

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

<p style="text-align: center;">Budget Summary General Fund Summary</p>
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Budget at a Glance

Introduction

The City's Budget consists of five components: General Fund Budget (general operations), Enterprise Funds, Special Funds Budget, Equipment Replacement Fund and Capital Improvement Program (CIP).

The General Fund Budget is the City's fiscal operating blueprint. The FY 2013-14 General Fund operating budget is based on resource projections which includes transfers in of \$8,556,846. Departmental operating expenditures and transfers out are budgeted at \$7,708,106.

As we move forward into the new fiscal year it is important to remember that the City's budgets will, once again, be very tight. The proposed Fiscal Year 2013-14 budget contains cuts in expenditures over what was initially requested by most of the departments, as necessary to reach a balanced budget. However, several Capital Improvement Projects (CIP's) are recommended for funding. The reason is that most of the projects fall into the deferred maintenance category. The City simply did not have adequate funding in prior years to address them. With the potential for payment of significant development impact fees, it is anticipated that there will be adequate funds to allow these projects to proceed.

This proposed budget continues to maintain the existing level of service and reliability to the community through our infrastructure systems and facilities. However, as previously indicated, there are many facilities that are not receiving maintenance and replacement as they should. There are no anticipated layoffs of staff. The City currently is in negotiations with the labor groups. It is anticipated signed Memorandums of Understanding will be in place by the end of July 2013. The budget and this document is the collaboration in which the community through its elected leaders, commission members, public hearings and the advice of City staff decide upon the services it shall receive from its government under the constraint of resources available to it through taxes, fees, and transfers from the federal, state, and county governments. This document reflects the priorities of residents in the community while balancing revenues and expenditures over the long term.

General Fund

The City Council adopted goals and objectives for Fiscal Year 2013-14 calls for a 25% reserve in its General Fund by year's end. Based on staff recommendations the City

<p style="text-align: center;">Budget Summary General Fund Summary</p>
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will end Fiscal Year 2013-14 with a fund balance of \$2,009,674 which is in excess of the 25% objective. Revenue resources of \$50,000 will be committed to PERS for rate increases and \$50,000 will be committed to future Retiree Benefits.

It should be noted that while the General Fund reserve is increasing, it is largely due to one-time development fee payments. This has made funds available for community projects and recreational activities. However, the one-time development fees together, with the highly uncertain demands for capital improvement projects and other emergencies, means that a cautious spending approach should be taken over the next fiscal year.

A financial summary of the General Fund is provided in the following pages.

Departmental Summaries

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.

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. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes the General Fund expenditures of \$162,502.

<p style="text-align: center;">Budget Summary General Fund Summary</p>
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City Manager's Office

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. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes the General Fund expenditures of \$7,708,106.

Administrative Services

The City Manager oversees this department which includes economic vitality, legal services, payroll, fiscal services, purchasing and information technology, utility billing, risk management, non-departmental and human resources. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$1,626,278.

Fire Services

The Fire Department is entrusted with providing for 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. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$819,203 and revenues of \$220,000.

Police Services

The Police Department is entrusted with providing for the public's safety within the City's residential communities and commercial centers. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$2,308,342 and revenues of \$173,500.

<p style="text-align: center;">Budget Summary General Fund Summary</p>
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Planning and Building Services

The Planning and Building Department provide a complete range of planning and building services to the community. The Department's primary function is to guide private development in accordance with state law and the City's General Plan, Zoning Code and other local land use programs. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$896,348 and revenues of \$742,337.

Public Works

The Public Works Department is responsible for maintaining, operating, and improving the City's infrastructure to serve the needs of its citizens. The Department is responsible for managing and monitoring streets, water treatment and distribution, wastewater collection and treatment, storm drains, parks, City-owned streetlights, City-owned buildings, the City-owned cemetery, engineering and capital improvement project administration and inspection. The Department serves a coordination role for solid waste collection services and public transit services. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$979,354 and revenues of \$42,800.

Recreation Services

The Recreation Services Division is responsible for management and operation of the fitness and recreation programs, adult and senior community classes, special event permitting, transit services, City sponsored special events, weekend janitorial of City facilities, and the Calistoga Community Pool. The department's budget is based on the continuation of essential, mandated and City Council directed services and includes General Fund expenditures of \$582,891 and revenues of \$149,000.

General Fund Resources

General Fund Revenues total \$8,279,276. In addition General Fund resources include transfers in of \$277,570 to offset the cost of City overhead support For FY 2013-14; the Gas tax fund will contribute \$95,000 for street operations; Police grant fund \$75,322 for front-line police operations; Recreation fund \$5,000 to offset the longer pool season; Mobile home park fund \$8,985 for staff time spent on inspections; Public Safety Impact Fund \$38,540 for Police Facility Improvements; Community Development \$49,000 for development impact fee study; CDBG grant \$1,123 for staff time; and Abandoned Vehicle fund \$4,600 for police operations. See the Resources table on next page for revenue and transfers in details.

Budget Summary General Fund Summary
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General Fund Resources

General Fund resources are \$8,556,846.

RESOURCES

	FY 11-12 <u>Actual</u>	FY 12-13 <u>Adjusted</u>	FY 13-14 <u>Projected</u>
Revenues			
Property Tax	\$ 1,635,425	\$ 1,619,620	\$ 1,626,178
Sales Tax	903,027	920,000	922,257
Transient Occupancy Tax	3,768,443	3,829,500	3,944,385
Other Taxes	323,873	310,182	311,882
Licenses and Permits	69,708	63,100	342,750
Fines, Forfeitures	55,990	38,500	24,500
Interest & Use of Property	21,708	21,600	19,545
Revenues from other Agencies	71,378	60,000	60,000
Grants- Operations	18,131	5,000	5,000
Charges for Services	695,639	686,484	1,009,279
Other Revenues	113,269	27,000	13,500
<i>Sub - Total General Fund Revenues</i>	\$ 7,676,591	\$ 7,580,986	\$ 8,279,276
General Fund Transfers in (from)			
Fund 21 (Gas Tax)	\$ 95,000	\$ 95,000	\$ 95,000
Fund 40 (Public Safety)	-	-	38,540
Fund 41 (Police Grants)	120,093	130,875	75,322
Fund 87 (Recreation)	2,061	13,996	5,000
Fund 33 (Landscape Maintenance)	2,671	-	-
Fund 27 (Mobile Home Park- Administration)	5,407	11,000	8,985
Fund 38 (CDBG- Administration)	-	-	1,123
Fund 79 (Abandoned Vehicle)	6,900	4,600	4,600
Fund 39 (Community Development)	53,455	81,000	49,000
<i>Sub - Total General Fund Transfers In</i>	\$ 285,587	\$ 336,471	\$ 277,570
TOTAL GENERAL FUND RESOURCES	\$ 7,962,178	\$ 7,917,457	\$ 8,556,846

Budget Summary General Fund Summary
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General Fund Expenditures

General Fund expenditures are \$7,708,106.

APPROPRIATIONS

	FY 11-12	FY 12-13	FY 13-14
	<u>Actual</u>	<u>Adjusted</u>	<u>Projected</u>
<u>Operating Appropriations</u>			
City Council and City Clerk	\$ 147,538	\$ 173,164	\$ 162,502
Support services	1,409,322	1,505,776	1,626,278
Fire Services	750,135	797,315	819,203
Planning & Building	395,209	433,935	896,348
Police Services	2,111,420	2,188,022	2,308,342
Public Works	850,384	870,789	979,354
Recreation Services	521,234	519,436	582,891
<i>Total Operating Appropriations</i>	<u>\$ 6,185,242</u>	<u>\$ 6,488,437</u>	<u>\$ 7,374,918</u>
<u>Operating Transfers Out (To)</u>			
MTC Grant Fund	\$ -	\$ -	\$ 4,000
Future Employee Benefits	\$ -	\$ 100,000	\$ 100,000
Wastewater Fund	311,925		
Water Fund	-	100,320	
Equipment Repl Fund	-	-	200,000
Debt Service Fund	699,483	433,791	29,188
<i>Total Operating Transfers Out</i>	<u>\$ 1,011,408</u>	<u>\$ 634,111</u>	<u>\$ 333,188</u>
TOTAL APPROPRIATIONS	7,196,650	7,122,548	7,708,106
AVAILABLE FOR ALLOCATION OF LIABILITY CLAIMS			\$ 105,000
PROJECTED RESERVE FUND (AT YEAR END)			\$ 2,009,674

Percent of GF budgeted appropriations

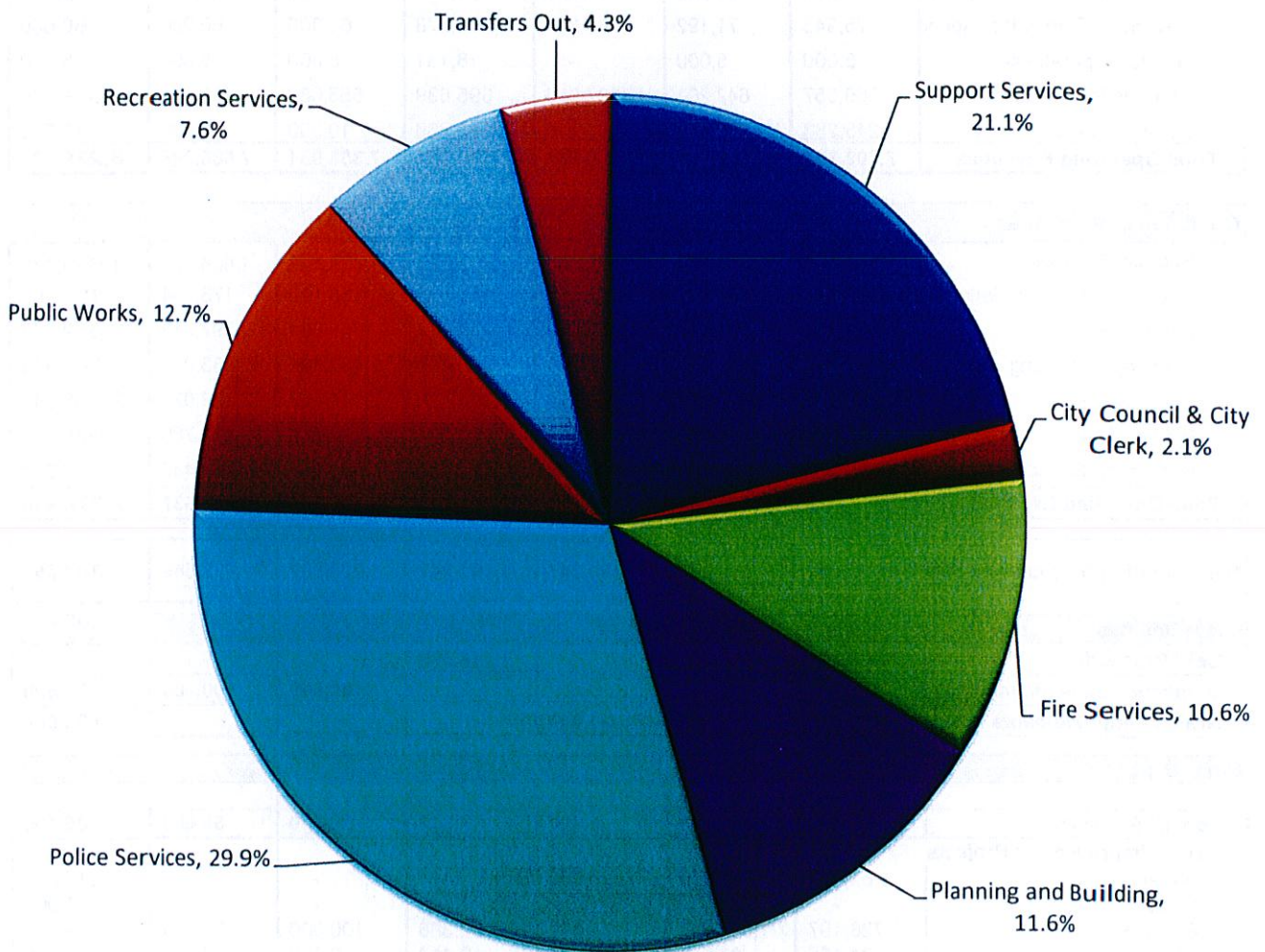
27.30%

Operating Expenditures & Transfers Out

General Fund

General Fund expenditures are anticipated to increase from the FY 2012-13 budget by \$585,558 or 8%, due primarily to increases in salaries, health insurance, deferred repairs and maintenance and the anticipated increase in contract services for review of permits and permit valuations, plan check and building inspections for 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 a pool consultant.

The following chart illustrates the composition of the City's General Fund expenditures by department projected for FY 2013-14 at **\$7,708,106**.



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	1,009,279
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	8,279,276

Operating Expenditures

Support Services	1,413,358	1,269,440	1,657,708	1,409,322	1,434,456	1,505,776	1,626,278
City Council & City Clerk	167,873	147,922	171,588	147,538	165,110	173,164	162,502
Fire Services	776,844	803,942	753,329	750,135	759,351	797,315	819,203
Planning & Building	694,242	649,714	602,201	395,209	437,708	433,935	896,348
Police Services	2,273,600	2,218,018	2,249,220	2,111,420	2,141,446	2,188,022	2,308,342
Public Works	1,025,257	889,242	962,661	850,384	873,769	870,789	979,354
Recreation Services	665,636	724,108	802,776	521,234	520,484	519,436	582,891
Total Operating Expenditures	7,016,810	6,702,384	7,199,481	6,185,242	6,332,324	6,488,437	7,374,918

Net Operating Surplus/ (Deficit)	85,491	599,720	(90,247)	1,491,349	1,026,607	1,092,549	904,358
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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	-	-	-	-	-	-	30,000
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	380,540
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
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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)
Public Emp Retirement System	-	-	-	-	-	(50,000)	(50,000)
GASB 45 Retiree Benefits	-	-	-	-	-	(50,000)	(50,000)
Community Development Fund	-	-	-	53,455	56,000	81,000	49,000
Debt Service Fund	(249,471)	-	(510,990)	(699,483)	(477,165)	(433,791)	(29,188)
Net All Transfers	975,105	(225,442)	(282,832)	(724,381)	(450,555)	(297,640)	(55,618)
Net Fund Surplus or (Deficit)	(321,412)	(456,219)	(916,093)	629,254	514,052	732,909	630,600
Beginning Fund Balance	1,710,630	1,389,218	932,999	16,911	586,147	646,165	1,379,074
Ending Fund Balance	1,389,218	932,999	16,905	646,165	1,100,199	1,379,074	2,009,674

Fund Balance Allocation to Reserves

Emergencies and General Contingency - Policy of 30% of Operations	701,681	670,238	(88,095)	541,165	995,199	1,274,074	1,904,674
General Contingency	582,537	157,760	-	-	-	-	-
PERS Increase in Rates	-	-	-	-	-	-	-
GASB 45 Regulations for Retiree	-	-	-	-	-	-	-
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	1,379,074	2,009,674

Emergency & Contingency Reserves As A Percent of Operating Expenditures	0%	0%	-1.2%	8.7%	15.7%	19.6%	25.8%
All Reserves As A Percent of Operating Expenditures	20%	14%	0.2%	10.4%	17.4%	21.3%	27.3%

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	155,959
4176	Economic Vitality	314,293	338,851	326,544	320,889	270,837	270,837	320,162
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	227,345
4170	Risk Management	319,369	327,371	539,433	292,374	365,147	365,147	356,163
4172	Personnel	63,628	59,356	106,386	127,181	125,226	110,226	159,325
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	1,626,278
Year over Year Change		2%	-10%	31%	-15%	18%	68%	80%
CITY COUNCIL & CITY CLERK								
4110	City Council	59,033	40,616	57,695	46,636	49,972	49,972	44,803
4111	City Clerk	91,701	97,420	99,077	94,664	107,738	106,792	117,699
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	162,502
Year over Year Change		4%	-12%	16%	-14%	119%	174%	-62%
FIRE SERVICES								
4117	Fire Services	776,844	803,942	753,329	750,135	759,351	797,315	819,203
Total		776,844	803,942	753,329	750,135	759,351	797,315	819,203
Year over Year Change		14%	3%	-6%	0%	12%	63%	27%
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	270,960
4125		290,940	271,561	222,562	145,864	163,268	161,834	617,973
Total		694,242	649,714	602,201	395,209	437,708	433,935	896,348
Year over Year Change		15%	-6%	-7%	-34%	108%	98%	1066%
POLICE SERVICES								
4116	Police Services	1,712,006	1,746,160	1,767,130	1,661,564	1,698,097	1,665,173	1,797,683
4129	Police Dispatch	489,128	455,006	464,148	433,499	443,349	522,849	510,659
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	2,308,342
Year over Year Change		4%	-2%	1%	-6%	14%	36%	55%
PUBLIC WORKS								
4121	Public Works Administration	137,129	126,542	102,541	113,297	111,533	110,555	122,634
4122	Streets	296,725	267,098	334,824	213,667	227,846	225,844	273,854
4123	Park Maintenance	211,776	195,489	183,916	176,521	187,045	187,045	203,021
4126	Pool Maintenance	62,785	67,060	107,193	115,624	126,218	126,218	134,283
4124	Maintenance Shop	28,605	25,475	24,646	23,658	23,289	23,289	25,937
4127	Building Maintenance	288,237	207,577	209,541	207,617	197,838	197,838	219,625
Total		1,025,257	889,242	962,661	850,384	873,769	870,789	979,354
Year over Year Change		3%	-13%	8%	-12%	27%	24%	125%

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	120,236
4153	Education/Recreation Courses	43,916	61,943	85,315	63,997	57,308	57,308	59,404
4154	Senior Activities	16,630	10,971	14,170	22,099	34,117	34,117	30,921
4156	Aquatic Services	92,270	209,765	181,041	155,102	161,857	161,857	193,407
4107	Community Promotions	36,143	30,738	22,200	19,750	15,000	15,000	44,333
4155	Community Activities	39,167	27,647	51,978	28,729	28,100	28,100	24,009
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	25,081
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	582,891
Year over Year Change		29%	9%	11%	-35%	-0.1%	-0.3%	12.2%
Total Operations		7,016,810	6,702,384	7,199,481	6,185,242	6,332,324	6,488,437	7,374,918
		8%	-4%	7%	-14%	2.4%	4.9%	13.7%
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		-	-	-	-	-	-	30,000
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	380,540
Total General Fund Appropriations		11,015,046	7,806,484	8,723,915	6,285,013	6,494,324	6,650,437	7,804,558

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	29,188
Water Operations	-	-	462,400	-	-	-	-
Employee Benefits	-	-	-	-	-	-	100,000
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	333,188
Total General Fund Uses	11,389,517	8,828,591	10,134,643	8,439,147	7,181,479	7,184,548	8,137,746

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
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Streets

5402	Pavement Maintenance	49,311	6,770	-	-	-	-	-
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

5178	Tennis Court Improvements	-	-	-	-	-	-	10,000
5463	Bank Stabilization - Pioneer Park	-	-	-	-	-	-	20,000
SUBTOTAL PARKS		-	-	-	-	-	-	30,000

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	380,540
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<p style="text-align: center;">City Manager's Office City Council and City Clerk</p>
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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

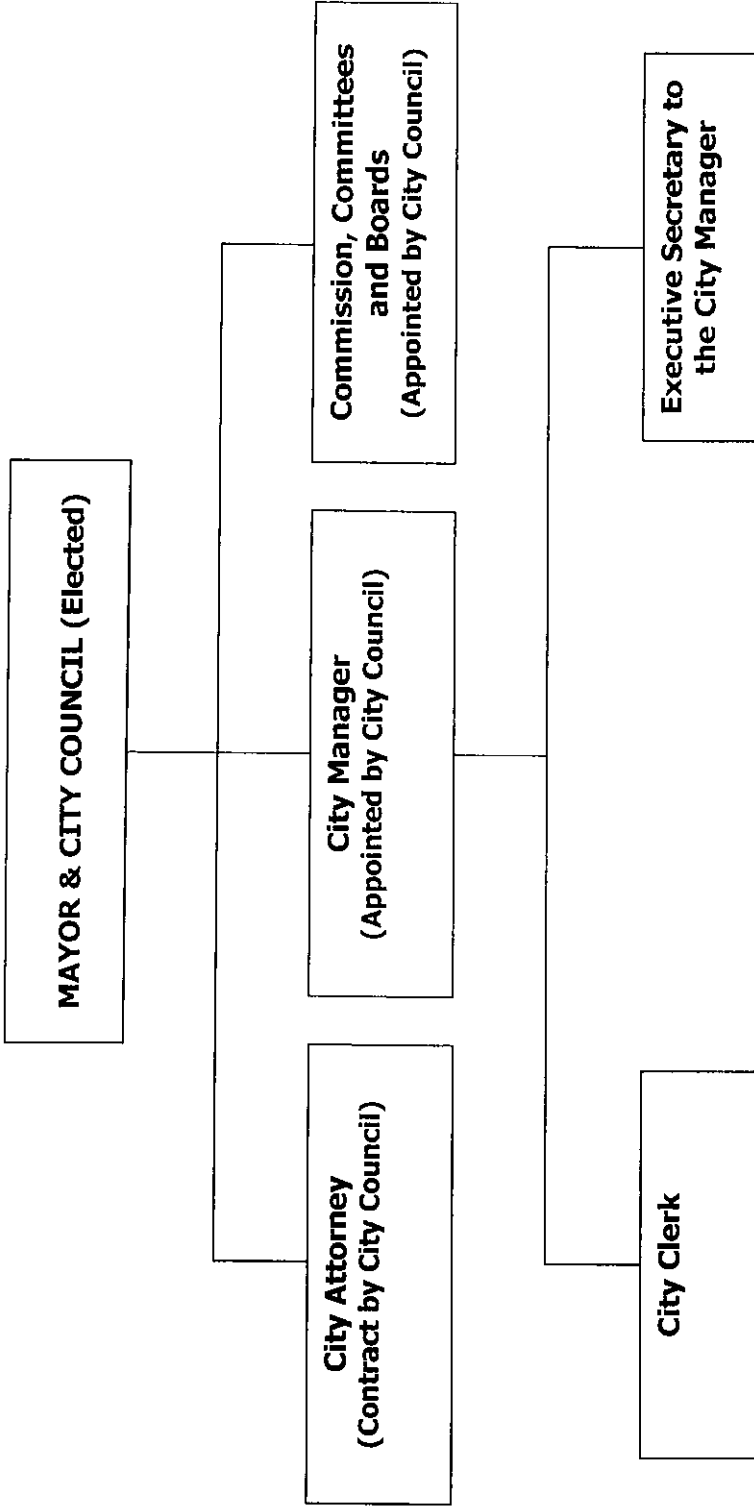
MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2012-13

- 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.**

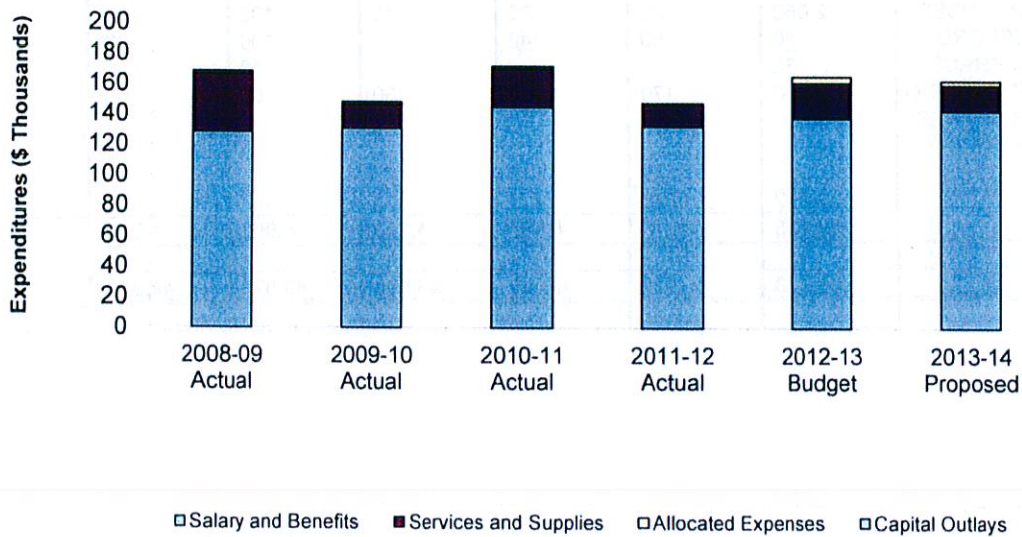


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City Council
Expenditure Summary

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	142,919
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	2,983
Capital Outlays	-	-	-	-	-	-
TOTAL	167,873	147,922	171,588	147,538	165,110	162,502

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	26,936
4312	WORKERS COMP	85	118	123	106	688	688	649
4313	OTHER BENEFITS	195	187	197	195	100	100	100
SUBTOTAL		39,898	35,037	51,375	42,340	45,972	45,972	40,603
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 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	44,803

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

Department: City Clerk
 Program: City Clerk
 Account Code: 01-4111

PERSONNEL SERVICES								
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	12,191
4312	WORKERS COMP	460	629	643	1,523	3,347	3,347	3,609
4313	OTHER BENEFITS	225	249	250	139	311	311	311
SUBTOTAL		78,193	86,291	84,681	84,488	91,925	91,925	102,316
SERVICES & SUPPLIES								
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	117,699

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

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
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
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; cashiering 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.

<p style="text-align: center;">City Manager's Office Support Services</p>

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;
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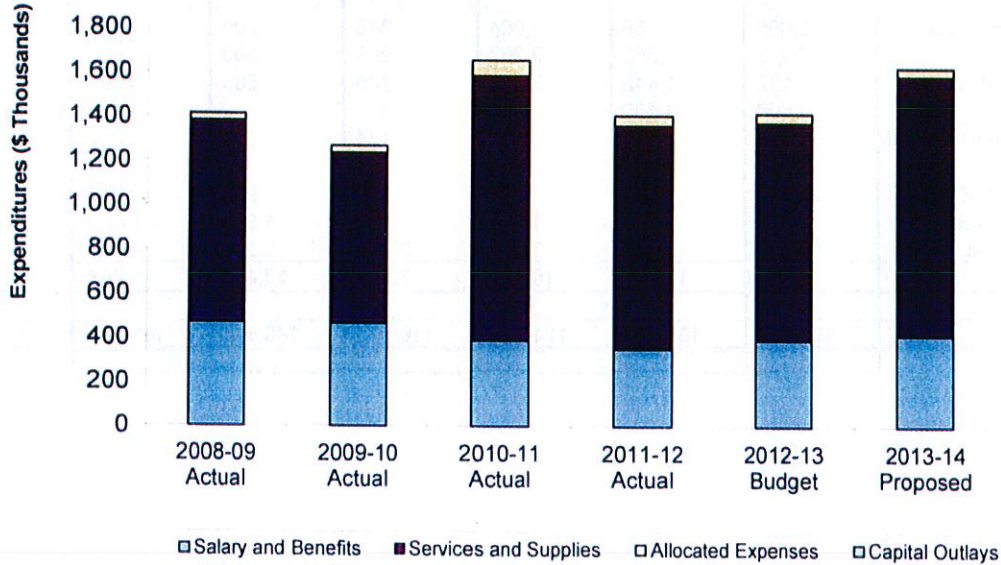
* A City Council Objective or Priority Project.

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	415,174
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	-	-	-	-	-	-
TOTAL	1,413,358	1,269,441	1,657,709	1,409,322	1,419,456	1,626,278

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



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

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	96,960
4303	FICA/MEDICARE	7,440	6,211	6,419	5,012	7,023	7,023	7,601
4305	INCENTIVE PAY	3,300	30	1,950	2,100	1,543	1,543	1,677
4308	PART TIME SALARIES	2,096	512	1,848	-	-	-	-
4310	PERS	26,851	17,066	12,804	17,871	18,563	18,563	21,449
4311	MEDICAL/DENTAL	9,674	5,851	3,423	3,285	10,889	8,089	9,382
4312	WORKERS COMP	1,618	2,207	2,251	2,101	5,226	5,226	5,375
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	143,533
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	155,959

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

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	14,500
4303	FICA/MEDICARE	869	1,300	1,179	865	1,075	1,137
4305	INCENTIVE PAY	-	-	-	-	180	360
4310	PERS	3,911	3,572	2,046	3,363	2,840	3,208
4311	MEDICAL/DENTAL	1,681	981	59	118	124	110
4312	WORKERS COMP	341	450	464	399	800	804
4313	OTHER BENEFITS	64	59	22	37	43	43
SUBTOTAL		22,293	29,814	19,544	18,889	18,837	20,162
SERVICES & SUPPLIES							
4402	Calistoga Chamber of Commerce - Visitors Bureau	292,000	309,037	307,000	302,000	252,000	300,000
SUBTOTAL		292,000	309,037	307,000	302,000	252,000	300,000
TOTAL PROGRAM BUDGET		314,293	338,851	326,544	320,889	270,837	320,162