

City of Calistoga Draft Budget Proposal



**Fiscal Year
2013-14
Workshop # 1
May 23, 2013**

MISSION STATEMENT

To set policy and direction through a process of trust and transparency that reflects the goals of the community and ensures their safety and well being.

We are dedicated to serving the needs and desires of our citizens by:

- Maintaining and enhancing economic viability.
- Offering excellent professional services to all customers.
- Establishing, improving and maintaining City infrastructure.
- Creating an environmentally sustainable community.
- Maintaining the small-town, rural character of Calistoga.
- Expanding and improving recreational services and facilities.

City Council

Chris Canning, Mayor

Michael Dunsford, Vice Mayor

Gary Kraus, Councilmember

Jim Barnes, Councilmember

Irais Lopez-Ortega, Councilmember

City Management Staff

Richard Spitler, City Manager/City Clerk

Michelle Marchetta Kenyon, City Attorney

Steve Campbell, Fire Chief

Mitchell Celaya, Police Chief

Derek Rayner, Interim Public Works Director

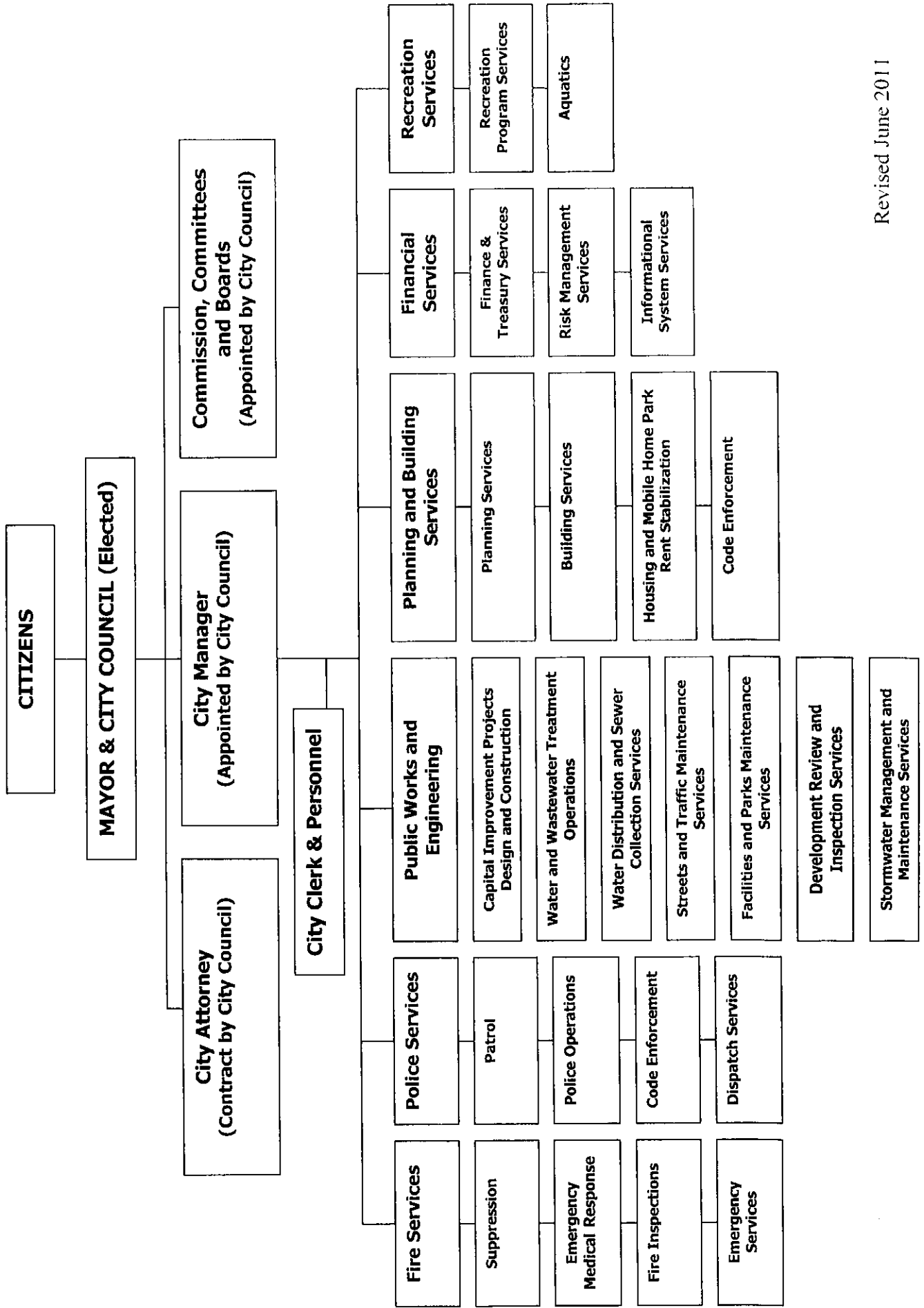
Gloria Leon, Administrative Services Director/City Treasurer

Lynn Goldberg, Planning & Building Director

Olivia Lemen, Recreation Manager

Amanda Davis, Deputy City Clerk

CITY OF CALISTOGA ORGANIZATIONAL CHART



Revised June 2011

City Council Goals, Objectives & Priority Projects**Fiscal Year 2013-14****Goal 1: Maintain and enhance the economic vitality of the community and the financial stability of the City.**Objectives

1. Encourage, manage and advance key private development and renovation projects to stimulate economic vitality and avoid stagnation.
2. Promote the qualities of Calistoga that are attractive to residents and visitors.
3. Ensure that development impact and in-lieu fees are defensible and responsive to economic realities, and are commensurate with the impact of new development on the community.
4. Develop and adopt a long-term General Fund revenue, expenditure and capital improvement projects forecast.
5. Adopt a fiscal year budget with conservative assumptions that increases General Fund reserves to 25% and by Fiscal Year 2014-15 to 30% and maintain them at adequate levels.
6. Increase the Water and Wastewater Fund reserves to a minimum of 20% within three fiscal years and increase the CIP and Equipment Replacement Fund reserves to meet anticipated needs over the next three fiscal years.
7. Maintain City operating costs at the lowest feasible level.

Priority Projects

1. Increase the General Fund reserve to a minimum of 25% of total operating funds (approximately \$1.6 million) and to 30% by Fiscal Year 2014-15.
2. Update development impact and in-lieu fees.
3. Explore establishing a program to encourage façade and other aesthetic improvements to Lincoln Avenue businesses.
4. Consider extending the economic development measures provided by CMC Chapter 17.12 that expire in February 2014.
5. Review opportunities to refinance major city debt to lower interest rates.
6. Revise water and wastewater rates to bring the Water and Wastewater Funds into balance and achieve a 20% fund reserve within three fiscal years.

Goal 2: Offer excellent professional services to all customers.Objectives

1. Provide a high standard in the delivery of emergency and general municipal services.
2. Streamline and simplify processes.
3. Promote communication and transparency.

City Council Goals, Objectives & Priority Projects**Fiscal Year 2013-14**

4. Maintain focus on existing key assignments and priorities. Evaluate available time and resource demands before committing to or assigning new tasks. Evaluate and adjust staffing levels to reflect increased demands.
5. Address the animal control services provided by the City and explore formalized outside service provision.
6. Enhance community disaster preparation.

Priority Projects

1. Research and implement various opportunities for outside service agencies or private companies to provide routine city functions in order to free City staff for higher-level activities and special projects, and reduce the need for additional employees.
2. Adopt a City file archive system, prepare a schedule for each department and implement system.
3. Resurrect a Calistoga Disaster Council to bring local businesses and service providers into the City's emergency response program and continue to train key City staff on their duties and responsibilities during emergencies.

Goal 3: Establish, improve and maintain City infrastructure.Objectives

1. Maintain the high level of service and reliability of the city's infrastructure systems and facilities.
2. Upgrade and maintain the long-term reliability of the city's water supply.
3. Provide for long term maintenance and repair of City sidewalks.
4. Support efforts to fund bridge and street maintenance and repair.
5. Educate Calistoga citizens about the condition and cost of maintaining and repairing city streets and bridges.
6. Improve the safety and functioning of the city's primary intersections.
7. Improve all forms of transportation, including active transportation, such as walking and cycling.

Priority Projects

1. Coordinate with Caltrans on replacing the Lincoln Avenue and Berry Street bridges in a manner that minimizes disruption to the community and is aesthetically-pleasing.
2. Work with Caltrans and NCPTA on a roundabout design that improves safety at the Silverado Trail/Lincoln Avenue intersection, while meeting the access needs of nearby residents and businesses.
3. Initiate the preparation of conceptual plans for the Foothill Boulevard/Lincoln Avenue and Foothill Boulevard/Petrified Forest Road intersections.

City Council Goals, Objectives & Priority Projects

Fiscal Year 2013-14

4. Continue the sidewalk trip hazard repair program, including the notification of utility companies and property owners of trip hazards that require sidewalk replacement where they cannot be repaired. Offer to share replacement costs.
5. Complete design work for improvements to Kimball Reservoir that are necessary to meet state standards and maintain its functionality, including replacement of the intake tower and drain valves, and the installation of required gauges as necessary to implement the Interim Bypass Plan.
6. Complete the water master study.
7. Begin data collection for a citywide sewer model.
8. Replace the Grant Street storm drain culvert.
9. Provide routine maintenance and cleaning of downtown sidewalks from May through October.
10. As part of the development impact fee study, expand the traffic signal mitigation fee to a citywide transportation fee to include all transportation facilities and improvements.
11. Facilitate replacement of the lower Washington Street sewer trunk line.

Goal 4: Create an environmentally-sustainable community.

Objectives

1. Implement "green" environmental sustainability policies and initiatives.
2. Reduce greenhouse gas emissions.
3. Improve and enhance walkways and bicycle trails.

Priority Projects

1. Adopt a local climate protection plan.
2. Work on the design, environmental documentation and construction of the Calistoga segment of the Napa Valley Vine Trail to expand the active transportation network.
3. Submit a Bicycle Friendly Community application to the League of American Bicyclists.

Goal 5: Maintain the small-town rural character of Calistoga.

Objectives

1. Promote Calistoga as a walking- and cycling-friendly city.
2. Educate our youth on crime prevention and substance abuse awareness.
3. Seek to enhance the City's code enforcement program to address neighborhood property maintenance.

City Council Goals, Objectives & Priority Projects**Fiscal Year 2013-14**Priority Projects

1. Review the Calistoga Bicycle Plan and other documents for projects that will promote bicycling and walking at minimal cost to the City.
2. Work with local schools on youth gang and substance abuse issues and support the crime intervention activities of the Boys and Girls Club.
3. Review the City's code enforcement regulations and enforcement policies to address neighborhood property maintenance.

Goal 6: Expand and improve recreational facilities.Objectives

1. Provide diverse and affordable recreational programs, including senior fitness. Collaborate with other agencies and groups to achieve this objective.
2. Work with the County to improve the Calistoga Library.
3. Support local efforts to improve Pioneer and Logvy Parks.
4. Identify additional areas for the development of recreational facilities, including picnicking facilities.

Priority Projects

1. Support efforts to establish a new Boys and Girls Club facility in Calistoga.
2. Update the Logvy Park Master Plan to reflect current and projected needs. Collaborate with other agencies and groups to achieve this objective.
3. Work with citizen efforts to install bocce courts at Logvy Park and improve the gazebo at Pioneer Park.
4. Work with Napa Valley Vine Trail and Napa County Regional Park and Open Space District to provide facilities at or near the Oat Hill Mine Trail trailhead, particularly public parking and restrooms for trail users.

Goal 7: Address the community's housing needs.Objectives

1. Maintain the existing housing stock in good condition.
2. Expand housing opportunities, including workforce housing.
3. Protect and promote special needs housing for such groups as seniors, the disabled and farmworkers.

Priority Projects

1. Study the viability of mobile home parks as an affordable housing option and develop means to keep them affordable to residents.

City Council Goals, Objectives & Priority Projects

Fiscal Year 2013-14

2. Update the Housing Element of the General Plan to incorporate the city's regional fair share of housing need for the next planning cycle, update demographic and housing data, and identify additional housing programs.
3. Identify feasible sites and funding that could be used to land bank properties for needed housing development, including workforce housing.
4. Support the "Rebuilding Calistoga" housing rehabilitation efforts by Calistoga Affordable Housing.

Revenue and Resource Estimates**General Fund****Introduction**

The City utilizes several techniques to forecast recurring revenues. These techniques allow for multiple variables to be considered in the development of the forecasts, including institutional forecasts; the expert opinion of the City's sales and property tax consultant HdL Coren & Cone; various national, state and local economic indicators; and established formulas that measure relationships between revenue categories and growth within the City.

The financial forecast is a planning tool to assist staff in identifying important trends and anticipate the longer-term consequences of budget decisions. The ability to model cost and revenue trends beyond the next budget year helps the City to make proactive budget decisions early in an economic cycle.

The forecast is not a plan, but a model based on cost and revenue assumptions which are updated regularly as new information becomes available. Future cost projections based on known costs are relatively reliable. Revenue forecasts on the other hand, are based on assumptions related to future economic conditions which come with uncertainty.

City staff uses a variety of tools, including trend analysis, judgmental forecasting and expert opinion. Trend data includes historical fiscal performance and historical and projected data modified for known past, current and the future. In the end, forecasts are based on judgment that incorporates information provided through various methods; known and potential legislative and political impacts; and national, state and local conditions expected to affect local revenue sources.

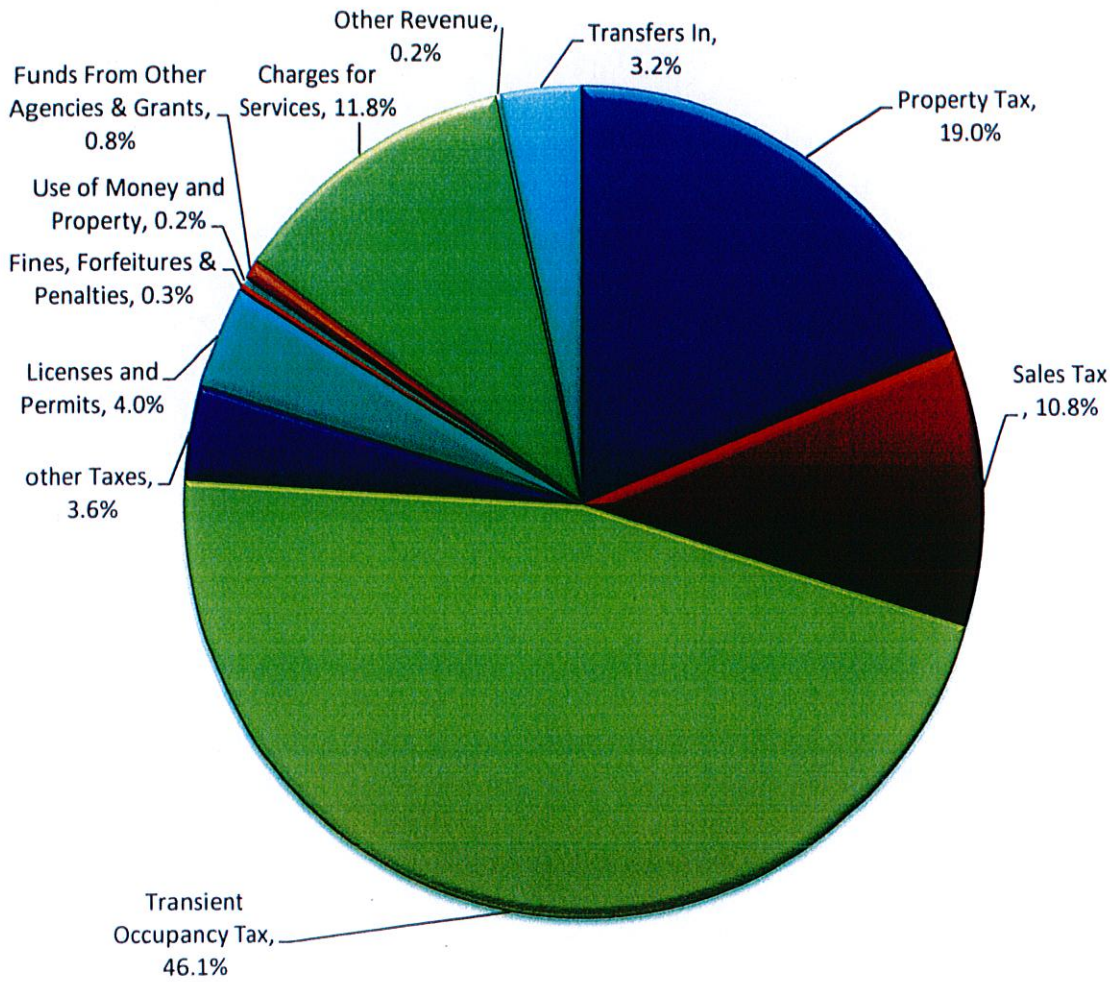
With the anticipation of several resorts and an apartment complex the City's total General Fund revenues for FY 2013-14 are projected to increase by \$694,290 or 9.2% (excluding transfers in) from current estimates for FY 2012-13. The three main sources of revenue for the City which include Transient Occupancy Tax, Property Tax and Sales tax will increase modestly. The City will see the biggest increase in Licenses and Permits and Charges for Services as new development comes on board.

Revenue and Resource Estimates

General Fund

General Fund resources are anticipated to increase from the FY 2012-13 budget by \$635,389 or 8%, due primarily to the anticipated increase in permits and permit valuations, plan check and building inspections, Silver Rose, Calistoga Family Apartments, Indian Springs and Brian Arden Winery.

The following chart illustrates the composition of the City's General Fund resources projected for FY 2013-14 at \$8,552,846.

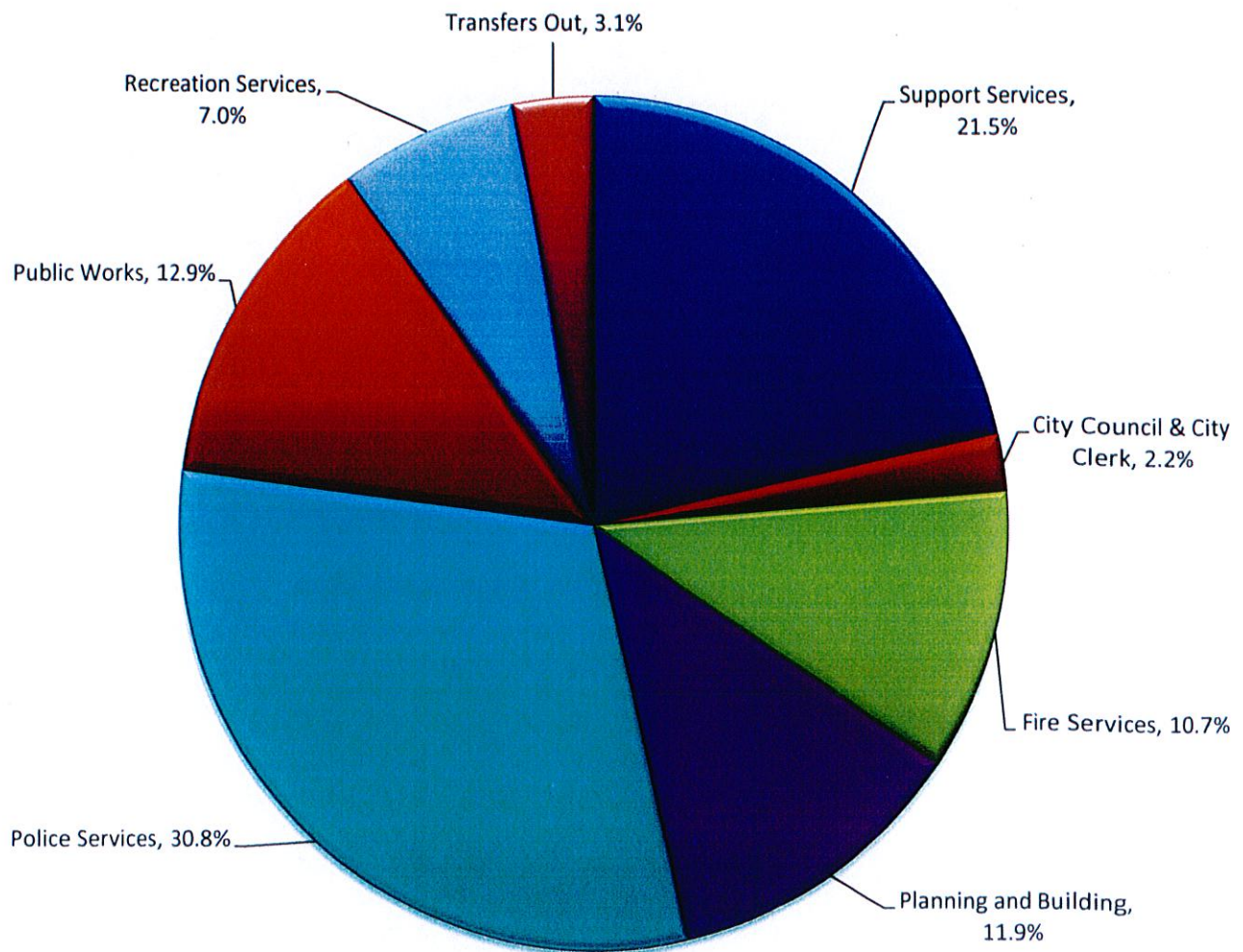


Expenditure Estimates

General Fund

General Fund expenditures are anticipated to increase from the FY 2012-13 budget by \$551,580 or 8%, due primarily to the anticipated increase in contract services for review of permits and permit valuations, plan check and building inspections for Silver Rose, Calistoga Family Apartments, Indian Springs and Brian Arden Winery developments. Also projected in the budget is a classification and compensation study to be completed by the end of the FY 2013-14; additional costs for retiree benefits and the additional cost for the pool consultant.

The following chart illustrates the composition of the City's General Fund expenditures projected for FY 2013-14 at **\$7,574,128**.



Personnel and Staffing Full Time Personnel by Position

Position	Adopted Budget FY 2013-14
Administrative Analyst	1.00
Administrative Secretary	1.00
Administrative Services Technician	1.00
Aquatics/Recreation Manager	1.00
Chief of Police	1.00
City Manager	1.00
Deputy City Clerk	1.00
Director of Administrative Services	1.00
Director of Planning and Building	1.00
Director of Public Works	1.00
Dispatcher	3.00
Dispatcher Supervisor	1.00
Executive Secretary to the City Manager	1.00
Fire Chief	1.00
Firefighter	3.00
Maintenance Superintendent	1.00
Maintenance Technician I	3.00
Maintenance Technician II	2.00
Maintenance Technician III	2.00
Plant Operator I	3.00
Plant Operator II	3.00
Plant Superintendent	1.00
Police Lieutenant	1.00
Police Officer	5.00
Police Sergeant	2.00
Senior Account Clerk	1.00
Senior Civil Engineer	1.00
Senior Planner	1.00
Senior Police Officer	1.00
Total Full Time Funded Personnel by Position	46.00

Personnel and Staffing Funded Personnel

Department	Adopted Budget FY 2013-14
Administration	1.70
City Clerk	1.10
Finance	2.13
Planning & Building	2.50
Police	15.80
Fire	7.00
Public Works Administration	0.65
Public Works Streets	1.46
Public Works Parks	1.23
Public Works Pool	0.15
Public Works Maintenance	0.15
Public Works Government Buildings	1.45
Public Works Sharpsteen Museum	0.06
Recreation	6.57
Water Distribution	3.12
Water Treatment	3.13
Water Conservation	0.15
Sewer Collection	3.32
Sewer Treatment	5.33
Total Full Time Equivalent Funded	57.00

City of Calistoga
Salary Schedule FY 13-14
Non-Represented Employees

Position Title	Range	Annual Salary	
		Beginning	Ending
City Manager	Contract	\$137,750	\$137,750
Administrative Analyst/Deputy City Clerk	14	\$52,428	\$63,732
Administrative Services Director	24	\$85,404	\$103,824
Aquatics/Recreation Manager	20	\$70,236	\$85,404
Associate Civil Engineer	22	\$77,460	\$94,164
Building Official	18	\$63,732	\$77,460
City Clerk	14	\$52,428	\$63,732
Community Resources Director	24	\$85,404	\$103,824
Executive Secretary	9	\$41,052	\$49,944
Fire Chief	24	\$85,404	\$103,824
Maintenance Superintendent	18.1	\$64,776	\$78,720
Planning and Building Manager	23	\$81,324	\$98,844
Planning and Building Director	24	\$85,404	\$103,824
Plant Superintendent	18.1	\$64,776	\$78,720
Police Chief	26	\$94,164	\$114,480
Police Lieutenant	23	\$81,324	\$98,844
Public Works Director/City Engineer	26	\$94,164	\$114,480
Senior Civil Engineer	23	\$81,324	\$98,844
Senior Planner	22	\$77,460	\$94,164

**City of Calistoga
Salary Schedule FY 13-14
Calistoga Police Officers Association (CPOA)**

Position Title	Range	Annual Salary	
		Beginning	Ending
Police Officer	PO	\$57,972	\$70,440
Senior Police Officer	SPO	\$60,888	\$73,932
Sergeant	SGT	\$69,996	\$85,020
Dispatch Supervisor	DISPS	\$51,252	\$62,256
Dispatcher	DISP	\$46,560	\$56,628

**Consists of 5 Steps

Position Title	Range	Annual Salary	
		Beginning	Ending
Police Officer	PO	\$57,972	\$74,940
Senior Police Officer	SPO	\$60,888	\$78,720
Sergeant	SGT	\$69,996	\$90,492
Dispatch Supervisor	DISPS	\$51,252	\$66,252
Dispatcher	DISP	\$46,560	\$60,192

**For New Hires after July 1, 2011
Consists of 14 Steps

City of Calistoga
Salary Schedule FY 13-14
Calistoga Professional Firefighters Association (CPFA)

Position Title	Range	Annual Salary	
		Beginning	Ending
FireFighter		\$56,567	\$68,753

City of Calistoga
Salary Schedule FY 13-14
Calistoga Public Employees Association (CPEA)

Position Title	Range	Annual Salary	
		Beginning	Ending
Account Clerk	5	\$38,328	\$46,608
Administrative Secretary	8.2	\$45,264	\$55,032
Administrative Analyst	12	\$53,940	\$65,544
Administrative Service Technician	12.1	\$54,504	\$66,192
Assistant Planner	13.3	\$58,320	\$70,896
Associate Planner	14.4	\$61,824	\$75,144
Building Inspector	14	\$59,460	\$72,252
Emergency Program Coordinator/ Administrative Analyst	14	\$59,460	\$72,252
Maintenance Technician I	7	\$42,276	\$51,348
Maintenance Technician II	9	\$46,608	\$56,652
Maintenance Technician III	11.4	\$53,412	\$64,908
Plant Operator I	8	\$44,352	\$53,940
Plant Operator II	10.2	\$49,908	\$60,648
Plant Operator III	12.3	\$55,572	\$67,500
Recreation Superintendent	17	\$68,820	\$83,640
Recreation Technician	7	\$42,276	\$51,348
Senior Account Clerk	9	\$46,608	\$56,652

City of Calistoga
Salary Schedule FY 13-14
Calistoga Part-Time Employees

Position Title	Hourly Payroll		
	Step 1	Step 2	Step 3
Paid Call Asst Fire Chief	NA	NA	NA
Paid Call Fire Captain	\$15.90	\$16.65	\$17.43
Paid Call Fire Engineer	\$14.66	\$15.34	\$16.06
Paid Call Firefighter	\$13.42	\$14.04	\$14.69
Seasonal Firefighter	Varies with Paid Call Position Assigned		
Community Policing Technician	\$15.99	\$0.00	\$0.00
Parking Enforcement Officer	\$9.97	\$0.00	\$0.00
Parking Enforcement Supervisor	\$10.56	\$0.00	\$0.00
Police Dispatcher	Hourly Rate of First Step of Full Time Dispatcher		
Office Assistant	\$17.00	\$18.00	\$19.00
Translator	\$10.96	\$0.00	\$0.00
Student Intern	\$10.98	\$11.53	\$12.08
Recreation Aide	\$9.00	\$9.50	\$10.00
Recreation Coordinator	\$17.00	\$17.50	\$18.00
Recreation Leader	\$10.50	\$11.00	\$11.50
Senior Recreation Leader	\$12.00	\$12.50	\$13.00
Speciality Instructor I	\$14.00	\$16.00	\$18.00
Speciality Instructor II	\$20.00	\$25.00	\$30.00
Facility Attendant	\$15.00	\$16.50	\$18.00
Camp Director	\$14.00	\$14.50	\$15.00
Junior Life Guard	\$9.00	\$9.50	\$10.00
Life Guard I	\$10.00	\$10.50	\$11.00
Life Guard II	\$12.00	\$12.50	\$13.00
Water Safety Instructor I	\$10.00	\$10.50	\$11.00
Water Safety Instructor II	\$13.00	\$13.50	\$14.00
Point of Sales	\$9.00	\$9.50	\$10.00
Head Life Guard	\$13.00	\$14.00	\$15.00
Pool Manager	\$18.00	\$19.00	\$20.00

AT A GLANCE

2013-14 Budget Summary for General and Enterprise Funds

	General Fund	Water Operations	Water Capital	WW Operations	WW Capital	Totals
Fiscal Year 2012-13 Fund Balance (Mid-Year)	1,424,707	-	-	-	-	1,424,707
Adjustments to be brought to Council	54,368	-	-	-	(54,368)	-
Adjustments to be brought to Council	-	-	-	-	1,694,745	1,694,745
Adjusted 2012-13 Fund Balance	1,479,075	-	-	-	1,640,377	3,119,452
Revenues	8,275,276	2,374,091	1,547,937	2,325,106	369,202	14,891,612
Expenditures						
Operating Expenditures **net of depreciation	(7,336,840)	(2,145,602)		(1,742,032)		(11,224,474)
Capital projects	(419,640)		(668,000)		(750,000)	(1,837,640)
Transfers						
Transfers in and Out	40,282					40,282
Other Non Operating Sources or Uses	211,500	(576,993)	153,363	(897,573)		(1,109,703)
Total Net Change in Cash Balances 13-14	770,578	(348,504)	1,033,300	(314,499)	(380,798)	760,077
Ending Fund Balance FY 13-14	2,249,653	(348,504)	1,033,300	(314,499)	1,259,579	3,879,529
<i>Adjustments to Fund Balance to Cover Deficit Balances:</i>						
Transfers from Water Capital to Cover Debt Pymts		659,291				659,291
Transfers to Water Operations Fund to Cover Debt Pymts			(659,291)			(659,291)
Transfers from WWTP Capital to Cover Debt Pymts				695,583		695,583
Transfers to WWTP Fund to Cover Debt Pymts					(695,583)	(695,583)
Adjusted Total Fund Balance FY 13-14	2,249,653	310,787	374,009	381,084	563,996	3,879,529

General Fund
Sources and Uses

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Operating Revenues

Property Tax	1,709,998	1,654,593	1,685,569	1,635,425	1,547,369	1,619,620	1,626,178
Sales Tax	842,611	670,908	746,907	903,027	920,000	920,000	922,257
Transient Occupancy Tax	3,208,611	3,042,315	3,430,486	3,768,443	3,829,500	3,829,500	3,944,385
Other Taxes	311,292	292,757	312,784	323,873	310,182	310,182	311,882
Licenses and Permits	93,964	69,219	68,287	69,708	62,100	63,100	342,750
Fines, Forfeitures and Penalties	49,811	42,577	53,486	55,990	46,000	38,500	24,500
Interest and Use of Property	24,231	30,393	25,089	21,708	13,100	21,600	19,545
Revenues From Other Agencies	75,943	71,192	80,354	71,378	60,000	60,000	60,000
Grants - Operations	5,000	5,000	-	18,131	5,000	5,000	5,000
Charges for Services	565,557	642,201	597,056	695,639	555,680	686,484	1,005,279
Other Revenues	215,283	780,949	109,216	113,269	10,000	27,000	13,500
Total Operating Revenues	7,102,301	7,302,104	7,109,234	7,676,591	7,358,931	7,580,986	8,275,276

Operating Expenditures

Support Services	1,413,358	1,269,440	1,657,708	1,409,322	1,434,456	1,505,776	1,629,064
City Council & City Clerk	167,873	147,922	171,588	147,538	165,110	173,164	163,280
Fire Services	776,844	803,942	753,329	750,135	759,351	797,315	812,880
Planning & Building	694,242	649,714	602,201	395,209	437,708	433,935	897,839
Police Services	2,273,600	2,218,018	2,249,220	2,111,420	2,141,446	2,188,022	2,330,659
Public Works	1,025,257	889,242	962,660	850,384	873,769	870,789	975,230
Recreation Services	665,636	724,108	802,776	521,234	520,484	519,436	527,888
Total Operating Expenditures	7,016,810	6,702,384	7,199,481	6,185,242	6,332,324	6,488,437	7,336,840

Net Operating Surplus/ (Deficit)	85,491	599,720	(90,247)	1,491,349	1,026,607	1,092,549	938,436
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Other Sources

Debt Proceeds	1,908,121			1,415,000	-	-	-
Deutsche Lease Financing					100,000	100,000	21,500
Grants - Improvements	833,107	273,603	1,021,350	-	-	-	190,000

Other Uses

Special Projects	186,553	16,345	5,800	3,963	56,000	56,000	49,100
Capital Improvement Projects							
Streets	61,331	6,770	600,000	-	-	-	215,000
Parks	-	-	-	-	-	-	20,000
Buildings	3,726,197	1,057,445	875,504	82,396	100,000	100,000	75,540
Other	24,155	23,540	43,130	13,412	6,000	6,000	60,000
Total Capital Projects	3,811,683	1,087,755	1,518,633	95,808	106,000	106,000	370,540
Debt Payments - TRAN Issue	125,000	-	39,930	1,452,943	-	-	-

General Fund
Sources and Uses

	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
Transfers From or (To) Other Funds							
Capital Facilities Fund	-	579,466	1,176,748	-	-	-	-
Gas Tax Fund	115,031	-	80,000	95,000	95,000	95,000	95,000
Public Safety Fund	-	-	-	1,440	-	-	38,540
Police Grants Fund	18,312	60,000	78,910	120,093	70,000	130,875	75,322
Recreation Donations	12,000	16,619	12,000	2,061	-	13,996	5,000
Landscape Mntc Funds	-	-	4,750	2,671	-	-	-
Mobile Home Park Fund	10,468	5,000	10,500	5,407	11,000	11,000	8,985
MTC Grants Fund	-	-	-	-	-	-	(4,000)
Quality of Life Fund	-	-	-	-	-	-	-
Community Pool Fund	667,816	-	-	-	-	-	-
CDBG Fund	70,000	25,041	-	-	-	-	1,123
Abandoned Vehicle Fund	4,350	4,350	4,600	6,900	4,600	4,600	4,600
Quality of Life Fund	295,854	-	-	-	-	-	-
Adj. YE (Adj Transfers)	30,745	(18,811)	(279,542)	(105,925)	-	-	-
Advance to WWTP Operations	-	(897,107)	(397,408)	(206,000)	(92,820)	-	-
Advance to WWTP Capital	-	-	-	-	(33,612)	-	-
Advance to Water Operations	-	-	(462,400)	-	(46,535)	(30,797)	-
Advance to Water Capital	-	-	-	-	(37,023)	(69,523)	-
Equipment Fund	-	-	-	-	-	-	(200,000)
Community Development Fund	-	-	-	53,455	56,000	81,000	49,000
Debt Service Fund	(249,471)	-	(510,990)	(699,483)	(477,165)	(433,791)	(33,288)
Net All Transfers	975,105	(225,442)	(282,832)	(724,381)	(450,555)	(197,640)	40,282

Net Fund Surplus or (Deficit)	(321,412)	(456,219)	(916,093)	629,254	514,052	832,909	770,578
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Beginning Fund Balance	1,710,630	1,389,218	932,999	16,911	586,147	646,165	1,479,074
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Ending Fund Balance	1,389,218	932,999	16,905	646,165	1,100,199	1,479,074	2,249,651
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Fund Balance Allocation to Reserves							
Emergencies and General Contingency - Policy of 30% of Operations	701,681	670,238	(88,095)	541,165	895,199	1,274,074	2,044,651
General Contingency	582,537	157,760	-	-	-	-	-
PERS Increase in Rates	-	-	-	-	50,000	50,000	50,000
GASB 45 Regulations for Retirement	-	-	-	-	50,000	50,000	50,000
General Liability Claims	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Total Reserves	1,389,218	932,999	16,905	646,165	1,100,199	1,479,074	2,249,651

Emergency & Contingency Reserves As A Percent of Operating Expenditures	0%	0%	-1.2%	8.7%	14.1%	19.6%	27.9%
All Reserves As A Percent of Operating Expenditures	20%	14%	0.2%	10.4%	17.4%	22.8%	30.7%

General Fund
Department and Program Summaries

Program #	Department and Program	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
SUPPORT SERVICES								
4114	City Manager	183,868	157,258	124,464	116,542	146,575	145,287	157,474
4176	Economic Vitality	314,293	338,851	326,544	320,889	270,837	270,837	320,462
4113	Legal Services	142,675	39,593	174,498	204,581	120,000	220,000	220,000
4108	Finance	279,372	240,995	220,498	219,363	218,240	216,301	227,563
4170	Risk Management	319,369	327,371	539,433	292,374	365,147	365,147	356,516
4172	Personnel	63,628	59,356	106,386	127,181	125,226	110,226	159,725
4119	Non-Departmental	110,153	106,017	165,886	128,392	188,431	177,978	187,324
Total		1,413,358	1,269,440	1,657,708	1,409,322	1,434,456	1,505,776	1,629,064
Year over Year Change		2%	-10%	31%	-15%	1 8%	6 8%	8 2%
CITY COUNCIL & CITY CLERK								
4110	City Council	59,033	40,616	57,695	46,636	49,972	49,972	45,111
4111	City Clerk	91,701	97,420	99,077	94,664	107,738	106,792	118,169
4133	Elections	17,139	9,886	14,816	6,238	7,400	16,400	-
Total		167,873	147,922	171,588	147,538	165,110	173,164	163,280
Year over Year Change		4%	-12%	16%	-14%	11 9%	17 4%	-5 7%
FIRE SERVICES								
4117	Fire Services	776,844	803,942	753,329	750,135	759,351	797,315	812,880
Total		776,844	803,942	753,329	750,135	759,351	797,315	812,880
Year over Year Change		14%	3%	-6%	0%	1 2%	6 3%	2 0%
PLANNING & BUILDING								
4109	Planning Commission Active Transp. Advisory Committee	6,341	6,619	3,725	6,821	6,775	6,775	6,825
4120	Building & Fire Code Board of Appeals	223	378	0	-	1,200	1,200	300
4177	Planning	-	177	-	-	100	100	290
4115	Building Inspection Services	396,738	370,979	375,913	242,524	266,365	264,026	272,035
4125		290,940	271,561	222,562	145,864	163,268	161,834	618,389
Total		694,242	649,714	602,201	395,209	437,708	433,935	897,839
Year over Year Change		15%	-6%	-7%	-34%	10 8%	9 8%	106 9%
POLICE SERVICES								
4116	Police Services	1,712,006	1,746,160	1,767,130	1,661,564	1,698,097	1,665,173	1,798,681
4129	Police Dispatch	489,128	455,006	464,148	433,499	443,349	522,849	531,978
4138	Emergency Services	72,466	16,852	17,942	16,357	-	-	-
Total		2,273,600	2,218,018	2,249,220	2,111,420	2,141,446	2,188,022	2,330,659
Year over Year Change		4%	-2%	1%	-6%	1 4%	3 6%	6 5%
PUBLIC WORKS								
4121	Public Works Administration	137,129	126,542	102,541	113,297	111,533	110,555	122,641
4122	Streets	296,725	267,098	334,824	213,667	227,846	225,844	276,899
4123	Park Maintenance	211,776	195,489	183,916	176,521	187,045	187,045	202,169
4126	Pool Maintenance	62,785	67,060	107,193	115,624	126,218	126,218	129,548
4124	Maintenance Shop	28,605	25,475	24,646	23,658	23,289	23,289	25,944
4127	Building Maintenance	288,237	207,577	209,541	207,617	197,838	197,838	218,029
Total		1,025,257	889,242	962,660	850,384	873,769	870,789	975,230
Year over Year Change		3%	-13%	8%	-12%	2 7%	2 4%	12 0%

General Fund
Department and Program Summaries

Program #	Department and Program	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
RECREATION SERVICES								
4150	Community Res. Commission	44	8	4,429	1	-	-	-
4152	Recreation Programs	332,508	277,084	335,017	129,384	114,851	113,803	120,539
4153	Education/Recreation Courses	43,916	61,943	85,315	63,997	57,308	57,308	59,603
4154	Senior Activities	16,630	10,971	14,170	22,099	34,117	34,117	30,952
4156	Aquatic Services	92,270	209,765	181,041	155,102	161,857	161,857	161,162
4107	Community Promotions	36,143	30,738	22,200	19,750	15,000	15,000	21,000
4155	Community Activities	39,167	27,647	51,978	28,729	28,100	28,100	24,105
4174	Library Services	77,222	74,294	72,846	74,441	74,809	74,809	75,000
4173	Sharpsteen Museum	18,222	16,365	18,010	17,993	24,442	24,442	25,027
4405	Transit - Shuttle	9,514	15,293	17,771	9,738	10,000	10,000	10,500
Total		665,636	724,108	802,776	521,234	520,484	519,436	527,888
Year over Year Change		29%	9%	11%	-35%	-0.1%	-0.3%	1.6%
Total Operations		7,016,810	6,702,384	7,199,481	6,185,242	6,332,324	6,488,437	7,288,840
		0%	-4%	7%	-14%	2.4%	4.9%	12.3%
Equipment Replacement								
Special Projects								
4402	Urban Design Plan	(754)	3,121	25	3,963	-	-	-
4670	Housing Element	-	5,117	415	-	-	-	-
4604	Busk Abatement 2007	154,434	6,380	-	-	-	-	-
4605	Karpak Abatement 2008	12,556	-	-	-	-	-	-
4606	Community Enhancement and Beautification	19,451	716	-	-	-	-	-
4607	Services and Development Impact Fee Updates	-	-	3,070	-	56,000	56,000	49,000
4608	Green Initiatives	866	1,011	2,290	-	-	-	100
Total Special Projects		186,553	16,345	5,800	3,963	56,000	56,000	49,100
Capital Improvements								
Streets		61,331	6,770	600,000	-	-	-	215,000
Parks		-	-	-	-	-	-	20,000
Buildings & Facilities		3,726,197	1,057,445	875,504	82,396	100,000	100,000	75,540
Other		24,155	23,540	43,130	13,412	6,000	6,000	60,000
Total Capital Improvements		3,811,683	1,087,755	1,518,633	95,808	106,000	106,000	370,540
Total General Fund Appropriations		11,015,046	7,806,484	8,723,915	6,285,013	6,494,324	6,650,437	7,708,480

General Fund
Department and Program Summaries

Program #	Department and Program	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
Debt Service								
4430	Debt Service Payments	125,000	125,000	39,930	1,452,943	-	-	-
	Total Debt Service	125,000	125,000	39,930	1,452,943	-	-	-
Other Uses								
	Transfers Out	-	-	-	-	-	-	-
	Water & WWTP Operations	-	897,107	397,408	-	209,990	100,320	-
	Debt Service	249,471	-	510,990	681,946	477,165	433,791	33,288
	Water Operations	-	-	462,400	-	-	-	-
	Equipment Fund	-	-	-	-	-	-	200,000
	MTC Grant Funds	-	-	-	-	-	-	4,000
	Police Grants	-	-	-	19,245	-	-	-
	Total Other	249,471	897,107	1,370,798	701,191	687,155	534,111	237,288
	Total General Fund Uses	11,389,517	8,828,591	10,134,643	8,439,147	7,181,479	7,184,548	7,945,768

**General Fund
CIP Project Summary**

Project #	Description	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
Streets								
5402	Pavement Maintenance	49,311	6,770	-	-	-	-	-
5403	Harley Street Rehabilitation	-	-	-	-	-	-	-
5519	Logvy Storm Drain Outfall	-	-	-	-	-	-	15,000
5508	24" Storm Drain Culvert Repair	12,020	-	-	-	-	-	-
5520	Culvert Repair Grant Street	-	-	-	-	-	-	175,000
5326	GIS Survey	-	-	-	-	-	-	25,000
5453	SE Storm Drainage	-	-	600,000	-	-	-	-
SUBTOTAL STREETS		61,331	6,770	600,000	-	-	-	215,000

Parks								
5463	Bank Stabilization - Pioneer Park	-	-	-	-	-	-	20,000
SUBTOTAL PARKS		-	-	-	-	-	-	20,000

Buildings & Facilities								
5408	Public Works Facility	10,727	-	-	-	-	-	-
5503	Monhoff Facility Improvements	-	75,028	-	-	-	-	-
5159	Teen/Art Center	251,005	4,207	-	-	-	-	-
5409	Fire House Seismic Renovation & Rehabilitation	80,908	863,593	759,674	-	-	-	-
5451	Community Pool Facility	3,364,346	110,374	88,623	82,396	100,000	100,000	21,500
5469	Facility Improvements Community Center	-	-	-	-	-	-	15,500
5501	Facility Improvements City Hall	5,602	4,243	27,207	-	-	-	-
5507	Facility Improvements - Police	13,032	-	-	-	-	-	38,540
5506	Facility Improvements - Planning	577	-	-	-	-	-	-
SUBTOTAL BUILDINGS & FACILITIES		3,726,197	1,057,445	875,504	82,396	100,000	100,000	75,540

Other Improvements								
5187	Soils Remediation	13,967	14,837	16,245	13,412	6,000	6,000	60,000
5504	Bicycle Transportation Plan Implementation	1,350	8,703	6,650	-	-	-	-
5502	Access Facility & Sidewalk Improvements	8,838	-	20,235	-	-	-	-
SUBTOTAL OTHER		24,155	23,540	43,130	13,412	6,000	6,000	60,000

Total All General Fund Projects		3,811,683	1,087,755	1,518,633	95,808	106,000	106,000	370,540
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**City Manager's Office
City Council and City Clerk**

City Council

Calistoga voters, at large, elect a five-member City Council to serve as the City's legislative and governing body with the power to enact and enforce all ordinances and resolutions. The Calistoga City Council is composed of a Mayor, Vice Mayor and three City Councilmembers. The Mayor is directly elected every two years and the other City council members for staggered four year terms. The Vice Mayor is selected annually from the members of the City Council.

Regular meetings of the Calistoga City Council are held on the first and third Tuesdays of every month 7:00 p.m. in the Calistoga Community Center, located at 1307 Washington Street. The public is welcome to attend and participate in all public sessions of the Council. City Council Meetings are rebroadcast following the meetings on Channel 28, starting on Wednesday at 7 p.m., Thursday at 2 p.m. and Saturday at 5 p.m.

Annually, the City Council holds a special study session to develop a series of Priority Projects and to identify areas of interest for the up-coming fiscal year and longer term efforts. The listings of Priority Projects for FY 13-14 are included in the FY 13-14 Budget Document.

City Clerk

The Office of the City Clerk consists of the City Clerk and the Executive Secretary/Deputy City Clerk. The responsibilities include duties mandated by the State, the Calistoga Municipal Code and additional duties set by the City Manager. The activities of the City Clerk include many tasks including processing updates to the municipal code, preparing the agenda packets, posting of legal notices and meetings, responding to public records requests and ensuring compliance with FPPC filing requirements.

MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2012-13

- Attended 28 City Council meetings and recorded the official proceedings;
- Processed approximately 70 requests for public records;
- Provided 44 official notifications for City Council public hearings items;
- Held one general election and one special election, including two ballot measures

City Manager's Office City Council and City Clerk

City Clerk (continued)**MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2013-14**

- Continue to deliver a high level of service and continue to reduce City operating costs
- Finalize the City's Record Retention Policy, agendize for the adoption by the City Council and commence implementation*

* A City Council Objective or Priority Project.

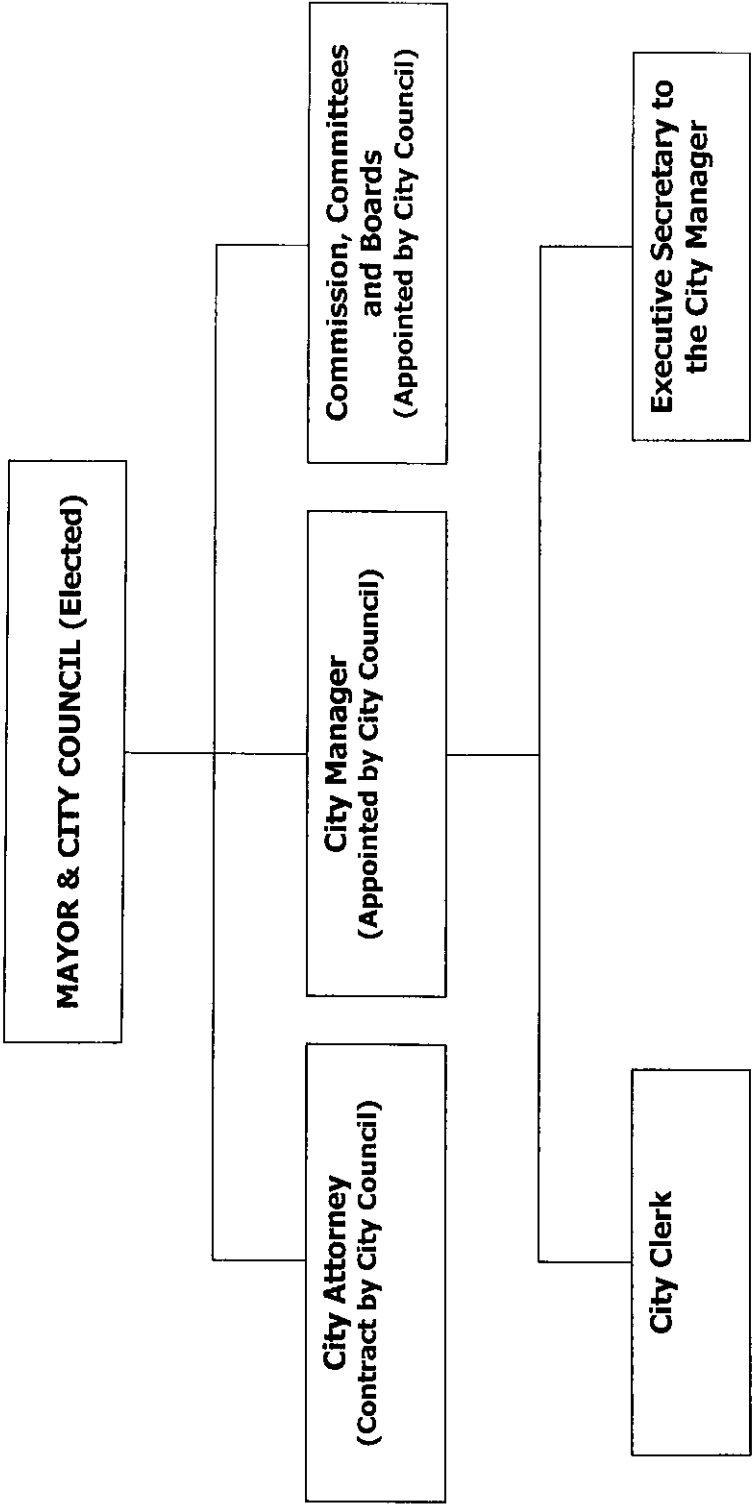
City Manager**MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2012-13**

- Initiated and completed three labor negotiations
- Coordinated adoption of FY 2013-14 operations and capital budgets
- Initiated, completed or continued negotiations on development agreements with five potential commercial developers
- As Acting City Clerk oversaw two elections and ballot initiatives

MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2013-14

- Update personnel rules and regulations manual
- Continue to communicate with local newspapers and attend various non-profit events to communicate City priorities and to obtain information on local needs and concerns*
- Organize staff work priorities to align with Council goals, objectives and priority projects*
- Prepare updates to Water and Wastewater Rates for adoption*

* A City Council Objective or Priority Project.

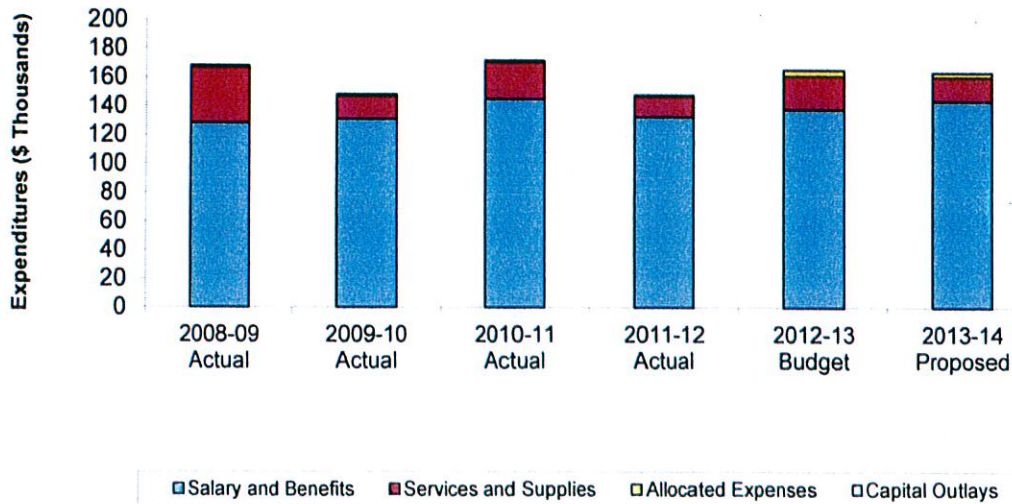


**City of Calistoga Administration Organizational Chart
FY 2013-2014**

**City Council
Expenditure Summary**

EXPENDITURES BY CATEGORY	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Proposed
Salary and Benefits	128,273	130,944	144,908	132,456	137,897	143,697
Services and Supplies	38,050	15,328	25,030	13,964	23,100	16,600
Allocated Expenses	1,550	1,650	1,650	1,118	4,113	3,154
Capital Outlays	-	-	-	-	-	-
TOTAL	167,873	147,922	171,588	147,538	165,110	163,451

**City Council
Trend in Expenditures (\$ Thousands)**



Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: City Council
Program: City Council
Account Code: 01-4110

PERSONNEL SERVICES								
4303	FICA/MEDICARE	918	918	1,130	867	924	924	918
4308	ELECTED PART TIME							
	SALARIES	12,000	12,000	12,100	12,000	12,000	12,000	12,000
4311	MEDICAL/DENTAL	26,700	21,813	37,826	29,172	32,260	32,260	27,205
4312	WORKERS COMP	85	118	123	106	688	688	688
4313	OTHER BENEFITS	195	187	197	195	100	100	100
	SUBTOTAL	39,898	35,037	51,375	42,340	45,972	45,972	40,911
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	208	253	174	218	300	300	400
4402	CONTRACT SERVICES	6,849	40				-	-
4410	ADVERTISING	2,317	2,392	2,002	1,028	500	500	600
4663	MAYOR GINGLES	5,513	1,837	2,306	3,370	2,800	2,800	-
4671	COUNCILMEMBER SLUSSER	2,050	75	85	40	100	100	-
4665	VICE MAYOR DUNSFORD	40	50	40	-	100	100	640
4666	COUNCILMEMBER KRAUS	66		-	-	100	100	640
4667	CNCLMBR/MAYOR CANNING	120	170	1,714	(360)	100	100	640
4673	COUNCILMEMBER BARNES							640
	COUNCILMEMBER LOPEZ-							
	ORTEGA							640
4668	PROMOTION	1,972	762	-	-	-	-	-
4808								
	SUBTOTAL	19,135	5,579	6,320	4,296	4,000	4,000	4,200
TOTAL PROGRAM BUDGET		59,033	40,616	57,695	46,636	49,972	49,972	45,111

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: City Clerk
 Program: City Clerk
 Account Code: 01-4111

PERSONNEL SERVICES		Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
4301	FULL-TIME SALARIES	49,877	57,432	53,642	58,186	56,501	56,501	64,470
4303	FICA/MEDICARE	3,650	4,179	3,987	4,352	4,498	4,498	5,103
4305	INCENTIVE PAY	-	60	-	-	1,919	1,919	2,232
4310	PERS	14,447	14,667	13,696	11,498	11,890	11,890	14,400
4311	MEDICAL/DENTAL	9,534	9,075	12,463	8,790	13,459	13,459	12,448
4312	WORKERS COMP	460	629	643	1,523	3,347	3,347	3,822
4313	OTHER BENEFITS	225	249	250	139	311	311	311
SUBTOTAL		78,193	86,291	84,681	84,488	91,925	91,925	102,786
SERVICES & SUPPLIES		Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
4401	MATERIALS & SUPPLIES	2,742	3,202	5,034	2,099	2,900	2,900	2,900
4402	CONTRACT SERVICES	3,934	3,963	6,164	3,896	5,200	5,200	4,400
4405	TRAINING & MEETINGS	138	354	30	177	1,000	1,000	1,500
4410	ADVERTISING	-	-	-	911	-	-	1,000
4415	POSTAGE & REPRODUCTION	1,016	438	908	615	900	900	900
4429	PHONE	1,381	994	-	-	-	-	-
4430	DUES & SUBSCRIPTIONS	315	347	291	285	200	200	200
4650	TRAINING & MEETINGS	2,432	181	319	1,075	1,500	1,500	1,500
4510	EQUIPMENT FUND RENTAL	1,550	1,650	1,650	1,118	4,113	3,167	2,983
SUBTOTAL		13,508	11,129	14,396	10,176	15,813	14,867	15,383
TOTAL PROGRAM BUDGET		91,701	97,420	99,077	94,664	107,738	106,792	118,169

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: City Clerk

Program: Elections

Account Code: 01-4133

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	6,650	6,450	5,535	3,888	-	-	-
4303	FICA/MEDICARE	487	474	404	288	-	-	-
4310	PERS	1,693	1,650	1,396	721	-	-	-
4311	MEDICAL/DENTAL	1,271	948	1,428	676	-	-	-
4312	WORKERS COMP	51	66	64	55	-	-	-
4313	OTHER BENEFITS	30	29	25	-	-	-	-
SUBTOTAL		10,182	9,616	8,852	5,628	0	0	0
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	153	163	55	115	100	100	-
4402	CONTRACT SERVICES	6,804		5,909	495	7,000	16,000	-
4410	ADVERTISING		107	-	-	100	100	-
4650	TRAINING & MEETINGS			-	-	200	200	-
SUBTOTAL		6,957	270	5,964	610	7,400	16,400	0
TOTAL PROGRAM BUDGET		17,139	9,886	14,816	6,238	7,400	16,400	-

City Manager's Office Support Services

City Manager

The City Manager is the Chief Executive Officer of the City of Calistoga and is appointed by the City Council. The City Manager appoints the Department Directors and other City staff, except the City Attorney.

The City Manager is responsible for the implementation of decisions made by the City Council and for the overall management of all City departments; provides recommendations to the City Council on development and formulation of policies, goals and objectives on community issues and projects.

The City Manager also represents the City's interests throughout the region and beyond through coordination of activities with various local, State and Federal agencies.

Economic Vitality

In recent years, there has been, and continues to be, an effort by the City Council, community and businesses to develop economic development initiatives to ensure the long term economic growth and stability, and maintain the character of the community.

Legal Services

The City Attorney is appointed by the City Council on a contract basis. The City also contracts with various legal firms for legal advice and services for specific projects or operations.

Finance Department

The Finance Department is a combination of several support services functions that are described below

- **Finance services** include management, accounting and reporting for all of the funds and departments of the City. This includes payroll and benefit services, payment for services and supplies; cashing and collection taxes, fees and other revenues; accounting for all financial and related transactions; compliance with State and Federal regulations for employees and people or companies doing business with the City; and administration of the Business License and Transient Occupancy Tax codes.

City Manager's Office Support Services

- **Financial planning** includes budget development and projections; budgeting and financial policies; and financial advisory services to the
- other departments. This also includes the financial advice and strategic planning for current and future operations, capital improvement projects and economic development projects with private developers. The Finance Department also develops and or administers special finance related studies and reports such as utility rate studies, tax audits, fee for services studies, reorganization proposals and other organizational support studies as required.
- **Financial Reporting** includes the City's issuance of an independently audited Comprehensive Annual Financial Report summarizing all of the City annual financial transactions for a fiscal year (from July 1st to the following June 30th). In addition, there are several required year end State Reports. The Department produces several periodic budget reports on the status and projections of revenues and expenditures. The Finance Department also provides research and development services and additional reporting for the other departments.
- **Treasury Administration** for City investments and Debt/Lease obligation management. The treasury services includes the management of the City bank accounts; collections, deposits and transfers of funds between accounts, online banking services and reporting systems, automated clearing house payment services, credit card processing; administration of the City Investment Policy and investment of available cash; issuance and administration of all City debt and lease obligations.
- **City Computer Systems** and Networks for the City organization are managed by the Department. The City has a comprehensive system that integrates phone, video, telemetry and information systems, and connects all major City facilities together. The daily management of the network and planning for replacement and upgrades to meet the organizations needs is also coordinated by the Finance Department.
- **Utility Billing** for City operation of the water and wastewater systems which includes the administration of the City's Municipal Code requirements for utility billing. This includes maintenance of the utility account and meter inventory system, coordination of service requests, meter reading with Public works and customer services.

City Manager's Office Support Services

Finance Department Staffing

The Finance department is directly staffed with three full time positions and one part time position; Administrative Services Director/City Treasurer, Administrative Services Technician, Senior Account Clerk and a Part-Time Office Assistant/Account Clerk. The Department also uses other department staff, as appropriate to provide project support services such as grant development and administration, special reports, and some clerical support. In addition, the Finance Department relies on outside professionals to provide on going and one time services. The following lists the major services and providers:

- Computer system network and equipment – Fischer Computer Services.
- Property and Sales Tax review and reporting – HdL Companies
- Debt related financial advice and support – various financial and legal firms
- Risk Management – PARSAC, Bragg & Associates

Risk Management

This is an important activity to reduce hazards and injury to people, and damage to property in providing City services and implementing projects. The City is a member of a joint powers authority, Public Agency Risk Sharing Authority of California (PARSAC), for the management and insuring of general liability, property, employee, workers compensation and other risks. The City Manager is the City's representative and the Administrative Services Director is the alternate to PARSAC. The City Clerk's office is responsible for any liability or property claims processing and management of the insurance certificates required by agreements. Other activities are the annual review of the City's self-insured retentions, insurance coverage, and programs for training of City staff on safety in the work place and other work risks. Periodic appraisals and surveys of City facilities, programs and services are conducted to identify hazards and develop a plan to reduce to a cost effective level. A review of construction and other agreements with others are done to identify risks in the activity and mitigate or transfer the risk.

Human Resources

The City Manager is the Human Resources Officer that is responsible for the administration of the personnel rules and regulations, the labor memorandum of understanding agreements, the recruitment process, and other labor related issues. The Finance Department also provides support for personnel services, labor negotiations and periodic medical coverage, and other labor related issues.

City Manager's Office Support Services

Support Services Staffing

In addition to the Finance Department staffing described above, support services staff includes all or portions of the City Manager, Executive Secretary, Deputy City Clerk and City Clerk.

MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2012-13

- Reduction of City operating costs.
- Implemented revised salary ranges
- Successful recruitment of a Planning Director, Chief of Police and Executive Secretary to the City Manager
- Completed the Request for Proposal for Auditing Services and selected R.J. Ricciardi Inc., as the auditors.
- Completed year-end closing and the preparation of Calistoga's Comprehensive Annual Financial Report (CAFR) for June 30, 2012
- Adopted a fiscal year budget with conservation assumptions and with the enhancement of reserve funds *

MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2013-14

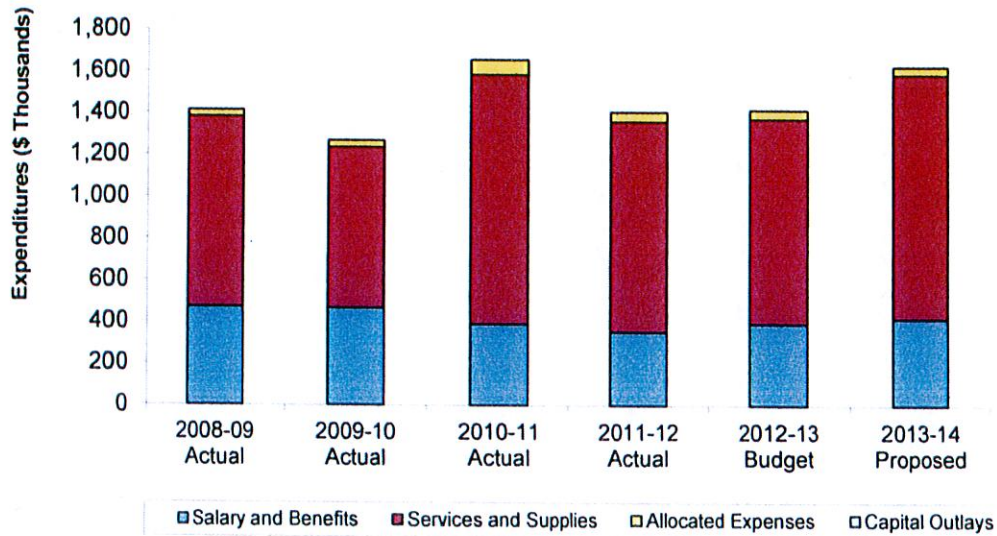
- Continue to reduce City operating costs
- Assist Planning and Building department with a comprehensive fee study*
- Develop and adopt a long-term General Fund revenue, expenditure and capital improvement projects forecast*
- Enhance the General Fund Reserves to 25% in three years*
- Adopt a fiscal year budget with conservative assumptions and with the enhancement of reserve funds*
- Review and make recommendations relating to water and wastewater rates;
- Work with an ad-hoc committee to be established to address items not considered in the recently adopted water and wastewater studies
- Complete year-end closing and the preparation of Calistoga's Comprehensive Annual Financial Report (CAFR) for June 30, 2013
- Develop a Request for Proposal for OPEB Services
- Continue to refine and enhance the quarterly financial reporting process;
- Update the business license tax ordinance;
- Update the City's Personnel Rules and Regulations Manual and coordinate City policies and practices with various Federal and State requirements;
-

* A City Council Objective or Priority Project.

**Administrative Support Services
Expenditure Summary**

EXPENDITURES BY CATEGORY	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Proposed
Salary and Benefits	470,039	466,211	389,662	352,612	393,863	417,960
Services and Supplies	912,519	770,430	1,196,917	1,010,259	982,207	1,172,260
Allocated Expenses	30,800	32,800	71,130	46,451	43,386	38,844
Capital Outlays	0	0	0	0	0	0
TOTAL	1,413,358	1,269,441	1,657,709	1,409,322	1,419,456	1,629,064

**Administrative Support Services
Trend in Expenditures (\$ Thousands)**



Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services
 Program: City Manager
 Account Code: 01-4114

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	113,065	107,215	78,433	77,067	89,666	89,666	98,410
4303	FICA/MEDICARE	7,440	6,211	6,419	5,012	7,023	7,023	7,657
4305	INCENTIVE PAY	3,300	30	1,950	2,100	1,543	1,543	957
4308	PART TIME SALARIES	2,096	512	1,848	-	-	-	-
4310	PERS	26,851	17,066	12,804	17,871	18,563	18,563	21,607
4311	MEDICAL/DENTAL	9,674	5,851	3,423	3,285	10,889	8,089	9,593
4312	WORKERS COMP	1,618	2,207	2,251	2,101	5,226	5,226	5,735
4313	OTHER BENEFITS	1,062	2,244	863	238	369	369	369
4314	SHARE THE SAVINGS	-	-	-	1,500	800	3,600	720
SUBTOTAL		165,106	141,337	107,991	109,174	134,079	134,079	145,048
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	2,098	758	2,004	316	1,000	1,000	2,000
4403	UTILITIES	2,913	2,856	2,262	1,909	2,500	2,500	2,500
4405	TRAINING & MEETINGS	112	1,440	7,005	208	500	500	750
4406	AUTO ALLOWANCE	4,800	4,400	5	-	-	-	-
4415	POSTAGE & REPRODUCTION	616	163	31	134	200	200	300
4429	PHONE	3,060	2,059	-	-	-	-	-
4430	DUES & SUBSCRIPTIONS	485	465	65	899	900	900	900
4650	TRAINING & MEETINGS	1,378	480	1,800	1,667	1,800	1,800	2,000
4510	EQUIP FUND RENTAL	3,300	3,300	3,300	2,235	5,596	4,308	3,976
SUBTOTAL		18,762	15,921	16,473	7,368	12,496	11,208	12,426
TOTAL PROGRAM BUDGET		183,868	157,258	124,464	116,542	146,575	145,287	157,474

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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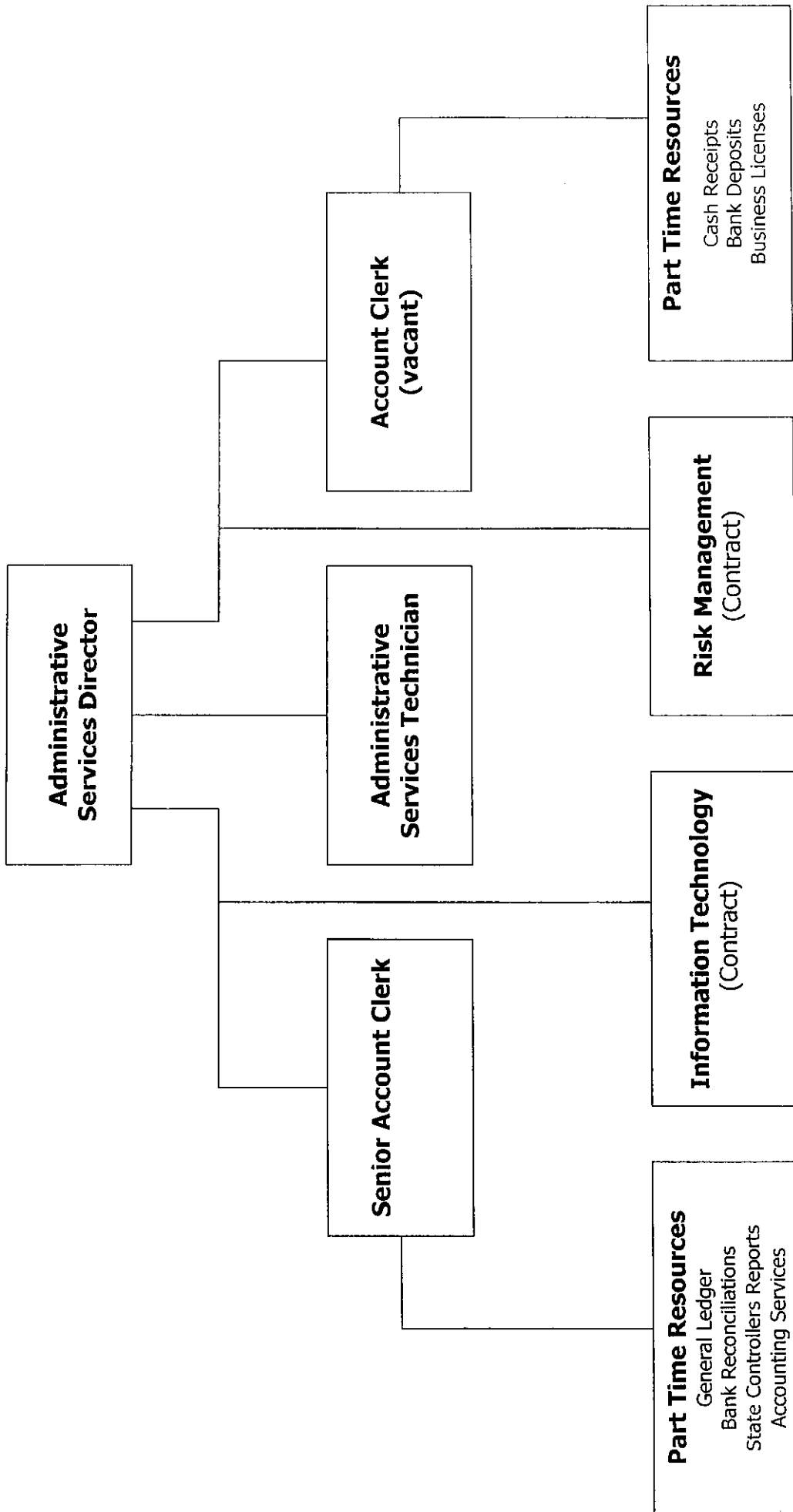
Department: Support Services
 Program: Legal Services
 Account Code: 01-4113

SERVICES & SUPPLIES								
4402	City Attorney	142,675	39,593	174,346	204,581	100,000	200,000	200,000
	Special Legal Counsel &							
4410	Litigation		152		-	20,000	20,000	20,000
SUBTOTAL		142,675	39,593	174,498	204,581	120,000	220,000	220,000
TOTAL PROGRAM BUDGET		142,675	39,593	174,498	204,581	120,000	220,000	220,000

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services
 Program: Economic Vitality
 Account Code: 01-4176

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	15,427	23,451	15,775	14,107	13,775	13,775	14,863
4303	FICA/MEDICARE	869	1,300	1,179	865	1,075	1,075	1,151
4305	INCENTIVE PAY	-	-	-	-	180	180	180
4310	PERS	3,911	3,572	2,046	3,363	2,840	2,840	3,247
4311	MEDICAL/DENTAL	1,681	981	59	118	124	124	116
4312	WORKERS COMP	341	450	464	399	800	800	862
4313	OTHER BENEFITS	64	59	22	37	43	43	43
SUBTOTAL		22,293	29,814	19,544	18,889	18,837	18,837	20,462
SERVICES & SUPPLIES								
4402	Calistoga Chamber of Commerce - Visitors Bureau	292,000	309,037	307,000	302,000	252,000	252,000	300,000
SUBTOTAL		292,000	309,037	307,000	302,000	252,000	252,000	300,000
TOTAL PROGRAM BUDGET		314,293	338,851	326,544	320,889	270,837	270,837	320,462



**City of Calistoga Finance Department Staffing Chart
FY 2013/2014**

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services - Finance Department

Program: Finance

Account Code: 01-4108

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	144,036	141,219	115,520	107,975	112,200	112,200	110,876
4302	OVERTIME			350	-		-	-
4303	FICA/MEDICARE	9,189	10,644	9,296	8,523	9,194	9,194	9,590
4305	INCENTIVE PAY	-	30	-	-	-	-	4,172
4308	PART TIME SALARIES	1,024	1,366	7,384	6,558	7,200	7,200	10,314
4310	PERS	34,055	35,377	28,733	21,441	22,835	22,835	24,603
4311	MEDICAL/DENTAL	23,007	16,754	21,763	14,682	13,829	13,829	11,601
4312	WORKERS COMP	1,840	2,593	2,718	2,341	6,842	6,842	7,183
4313	OTHER BENEFITS	668	602	455	378	484	484	484
SUBTOTAL		213,819	208,584	186,219	161,898	172,584	172,584	178,823
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	2,957	4,016	3,047	3,557	2,210	2,210	4,660
4402	CONTRACT SERVICES							
	Accounting Services	46,765	14,969	8,500	14,449	14,174	14,174	17,050
	Business License System			2,800	2,858	3,000	3,000	3,000
	Revenue Enhancement							
	Program			8,330	26,399	11,000	11,000	11,000
4403	UTILITIES	3,055	3,059	2,103	2,078	2,100	2,100	2,100
4405	TRAINING & MEETINGS	988	145	32	103	100	100	925
4415	POSTAGE & REPRODUCTION	3,269	2,743	3,372	4,001	4,300	4,300	3,900
4429	PHONE	2,134	1,509	-	-	-	-	-
4430	DUES & SUBSCRIPTIONS	445	195	573	118	345	345	360
4456	BAD DEBT EXPENSE				175			
4650	TRAINING & MEETINGS	440	275	21	-	-	-	-
4510	EQUIPMENT FUND RENTAL	5,500	5,500	5,500	3,726	8,427	6,488	5,745
SUBTOTAL		65,553	32,411	34,279	57,465	45,656	43,717	48,740
TOTAL PROGRAM BUDGET		279,372	240,995	220,498	219,363	218,240	216,301	227,563

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services
 Program: Non Departmental
 Account Code: 01-4119

SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	9,283	6,145	4,682	2,661	2,500	2,500	2,846
4402	CONTRACT SERVICES	33,457					-	
	NCTPA Support		28,408	4,482	6,460	6,500	6,500	6,500
	LAFCO Support			10,645	11,393	12,000	12,000	12,450
	Napa Cty - PropTax Collection			19,500	22,047	22,000	22,000	22,000
	Other			682	10,000	5,000	5,000	5,000
4405	TRAINING & MEETINGS	350		-	154	-	-	-
4414	AUDITING SERVICES	22,600	25,200	28,650	21,250	29,100	29,100	28,100
4415	POSTAGE & REPRODUCTION	1,248	759	838	895	2,552	2,552	2,452
4417	FUEL & OIL	992	926	873	1,644	2,300	2,300	2,000
4430	DUES & SUBSCRIPTIONS	10,013	5,733	7,307	5,601	5,618	5,618	5,553
4431	FEES			1,895	2,555	2,940	2,940	2,800
4432	LEASE PAYMENTS	2,052	3,456	-	-	-	-	-
4466	STAFF CELEBRATION	7,357	8,742	3,679	1,488	3,558	3,558	3,500
4499	CONTINGENCY	801	2,648	20,322	1,754	15,000	6,000	15,000
4501	SEPARATION EXPENSES			-	-	50,000	50,000	50,000
4510	EQUIP. FUND RENTAL	22,000	24,000	62,330	40,490	29,363	27,910	29,123
	SUBTOTAL	110,153	106,017	165,886	128,392	188,431	177,978	187,324
TOTAL PROGRAM BUDGET		110,153	106,017	165,886	128,392	188,431	177,978	187,324

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services
 Program: Risk Management
 Account Code: 01-4170

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	32,147	36,597	29,051	25,238	23,991	23,991	25,504
4303	FICA/MEDICARE	1,976	2,284	2,172	1,708	1,861	1,861	2,006
4305	INCENTIVE PAY	-	-	-	-	180	180	712
4310	PERS	7,426	6,923	5,435	5,210	4,919	4,919	5,660
4311	MEDICAL/DENTAL	3,616	2,509	2,628	1,075	890	890	945
4312	WORKERS COMP	613	875	926	797	1,385	1,385	1,502
4313	OTHER BENEFITS	134	109	68	58	79	79	79
SUBTOTAL		45,912	49,297	40,280	34,086	33,305	33,305	36,408
SERVICES & SUPPLIES								
4402	CONTRACT SERVICES						-	-
	Legal Services - Claims Mgmt	8,077					-	-
	Other				4,500	1,500	1,500	1,500
4405	TRAINING & MEETINGS	10			-	-	-	-
4411	INSURANCE DEPOSITS & PREMIUMS						-	-
	Liability Deposit	197,337	276,527	207,063	180,278	170,278	170,278	160,000
	Property Deposit			24,366	30,076	30,076	30,076	32,000
	Volunteer Insurance			2,209		700	700	700
	Public Employee Bond			963	908	908	908	908
	Workers Comp Adjustment			27,740	41,450	53,380	53,380	50,000
4435	CLAIMS RESERVE/PAYMENTS	68,033	1,547	236,813	1,077	75,000	75,000	75,000
SUBTOTAL		273,457	278,074	499,153	258,288	331,842	331,842	320,108
TOTAL PROGRAM BUDGET		319,369	327,371	539,433	292,374	365,147	365,147	356,516

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Support Services

Program: Personnel

Account Code: 01-4172

PERSONNEL SERVICES		Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
4301	FULL-TIME SALARIES	15,427	28,250	26,643	20,130	22,833	22,833	24,776
4303	FICA/MEDICARE	869	1,634	2,008	1,320	1,772	1,772	1,909
4305	INCENTIVE PAY	-	30	-	-	180	180	180
4308	PART TIME SALARIES	-	-	126	-	-	-	-
4310	PERS	4,493	4,718	4,734	4,925	4,684	4,684	5,388
4311	MEDICAL/DENTAL	1,681	1,961	1,526	1,371	4,171	4,171	3,437
4312	WORKERS COMP	375	510	519	447	1,319	1,319	1,430
4313	OTHER BENEFITS	64	76	73	372	99	99	99
SUBTOTAL		22,909	37,179	35,628	28,565	35,058	35,058	37,219
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES			187	22	200	200	200
4402	CONTRACT SERVICES							
	Personnel Services	32,589	13,727	49,330	85,773	21,140	21,140	21,000
	Pre-Employment Check & Testing			7,160		2,713	2,713	4,706
	Preventative Medical			950		16,462	16,462	10,000
	CalPERS Medical			4,585		4,192	4,192	5,500
	Other (Unemployment claims)			1,940		33,000	18,000	10,000
	Classification & Comp Study							50,000
4405	TRAINING & MEETINGS	210		208	100	1,000	1,000	1,000
4410	ADVERTISING	2,314	2,539	204	3,301	3,000	3,000	3,000
4415	POSTAGE & REPRODUCTION		6	-	-	100	100	100
4424	HEALTH	5,606	5,905	6,194	9,389	8,361	8,361	17,000
4466	CELEBRATION				31	-	-	-
SUBTOTAL		40,719	22,177	70,758	98,616	90,168	75,168	122,506
TOTAL PROGRAM BUDGET		63,628	59,356	106,386	127,181	125,226	110,226	159,725

<p style="text-align: center;">Public Safety Department Fire Services</p>

The mission of the Calistoga Fire Department is to provide those services to the residents, businesses, and visitors of greater Calistoga, which protects their lives, property and environment from fires, medical emergencies, hazardous materials incidents and disasters.

We accomplish this mission by providing services in two ways:

- I. Proactively
 - Public Education
 - Building Inspections
 - Weed Abatement
 - Plan Checking
 - Pre-Incident Planning
 - Burn Permits
 - Insurance Rating Requests
 - Firefighter Training and Preparedness

- II. Reactively
 - Fire Suppression
 - Emergency Medical Response (EMT 1 D Scope of Practice)
 - Public Service (Wires Down, Lockouts, Standby)
 - Hazardous Materials Release Response
 - Fire Investigations
 - Responses Outside the City Limits (Contract, Automatic Aid, Mutual Aid and Strike Teams)

The Fire Department is staffed with four (4) full-time employees (Fire Chief, three (3) Firefighters and twelve (12) part-time Firefighters. The full-time firefighters are paired up with 1 part-time firefighters working 48-hour shifts. The fire chief works a 40+-hour week and is on call for any emergency that may occur.

This schedule enhances service by reducing response times and greatly reducing overtime cost. The Department response times are outstanding, from 6:30am to 9:00pm response times are under 2 minutes and from 9:00pm to 6:30am response times are just over 2 minutes, for an average of 2:15. These response times are achieved by having the Department staffed 24 hours a day and by great teamwork from the Police Department.

Public Safety Department Fire Services

The Fire Station is located at 1113 Washington Street. All Fire Department operations are based at the Fire Station. The Fire Station houses the Department's in-service equipment, which includes: 2 Structure Fire Engines, 1 Wildland Fire Engine, 1 Water Tender, 1 Utility Truck and 1 Patrol Truck. The Department also has one staff vehicle used by the Fire Chief.

The Fire Department responded to 866 incidents during 2012. Of that number, 250, or approximately 28.0%, were for incidents outside the City limits. With respect to the remaining 616 incidents, approximately 68% were medical emergencies, 17% were fire related with the remaining 15% coming from public service activities. The two segments of our community which most impact the fire department with request for services are our senior citizens and tourism.

Funding for City related fire services is provided by the City General Fund.

The City has a current contract with Napa County that is set to expire on June 30, 2013, to provide emergency response services to all incidents in the county area surrounding Calistoga. Under the contract, the City will receive \$822 per call for these services which will be approximately \$205,500. We are currently working with the County on a new contract that would begin on July 1, 2013.

In FY 2012-13, the City invoiced the Governors' Office of Emergency Services \$41,857 for reimbursement for services rendered during two Strike Team Assignments.

MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2012-13

- Continued with fire prevention programs for children;
- Continued the Building Inspection Program utilizing the California fire code by inspection 100% of commercial buildings in the City;
- Provided CPR classes to the public;
- Improved medical aid response time;
- Improved response to fires and major incidents by continuing to recruit personnel to fill Part-time firefighter positions

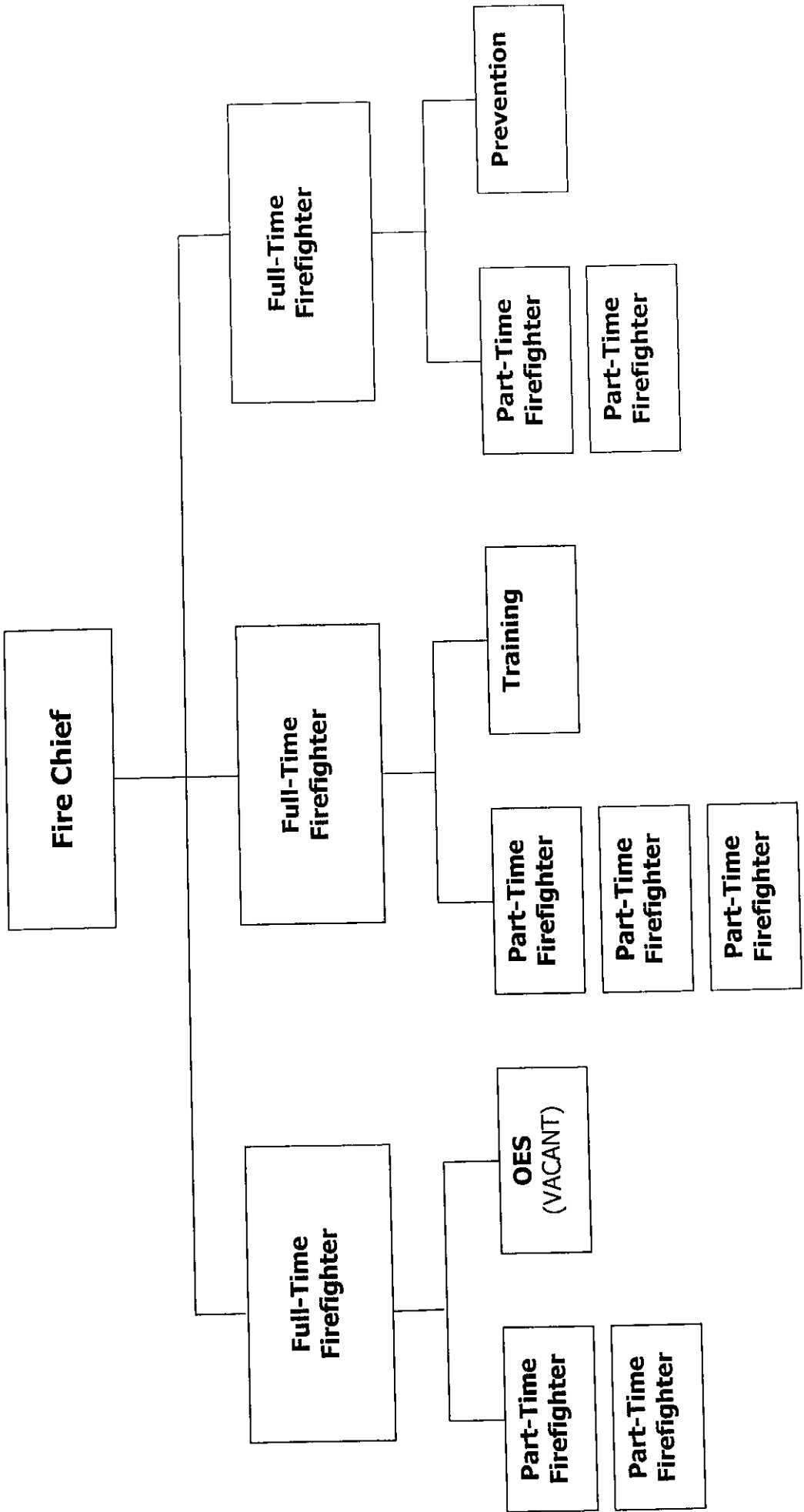
MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2013-14

1. Prevent fires, injuries, loss of live and property damage
 - Install and inspect smoke detectors in any home that makes a request;
 - Continue with fire prevention programs for children;
 - Continue the Building Inspection Program utilizing the California fire Code by inspecting 100% of commercial buildings in the City;

<p style="text-align: center;">Public Safety Department Fire Services</p>

- Institute employee first responder fire training classes for local businesses by offering at least four such classes each year, and
 - Gain 100% compliance with weed abatement notices by June 1, 2012.
 - Utilize Napa County Fire Safe Communities Program to assist homeowners with Hazard Reduction for properties South of Foothill Blvd.
 - Offer CPR classes four times a year to the public.
 - Implement the new Lexipol Fire Policies Manual.
2. Emergency Response
- Improve medical aid response by ensuring a minimum of two, and ideally, three EMT personnel respond to each call;
 - Respond to 90% of all emergencies within the City in 4 minutes or less.
 - Improve firefighter safety by continuing to establish Standard Operating Procedures; and
 - Improve response to fires and major incidents by continuing to recruit personnel for the Part-time Firefighters.
3. Training
- Have all personnel trained to EMT 1 A standards or higher (when available).
 - Have all PCF personnel trained to FFTR 1 standards or higher.
 - Continue to deliver a high level of service and continue to reduce City operating costs
 - Finalize the City's Record Retention Policy, agendize for the adoption by the City Council and commence implementation*

*** A City Council Objective or Priority Project.**

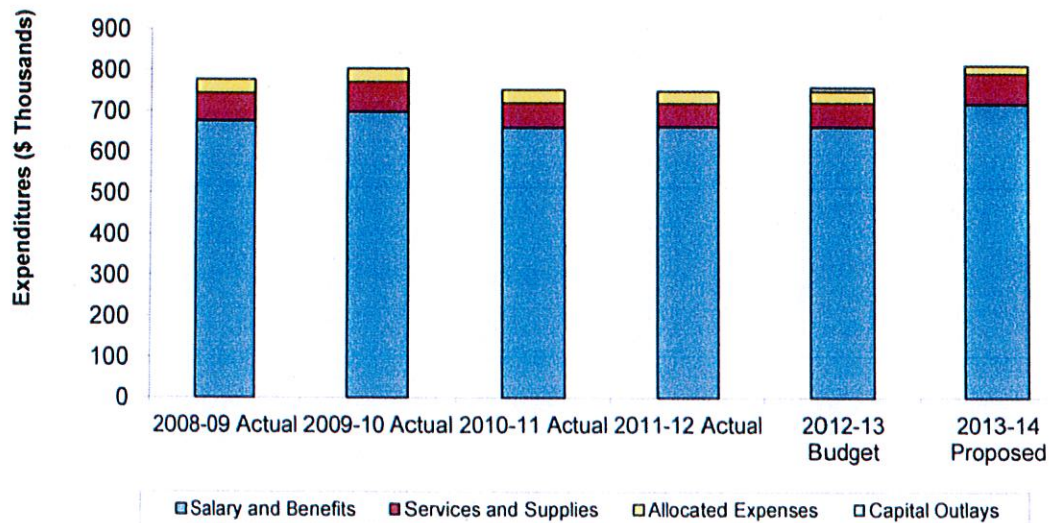


**City of Calistoga Fire Department Staffing Chart
FY 2013-2014**

**Fire
Expenditure Summary**

EXPENDITURES BY CATEGORY	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Proposed
Salary and Benefits	675,542	698,953	660,959	662,958	663,484	719,140
Services and Supplies	68,302	71,989	59,369	57,142	57,705	73,980
Allocated Expenses	33,000	33,000	33,000	30,035	28,626	19,760
Capital Outlays	-	-	-	-	9,536	-
TOTAL	776,844	803,942	753,328	750,135	759,351	812,880

**Fire
Trend in Expenditures (\$ Thousands)**



**Fire Department acquired Emergency Services in FY 12-13

Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: Fire Services

Program: Fire Operations

Account Code: 01-4117

PERSONNEL SERVICES

4301	FULL-TIME SALARIES	284,184	299,764	279,491	321,262	299,701	299,701	307,193
4302	OVERTIME	60,729	81,353	10,795	14,914	18,000	43,000	40,000
4303	FICA/MEDICARE	34,059	33,947	29,985	32,479	31,242	31,242	33,484
4308	PART TIME SALARIES	59,230	47,980	134,493	88,735	88,626	93,626	100,765
4309	SPECIAL PAY	39,535	38,428	6,850	7,139	14,344	14,344	13,238
4310	PERS	112,983	124,466	114,382	119,419	100,526	100,526	105,204
4311	MEDICAL/DENTAL	59,075	41,650	60,037	57,709	69,116	69,116	74,715
4312	WORKER'S COMP	22,912	27,912	23,053	19,851	23,249	23,249	25,080
4313	OTHER BENEFITS	2,835	3,454	1,874	1,450	1,520	1,520	1,481
SUBTOTAL		675,542	698,953	660,959	662,958	646,324	676,324	701,160

SERVICES & SUPPLIES

4401	MATERIALS & SUPPLIES	12,051	4,592	23,591	9,974	8,500	8,500	8,500
4402	CONTRACT SERVICES	2,912	5,105	5,346	4,520	4,570	7,570	9,320
4403	UTILITIES	10,181	8,448	8,335	11,249	10,230	10,230	12,600
4404	REPAIRS & MAINTENANCE	3,545	2,180	3,749	5,578	4,690	9,190	4,950
4405	TRAINING & MEETINGS	4,131	1,703	193	1,132	1,500	1,500	2,250
4408	UNIFORM ALLOWANCE	14,144	34,195	5,744	12,338	6,950	6,950	8,800
4415	POSTAGE & REPRODUCTION	140	56	612	98	140	140	200
4417	FUEL & OIL	11,335	9,121	9,868	10,114	10,000	10,000	12,000
4420	MEDICAL SUPPLIES	1,403	1,955	1,931	2,139	3,000	3,000	3,000
4429	PHONE	8,360	4,594	-	-	7,950	-	-
4430	DUES & SUBSCRIPTIONS	100	40	-	-	175	175	175
4510	EQUIP FUND RENTAL	33,000	33,000	33,000	30,035	28,626	22,040	19,760
SUBTOTAL		101,302	104,989	92,369	87,177	86,331	79,295	81,555

Other

5512	ANGUS HI-COMBAT HOSE					9,536	9,536	-
SUBTOTAL		-	-	-	-	9,536	9,536	-

TOTAL PROGRAM BUDGET

		776,844	803,942	753,329	750,135	742,191	765,155	782,715
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ESTIMATED PROGRAM REVENUES

3243	Fire Services Reimbursements	131,286	190,486	50,020	165,304	130,000	230,604	220,000
TOTAL PROGRAM REVENUES		131,286	190,486	50,020	165,304	130,000	230,604	220,000

Net Program Subsidy by General Fund

		645,558	613,456	703,309	584,831	612,191	534,551	562,715
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Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Adopted Budget FY 12-13	Revised Budget FY 12-13	Proposed Budget FY 13-14
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Department: **Fire Services
 Program: Emergency Services
 Account Code: 01-4138

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	45,683	10,080	10,639	9,967	10,382	10,382	10,642
4302	OVERTIME	841	-	-	-	-	-	-
4303	FICA/MEDICARE	3,603	793	828	800	799	799	824
4305	INCENTIVE PAY	-	-	-	-	-	-	135
4308	PART TIME SALARIES	2,252	-	-	-	-	-	-
4310	PERS	10,829	4,459	4,157	3,843	3,323	3,323	3,538
4311	MEDICAL/DENTAL	7,105	921	1,101	696	2,024	2,024	2,186
4312	WORKER'S COMP	1,056	-	1,183	1,019	595	595	618
4313	OTHER BENEFITS	93	36	34	32	37	37	37
SUBTOTAL		71,462	16,289	17,942	16,357	17,160	17,160	17,980
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	81	499	-	-	-	15,000	2,535
4402	CONTRACT SERVCIES	-	-	-	-	-	-	4,250
4405	TRAINING & MEETINGS	151	64	-	-	-	-	5,400
4429	PHONE	772	-	-	-	-	-	-
SUBTOTAL		1,004	563	-	-	-	15,000	12,185
TOTAL PROGRAM BUDGET		72,466	16,852	17,942	16,357	17,160	32,160	30,165

** Prior to Fy 12-13 this department was under Police Department