision. We will be monitoring the results of our water/wastewater rate update to analyze the revenues being generated. The water/wastewater ad-hoc committee will address issues not covered during the rate study and bring back recommendations to the Council for consideration. Proactive cash flow management will be the predominant theme during the next 12-18 months. Our cash reserves are dangerously low and need to be rebuilt somewhat in short order and more significantly over time. Multiple financings will be occurring next fiscal year. We will need to issue COP's in conjunction with the USDA tank financing and will need to secure some interim financing for the project. We will also, once again, issue TRANS for cash flow purposes. Finally, we will continue to closely monitor our staffing needs over the next year. With one position currently vacant we are temporarily utilizing part time resources to accomplish the necessary work.

Fire Department

The Fire Department has taken on the added responsibilities of the emergency services division after the retirement of the past Director. The Director position remains vacant at this time; however, we are doing our best to say on top the OES functions. I confident that our current City staff knows their ICS responsibilities and will be able to handle any disaster that may take place in Calistoga. The major area of concern is all the required reimbursement claims after a disaster. We must give some thought to filling that position with a part-time person.

Recruitment and retention of the part-time staff is ongoing issue. We currently advertising for part-time firefighters, we hope to be able to fill five positions, this would bring our staffing level back up to a total of twelve.

Planning and Building Division

In the area of current planning, staff is actively engaged in providing on-going assistance to property owners who are in the process of preparing applications for major development projects (Roman Spa and Indian Springs) and is also assisting with the preparation of an Environmental Impact Report for the Enchanted Resorts project (due to be released this Spring). Planning staff has also spent a considerable amount of time administering the City's Rent Stabilization Ordinance (RSO) for the proposed rent increase at Rancho de Calistoga and anticipates spending additional time on RSO-related activities as the owner of the Chateau Calistoga Mobile Home Park has also proposed a rent increase.

In the area of long range planning, the Department has just concluded the Housing Element update program and will initiate a program to implement certain components of the Urban Design Plan (e.g., Character Areas, Gateways and Corridors) into the General Plan. Following this effort, Department staff will then focus on addressing General Plan / Zoning consistency issues.

Public Works

Although the Public Works engineering has had success in the past fiscal year with the Fire Station project and several grant-funded projects, the labor burden of Reynolds water litigation and construction contract claims will continue to impose a significant admin burden on the department. The departure of our Senior Civil Engineer came at a very bad time and delayed some key initiatives. Yet the backfill of the position brought opportunities to address the Mt. Washington Water Tank project in a new way, and to perform more of our Water and Wastewater Master Plans with in-house engineering, versus more costly consultant services. Utility rate issues and enforcement of water baselines will likely result in public pushback. We will continue to work closely with Caltrans on the planned overlay paving of Foothill Blvd. over the next year. Public improvements from several development projects may help address some critical infrastructure needs over the next few years.

In treatment plant operations, a very successful renewal of our WWTP NPDES discharge permit also brought on the challenge of compliance with an accompanying Cease-and-Desist Order for organic byproducts of chlorination. We are confident that compliance can be achieved without facing the worst case scenario of ultraviolet disinfection and its massive capital and operating costs. The past year's retirement of 55 years of collective plant operating experience has been replaced with about 2 years of collective plant operating experience. It will be a huge challenge to bring very inexperienced staff up to speed quickly,

and the probability of process errors will increase. Vacant positions in plant operations continue to hinder our desire to address deferred maintenance and take on efficiency improvement projects.

Public Works maintenance has deferred many maintenance projects and routine tasks. As such, we will continue to be challenged with water leaks, sewer blockages, street repairs, stormwater permit compliance, and a heavy backlog of facility/parks maintenance. Critical maintenance problems at our Pine St. and Palisades sewer lift stations will need to be repaired in the coming year. The recently imposed Construction Stormwater General Permit and the impending Phase II Municipal Stormwater Permit, place the City at high risk of fines and process directives for non-compliance. Two vacant maintenance positions continue to degrade the level of maintenance services on facilities, parks, and infrastructure. An innovative initiative to address sidewalk repairs will consume a major portion of our attention over the next few years.

Police Department

The Police Department is currently taking advantage of a grant opportunity administered by the District Attorney's Office. Through this grant we are able to place an officer in the Napa Special Investigations Bureau and have his salary paid by the grant. It is anticipated that this arrangement to last until approximately July 2011. As a result, however, staffing levels are at minimum. The Police Chief has had to work a patrol shift to absorb any overtime.

The COPS funding is in jeopardy. This \$100,000 state grant currently funds our Juvenile Diversion program, part-time employees and a portion of dispatch. Without these funds we will have adjust our budget.

Community Resources/Recreation

With the current economic situation, our division has definitely been impacted. This year, as with last year, we continue to see a decline in program enrollment and participation. It is difficult to determine whether this is due to program satisfaction or financial capacity, but we have struggled to meet minimum requirements of program participation. This is most visibly noticed in revenue for the division. We have cut back dramatically on additional part-time staff and attempt to only utilize the full-time employees where possible. Staff continue to explore various revenue generating options to fill this gap. Finding adequate program space or qualified program instructors willing to come to Calistoga also becomes a challenge. In the future, a dedicated program space (such as a classroom or multipurpose room) will be critical to growing our recreation program offering. Currently we under serve the senior population with the amount of programs we offer. The pool is a gem of a facility for the City of

Calistoga and meeting budgeted expectations is still a top priority. Community feedback after the past two seasons has been utilized to keep the programs full, the community happy and the facility safe.

Administration

The Administration Department has experienced a transition involving three city managers this past year. Due to staffing limitations in other departments it has taken on administrative support functions for several departments and human resources management. It will take the lead on upcoming labor negotiations and work closely with Administrative Services on updating the budget. The City Manager will take the lead on negotiating five development agreements with developers.