

City of Calistoga

Draft Budget

MAY 15, 2014



Fiscal Year
2014-15

Operating & Capital
Improvement Budgets

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

Michael Kirn, Public Works Director

Gloria Leon, Administrative Services Director/City Treasurer

Lynn Goldberg, Planning & Building Director

Olivia Lemen, Recreation Manager

Kathy Flamson, Deputy City Clerk

INTRODUCTION

BUDGET PROCESS

The City of Calistoga normally creates a budget for a one year fiscal period, which begins on July 1st and ends on June 30th. A local government budget is a plan to match existing resources with the needs of the community. The functions of local government stem from three levels of policy direction; federal, state and local. Local government has the responsibility to provide basic public services such as maintaining streets and roadways, providing traffic management systems, maintaining parks, providing community services, and ensuring public safety.

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.

The budget process starts in February with the City Council setting workshop dates for Council goals. During the month of March several study session workshops are held where the council hears the stated priorities of the community and its elected leaders and determine the goals for the upcoming fiscal year. During this month department managers prepare their budgets and are then submitted to the finance director. Concurrently, the Finance Department projects revenues for the same period. Department meetings are then held with the City Manager and budgets are reviewed and adjustments are made to keep the budget in balance.

The proposed budgets are then submitted to the City Council which then holds several work sessions in which the priorities are further defined. A public hearing during the month of June on the proposed budget is submitted by City staff. The City Council will then adjust department budgets to reflect the community's priorities taking into consideration the resources available to meet those objectives. After all adjustments are made, the City Council passes a resolution at a June Council Meeting adopting a budget which reflects estimated revenues and appropriations of monies to be spent, which in turn gives each of the City's departments the authority to spend money based on the adopted budget.

After the adoption of the budget, throughout the year scheduled reviews of the budget progress are presented to the Council. In February of the fiscal year, there is a mid-year review in which revenues and expenditures are reviewed and adjustments are made if necessary. Should the budget require any adjustments a City Council Resolution must be adopted.

INTRODUCTION

USING THIS DOCUMENT

Introduction

Provides a description of the budget development process and the citywide organization chart.

City Manager’s Budget Message

Overview of the budget including a summary of critical economic issues. City Council directed core services and basic operations for FY 2014-15.

City Council Goals, Objectives & Priority Projects

Overview of the City Council goals, objectives and priority projects for the community and financial stability of the City.

Budget summary

Comprehensive review of revenues and expenditures for all funds, as well as fund balances.

Revenue Estimates

General Fund revenue overview, description of revenue assumptions and methodology used to develop revenue estimates, revenue summary by category and historical trends.

Personnel and Staffing

Summary of funded personnel and staffing as well as a list of full-time personnel by position.

Department Sections

Presents summary information on the City’s operating departments:

City Council	Public Safety
City Manager’s Office	Public Works
Finance Department	Community Resources
Planning and Building	

Department-wide summary information includes strategic goals and accomplishments, organizational charts as well as, expenditures over five fiscal years.

Enterprise Funds

The Enterprise funds consist of Water and Wastewater. The water distribution program maintains all of the City’s water mains, carries out replacement projects when necessary and installs new water mains when required. Water meter reading is

INTRODUCTION

performed by this program as well reading over 3,000 water meters. The water treatment program operates and maintains the Kimball Water Treatment Facility, the Feige Canyon Water Tank and the North Bay Aqueduct pump station to ensure that safe potable water is delivered to the City's residents.

The sewer collection program maintains four sewer lift stations in the City and all of the City's existing sewer mains and reclaimed water mains, 329 sewer manholes, making repairs and replacements when necessary and installing new sewer mains and reclaimed water mains when required. The wastewater treatment program operates and maintains the Calistoga Wastewater Treatment Facility and disposal system.

Special Funds

Overview of each of the City's Special Funds, including fund descriptions, revenues and expenditures. Special funds account for revenues and expenditures that are restricted by law or set aside for a special purpose.

Equipment Replacement Fund

Overview of the operating and maintenance costs related to the City's computer network, workstation system, purchase and maintenance of vehicles, as well as fixed and maintenance costs related to information technology that benefit all other City funds and programs.

Capital Improvement Program Budget

The Capital Improvement Program (CIP) budget details the acquisition, construction or rehabilitation of major capital facilities and infrastructure. The CIP budget is used to account for the receipt and disbursement of funds for specific CIP projects. For several projects, revenue resources and expenditures may extend over several years.

Responsibility for Preparation

The finance department, a division of the City Manager's office is responsible for coordinating all revenue estimates contained in the budget. Estimates are reached by analyzing revenue history; national and local economic trends, development patterns in the local economy, and projections by outside consultants. Revenue projections used in the annual budget are based on conservative assumptions to ensure the City has adequate financial resources to meet the obligations and complete all programs approved by the City Council within the course of the fiscal year.

The finance department also coordinates the development of all expenditure budgets with respective departments, publishes the Budget books and prepares the staff reports.

INTRODUCTION

Budget Adoption

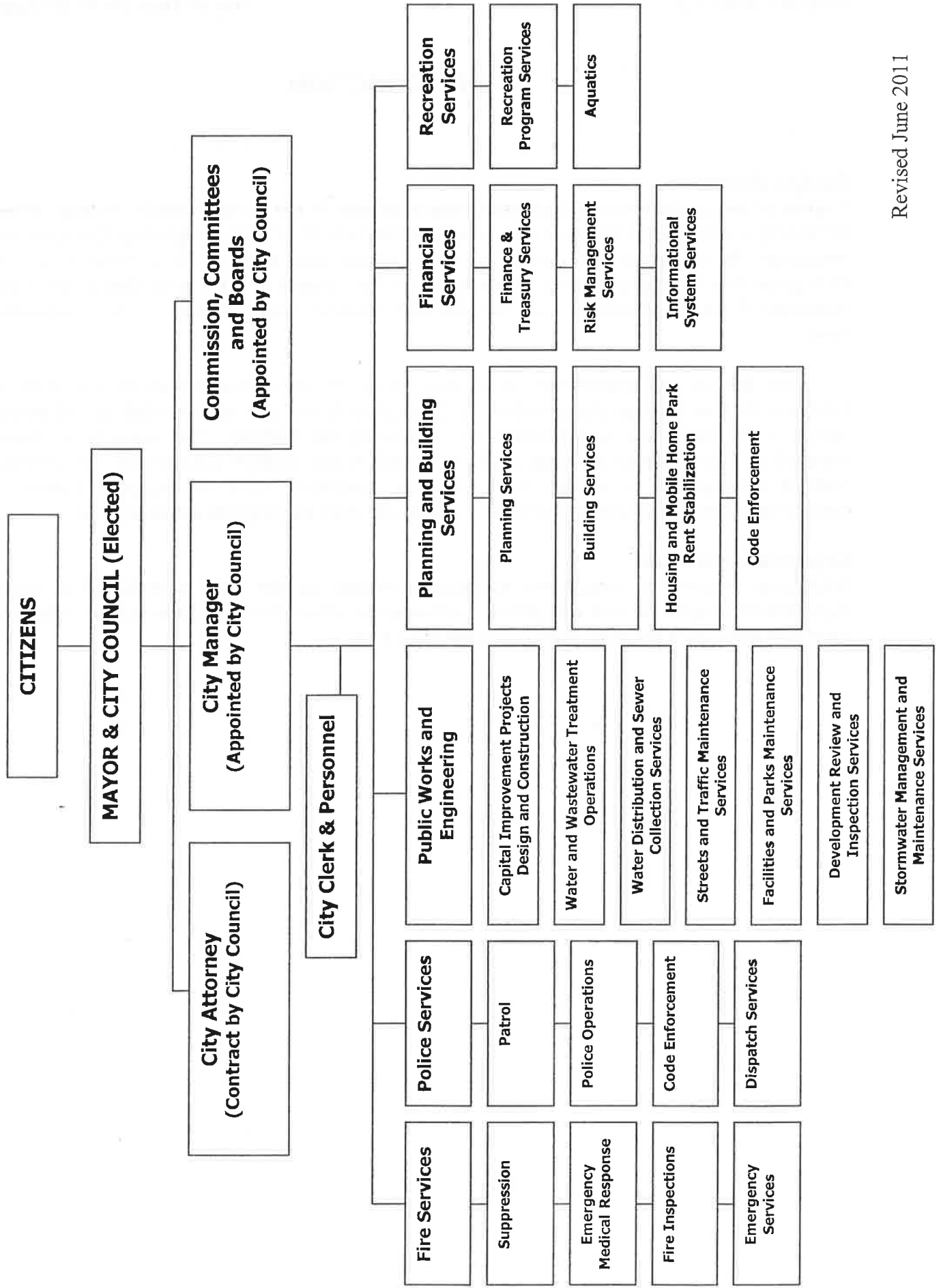
Copies of the preliminary budget are made available to the general public in May. After providing opportunities for public review and discussion at workshops and City Council meetings, the budget is adopted by the City Council prior to June 30 at either a special or regular City Council meeting. After adoption the budget may be amended by the City manager if an amendment does not exceed existing appropriations in any separate fund.

If during the year a department finds that more money is needed to be spent on a program that was originally adopted by Council or there are new funded or unfunded needs to be met there is a process for amending the budget. The department must present to City Council the reason for requesting the budget adjustment. If Council finds it appropriate to adjust the budget a resolution must be adopted before a department can spend money amounting to more than the original appropriation.

Organizational Chart

Additional information about the services provided by the City is included in each department chapter in this document. Information about the City services can also be found on the City's website (www.ci.calistoga.ca.us).

CITY OF CALISTOGA ORGANIZATIONAL CHART



City Council Goals, Objectives & Priority Projects**Fiscal Year 2014-15****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 maintains a minimum General Fund reserve of 30% by Fiscal Year 2014-15.
6. Increase the Water and Wastewater Fund reserves to a minimum of 20% within two 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. Maintain current City services and operating costs at the most economically viable levels commensurate with equal service levels.

Priority Projects

1. Increase the General Fund reserve to a minimum of 30% of total operating funds (approximately \$1.6 million) by Fiscal Year 2014-15.
2. Adopt and implement development impact and in-lieu fees.
3. Explore establishing a program to encourage façade and other aesthetic improvements to Lincoln Avenue businesses.
4. Adopt economic development measures and other incentives to promote beneficial new development, businesses and job growth.

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.
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.

City Council Goals, Objectives & Priority Projects**Fiscal Year 2014-15****Goal 2: (cont.)**

5. Address the animal control services provided by the City and explore formalized outside service provision.
6. Enhance community disaster preparation, including wildfires.

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. Evaluate and adjust staffing levels if appropriate to provide optimum service.
3. Adopt a City file archive system, prepare a schedule for each department and implement system.
4. 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.
5. Work with CalFire and Napa Fire-Wise to evaluate potential wildfire impacts, educate residents on minimizing wildfire damage, and prepare for post-fire recovery.
6. Conduct a community forum to identify what projects and programs are desired by the community to be funded by increased revenues from new resort projects in the next three to five years.

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.
8. Determine a feasible way to initiate the spa geothermal metering program in accordance with the spa settlement agreements.

City Council Goals, Objectives & Priority Projects**Fiscal Year 2014-15****Goal 3: (cont.)**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. Initiate the preparation of conceptual plans for the Foothill Boulevard/Lincoln Avenue and Foothill Boulevard/Petrified Forest Road intersections.
3. 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.
4. 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.
5. Continue data collection for a citywide sewer model.
6. Replace the Grant Street storm drain culvert.
7. Provide routine maintenance and cleaning of downtown sidewalks from May through October.
8. Facilitate replacement of the lower Washington Street sewer trunk line.
9. Prepare a water supply contingency plan to address potential water needs during the drought and alternatives on how to address them.

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. Implement the Climate Action 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. Update the Bicycle Plan and Circulation Element to integrate goals and programs for pedestrian facilities.

City Council Goals, Objectives & Priority Projects**Fiscal Year 2014-15****Goal 5: Enhance Calistoga's small-town rural character by making it attractive and safe.**Objectives

1. Promote Calistoga as a walking- and cycling-friendly city.
2. Educate our youth on crime prevention and substance abuse awareness.
3. Provide a code enforcement program that is efficient, readily understandable and predictable.
4. Maintain Calistoga's small town character through implementation of general plan goals and policies.

Priority Projects

1. Work with local schools on youth gang and substance abuse issues and support the crime intervention activities of the Boys and Girls Club.
2. Adopt updated code enforcement manual and nuisance abatement regulations.

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 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.
5. Maximize recreational swimming opportunities for the community.
6. Create new recreational programs and activities sponsored by the City that meet the needs of seniors in Calistoga.
7. The City shall cooperatively work with the Boys and Girls club of Calistoga to restore the Teen Center activities in an expeditious manner.

City Council Goals, Objectives & Priority Projects

Fiscal Year 2014-15

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. Consider options to maintain mobile home parks as an affordable housing option as recommended in the affordability study and develop means to keep them affordable to residents.
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 to address identified needs.
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.
5. Identify and remove impediments to development of second dwelling (“granny”) units that are within the City’s authority.

<p>Budget Summary All Funds Summary</p>

	General Fund	Water Fund	Water Capital	WWTP Fund	WWTP Capital	Equip Replc	Special Revenue
Revenues	9,984,214	2,502,128	1,287,948	2,370,548	2,355,976	387,743	2,536,482
Expenditures	8,014,374	2,879,730	-	2,668,620	-	321,443	1,121,273
Net							
Surplus/Deficit	1,969,840	(377,602)	1,287,948	(298,072)	2,355,976	66,300	1,415,209
Other Sources	646,500	134,813	2,327,200	-	1,300	-	
Special Projects Expenses	(6,000)	-	-		-	-	-
Capital Projects Expenses	(1,103,500)	-	(2,527,700)	-	(1,784,000)	-	-
Equipment Purchases	(80,345)	(10,005)		(21,000)		(189,140)	
Debt Payments	(56,532)	(614,192)	(135,703)	(696,364)		(153,139)	(342,643)
Transfers In	323,742	703,597	-	717,364	-	128,872	561,776
Transfers Out	(748,533)	-	(624,197)		(717,364)	-	(677,385)
Add non-cash Depreciation	-	425,000		642,000	-	168,000	-
Total Net Chg							
FY 14-15	945,172	261,611	327,548	343,928	(144,088)	20,893	956,957
Beg Fund Balance							
07/01/14	2,867,240	576,212	336,599	518,871	1,067,854	363,704	1,650,862
End Fund Balance							
06/30/15	3,812,412	837,823	664,147	862,799	923,766	384,597	2,607,819

Total City-Wide Fund Balances 07/01/14	7,381,342
Total City-Wide Fund Balances 06/30/15	10,093,363

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 the City's total General Fund revenues for FY 2014-15 are projected to increase by \$1,417,793 or 16.6% (excluding transfers in) from current estimates for FY 2013-14. The three main sources of revenue for the City which include Transient Occupancy Tax, Property Tax and Sales tax will increase modestly. The Indian Springs Resort Expansion Project is anticipated for completion in October 2014 which will bring in additional Transient Occupancy Tax. 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

Summary of General Fund Resources

Table 1 summarizes and compares actual General Fund resources realized in FY 2012-13, an estimate of FY 2013-14 resources and projected FY 2014-15 revenues. The emphasis of this table is to provide a comparison between the FY 2013-14 revenues and resource estimate and FY 2014-15's projection.

Table 1 Resources BY Category	FY 2012-13	FY 2013-14	Fy 2014-15	Increase/(Decrease)	
	Actual	Estimate	Adopted	\$	%
Property Tax	1,685,766	1,670,750	1,705,214	34,464	2.1%
Sales Tax	954,573	922,257	950,000	27,743	3.0%
Transient Occupancy Tax	3,948,825	4,319,385	4,786,000	466,615	10.8%
Other Taxes	326,308	325,302	332,100	6,798	2.1%
Licenses and Permits	92,315	168,500	511,500	343,000	203.6%
Fines, Forfeitures & Penalties	33,075	24,500	25,500	1,000	4.1%
Use of Money and Property	20,249	19,545	20,500	955	4.9%
Funds from Other Agencies & Grants	82,666	115,000	64,000	(51,000)	-44.3%
Charges for Services	778,797	986,082	1,579,400	593,318	60.2%
Other Revenue	155,730	15,100	10,000	(5,100)	-33.8%
Total Revenues by Category	8,078,304	8,566,421	9,984,214	1,417,793	16.6%
Other Transfers In	372,874	395,362	323,742	(71,620)	-18.1%
Total General Fund Resources	8,451,178	8,961,783	10,307,956	1,346,173	15.0%

In FY 2014-15, it is anticipated that General Fund operating revenues will increase 16.6% compared to FY 2013-14 estimates, while total General Fund resources (including transfers-in) will increase by 15.0%. The increase is due primarily to the anticipated increase in permits and permit valuations, plan check and building inspections, completion of Indian Springs and the Silver Rose Resort Project. Transient Occupancy Tax will increase by 10.8% due to Indian Springs; property Tax will increase by 2.1% and sales tax will increase by 3%.

Table 2 summarizes and compares actual General Fund resources realized in FY 2012-13, the adopted FY 2013-14 Budget, and projected FY 2014-15 resources. The emphasis of this table is to provide a comparison between the FY 2013-14 revenue and resource budget and FY 2014-15's projection.

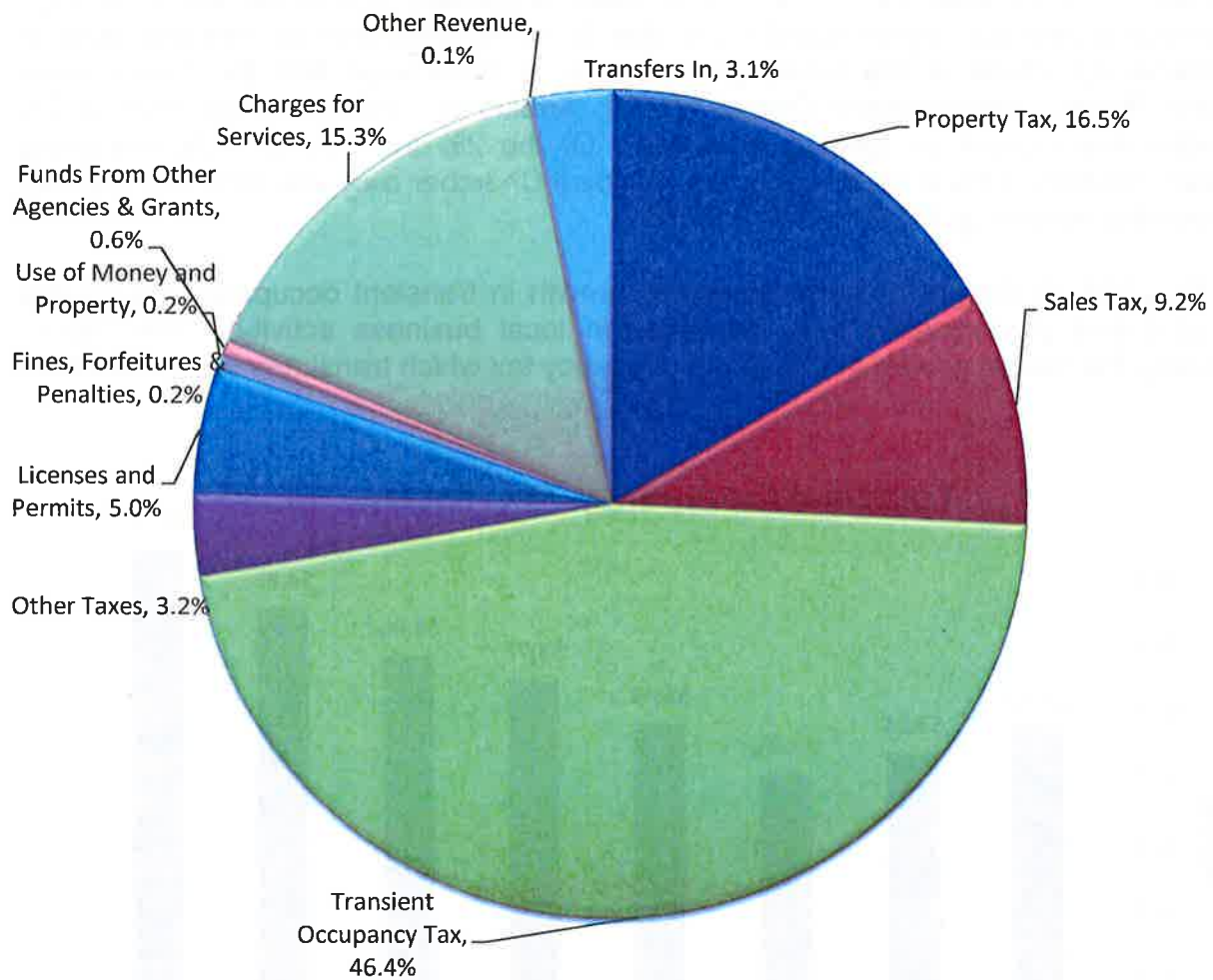
Table 2 Resources BY Category	FY 2012-13	FY 2013-14	Fy 2014-15	Increase/(Decrease)	
	Actual	Budget	Adopted	\$	%
Property Tax	1,685,766	1,626,178	1,705,214	79,036	4.9%
Sales Tax	954,573	922,257	950,000	27,743	3.0%
Transient Occupancy Tax	3,948,825	3,944,385	4,786,000	841,615	21.3%
Other Taxes	326,308	311,882	332,100	20,218	6.5%
Licenses and Permits	92,315	342,750	511,500	168,750	49.2%
Fines, Forfeitures & Penalties	33,075	24,500	25,500	1,000	4.1%
Use of Money and Property	20,249	19,545	20,500	955	4.9%
Funds from Other Agencies & Grants	82,666	65,000	64,000	(1,000)	-1.5%
Charges for Services	778,797	1,009,279	1,579,400	570,121	56.5%
Other Revenue	155,730	13,500	10,000	(3,500)	-25.9%
Total Revenues by Category	8,078,304	8,279,276	9,984,214	1,704,938	20.6%
Other Transfers In	372,874	277,570	323,742	46,172	16.6%
Total General Fund Resources	8,451,178	8,556,846	10,307,956	1,751,110	20.5%

Revenue and Resource Estimates

General Fund

General Fund resources are anticipated to increase from the FY 2013-14 budget by \$1,346,173 or 15.0%, due primarily to the anticipated increase in permits and permit valuations, plan check and building inspections, completion of the Indian Springs Expansion and the Silver Rose Resort project.

The following chart illustrates the composition of the City's General Fund resources projected for FY 2014-15 at **\$10,307,956**



Revenue Profiles

The following section provides a profile of the City's major General Fund (operating budget) revenue categories.

The revenue profiles provide background information on each revenue category. Trend information, including a 8-year graph, is also provided as well as a discussion of the future outlook for each category.

Revenue and Resource Estimates

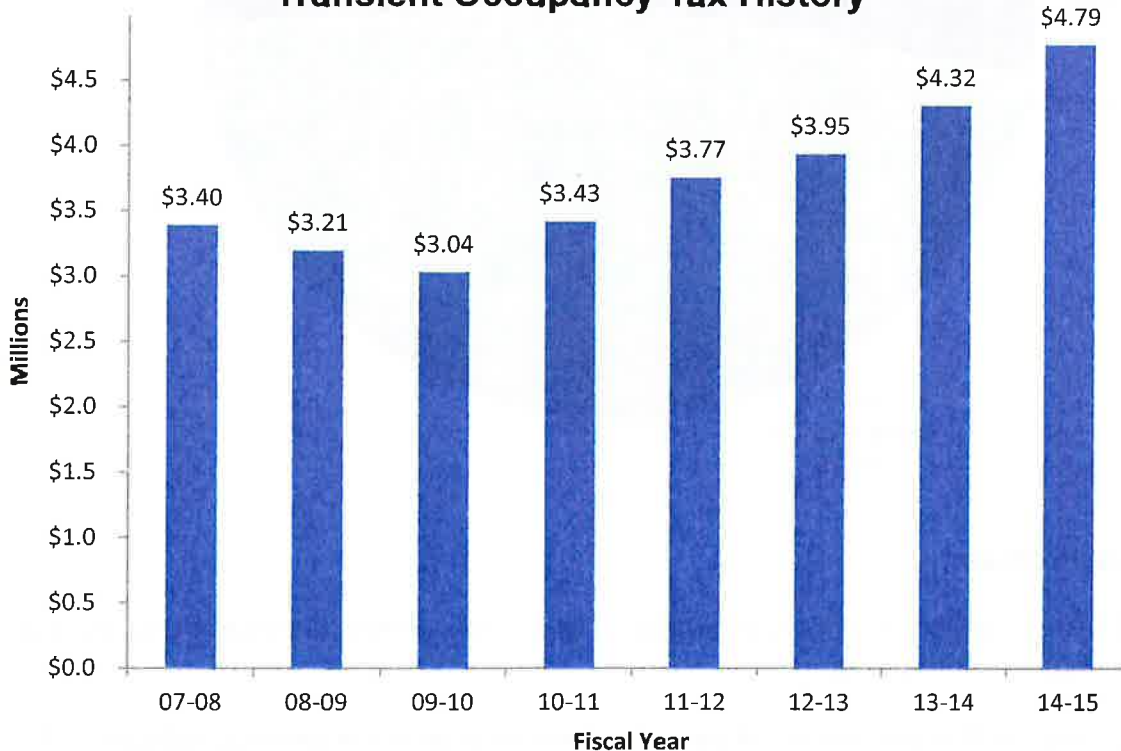
Transient Occupancy Tax

Transient Occupancy Tax is a 12% tax applied to the cost of lodging stays. Factors influencing transient occupancy tax revenues include business and leisure travel, local business activity and room rate increases. Transient taxes are the largest revenue for the General Fund and accounts for 46.4% of all projected General Fund resources next year.

Transient Occupancy Tax has rebounded strongly from the recessionary bottom in FY 2008-09 and FY 2009-10. It is estimated for FY 14-15 the transient occupancy tax will increase by 10.8% from FY 13-14. The increase is partially due to the Indian Springs Expansion project coming on board in October 2014. An additional contributing factor is the marketing efforts of the Calistoga Chamber of Commerce and the County-wide Tourism Bureau Improvement District (TBID). Additional funding comes from a 2% voluntary assessment on lodging revenues. Of the 2% the County wide marketing program receives 74% of revenues while the local Chamber receives 25% and the City receives the remaining 1% for administration.

The FY 2014-15 Budget projects continued growth in transient occupancy tax for the City of Calistoga consistent with increases in local business activity. The City is projecting 3% overall growth in transient occupancy tax which translates to \$4,786,000.

Transient Occupancy Tax History



Revenue and Resource Estimates

Property Tax

Property tax is an ad valorem tax imposed on real property, such as land, buildings and tangible personal property. Property tax revenue is collected by the County and allocated according to state law among cities, counties, school districts and special districts. Calistoga property owners pay a basic tax equal to 1% of the assessed value on real property. As part of the State Budget Act of 2004, the legislature reduced motor vehicle license fee (VLF) revenue allocations to cities, replacing this funding with additional property tax allocations that change proportionately with the City’s annual assessed valuation (property tax in-lieu of VLF revenue). In total (including in-lieu of VLF revenue), the City receives approximately 20¢ of every dollar collected of property tax collected with larger shares going to local schools, community colleges and Napa County. Property tax accounts for 16.5% of all General Fund resources projected next year.

Home sales have begun to rebound in many parts of the State. The increased sales are due to less distressed homes on the market, low mortgage rates and affordable prices are proving attractive for buyers and finally convincing them to reenter the market.

The City works with a property tax consultant in projecting property tax revenue, an estimate made with five factors in mind: property turnover rate, pricing and appeals exposure, new construction activity, Proposition 8 administrative reductions and Proposition 13’s annual inflation adjustment. After considering these factors, the City has projected Calistoga’s property tax revenue will increase by \$34,464 in FY 2014-15.



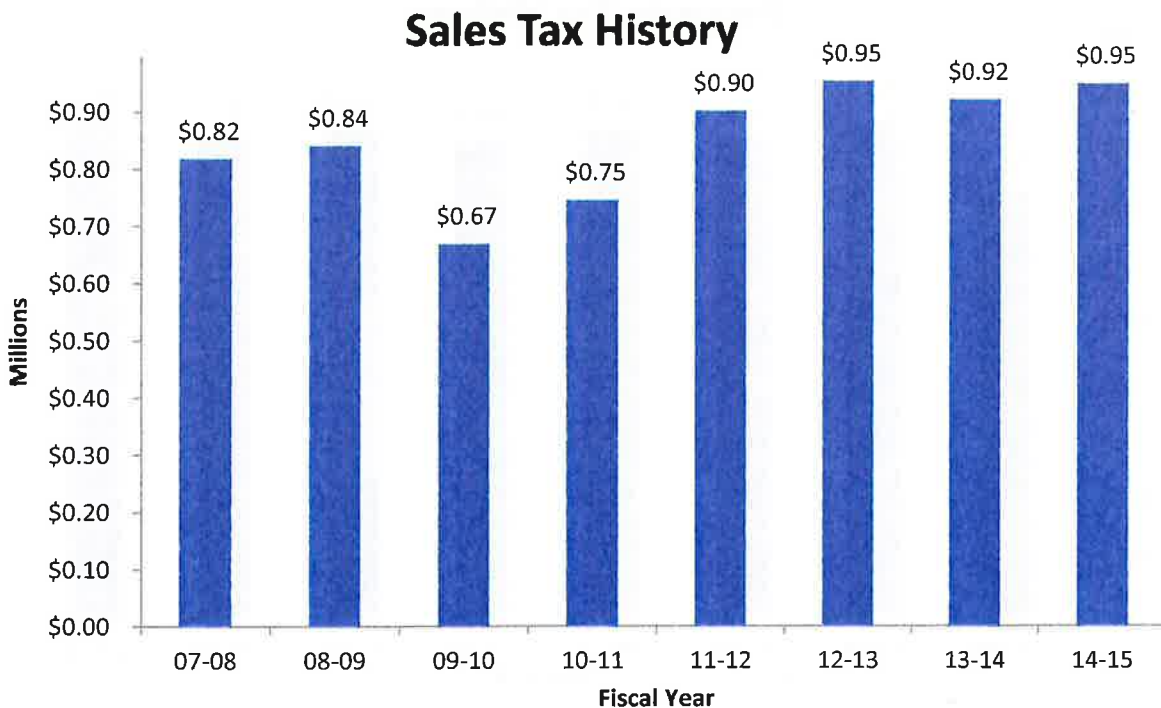
Revenue and Resource Estimates

Sales Tax

California sales tax is imposed on the total retail price of any tangible personal property (excluding a variety of state mandated exemptions), while use tax is imposed on the purchaser for eligible transactions when sales tax has not been collected. The sales and use tax rate in Napa County is currently 8% of which Calistoga receives 1% from the California Board of Equalization for transactions occurring within the City. Sales tax makes up 9.2% of next year’s overall General Fund resources.

Sales tax revenues continue to remain stable when compared to last year. Gross taxable sales in the City of Calistoga were up 5.7% in calendar year 2013 compared to 2012.

The City works closely with the sales tax consultant, HDL, Coren & Cone, in projecting sales tax revenue. Based on HdL’s analysis of the trend in year-to-date tax receipts and an examination of local business data, the consultant anticipates the City will receive sales tax revenue of \$950,000 this year. For FY 14-15 revenues are anticipated to increase by 3% when compared to FY 13-14.



Revenue and Resource Estimates

Other Taxes

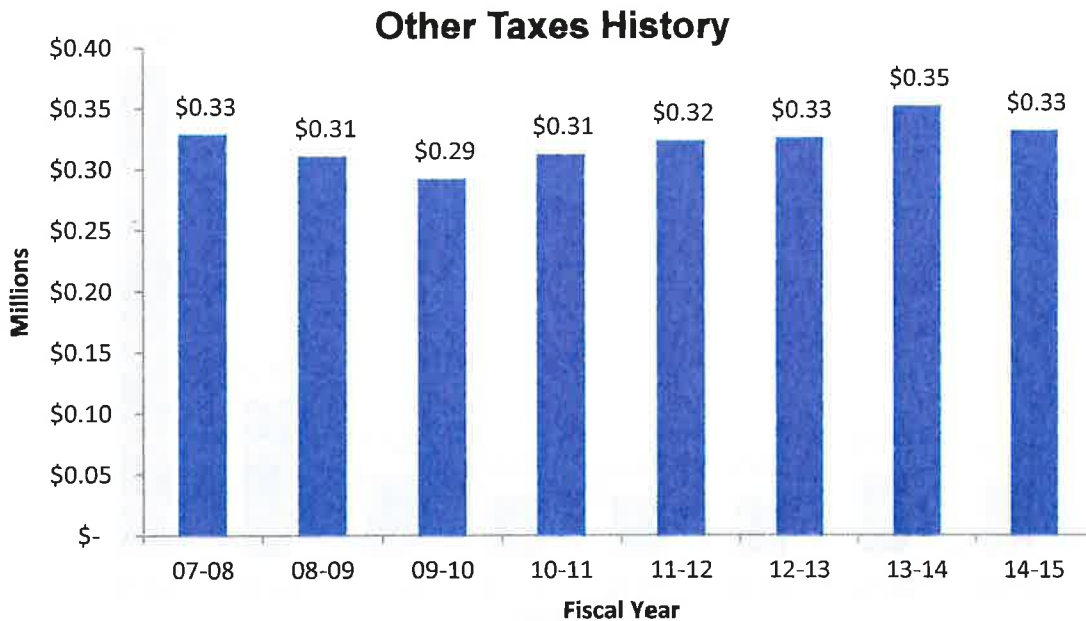
For the City of Calistoga other taxes include Franchise taxes, manufacturing taxes and business license taxes.

Franchise tax revenue consists of a tax on electric, gas, cable television and refuse. The state sets electric and gas tax rates that equal 1% of gross annual revenues, refuse revenue is 6% of annual gross revenues and 5% of gross cable television annual revenues from within the City of Calistoga.

Manufacturing tax revenues consists of a tax on manufacturing and/or wholesaling of mineral water, geothermal water products and byproducts, and for marketing, selling and distributing thereof. The City of Calistoga Municipal Code 5.04.255 set the tax rate at one dollar and twenty cents per thousand dollars of the monthly gross receipts.

Business License tax revenues consist of a tax required from any person who is doing business within the City as defined in the Municipal Code. On January 1, 2013, Senate Bill 1186 became effective of the California Government Code. It imposed a one dollar (\$1) state-mandated fee on any applicant for a local business license. Of the \$1.00 the City retains .70¢ and the .30¢ is forwarded to the State. These fees will be deposited in the Disability Access and Education Revolving Fund.

Other taxes remain stable and consistent over the long-term. Other taxes are impacted by changes in gas and electric pricing and number of businesses. For FY 14-15 other taxes are estimated at \$332,100 which is a 2.1% increase from FY 13-14 at \$325,302.



Revenue and Resource Estimates

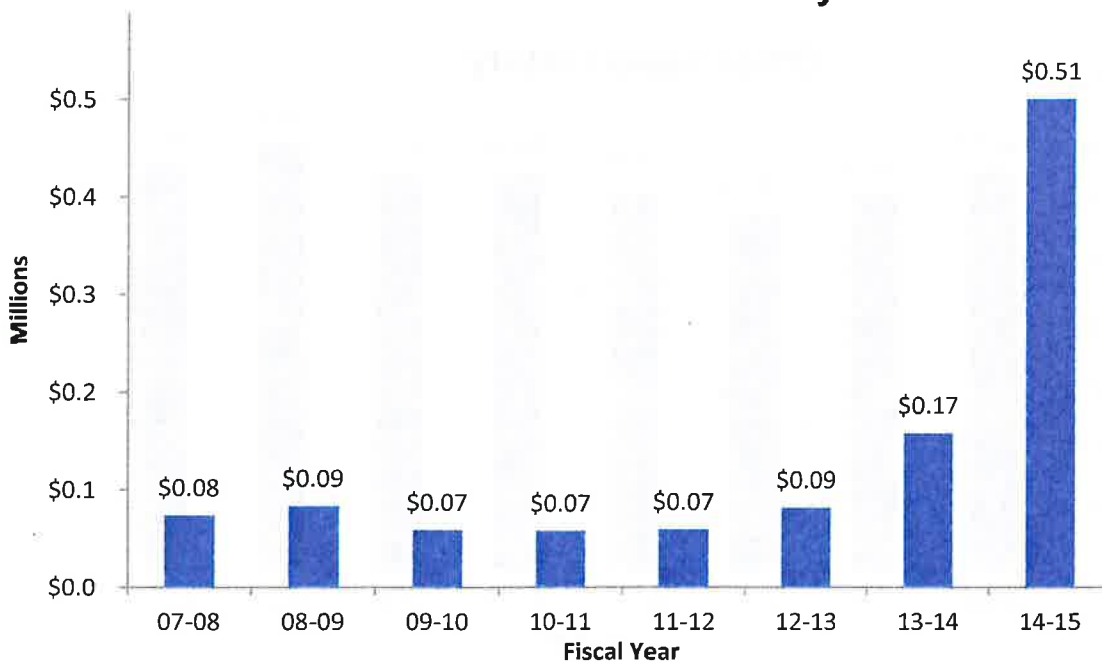
Licenses and Permits

Licenses and Permits mainly represent fees collected for inspection and licensing for construction of new residential, commercial and industrial sites. Licenses and Permits account for 5.0% of the General Fund resources next year.

Licenses and Permits dipped significantly in FY 09-10, FY 10-11, FY 11-12 and FY 12-13 due to the recession. In FY 13-14, licenses and permits were projected to increase 443% from FY 12-13 due to anticipated development projects: Calistoga Family Apartments, Indian Springs, and the Brian Arden Winery. The FY 13-14 Budget projects revenues at \$168,500.

It is estimated for FY 14-15, licenses and permits will increase 203.6% from FY 13-14 primarily due to anticipated development projects; Indian Springs Expansion Project and Silver Rose Resort Project. The FY 14-15 Budget projects revenues at \$511,500.

Licenses and Permits History



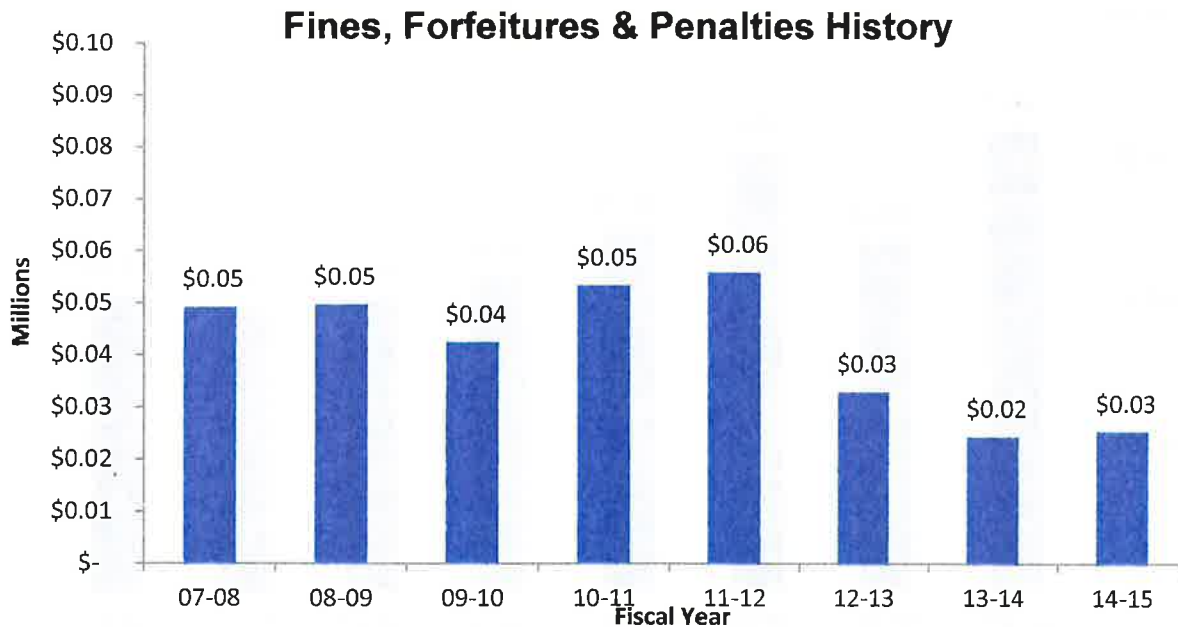
Revenue and Resource Estimates

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties are fees collected through vehicles, fines, misdemeanors, local parking fines and delinquent penalties on unpaid fees. Vehicle fines and misdemeanor revenue is collected by the County. Fines, forfeitures and penalties account for .2% of all General Fund resources projected next year.

Fines, forfeitures and penalties go up and down depending on consumer habits. Vehicle code fines for FY 13-14 are estimated to be 23% less than FY 12-13. Misdemeanor fines for FY 13-14 are estimated to be 47% more than FY 12-13. Delinquent Penalties for FY 13-14 are estimated to be 26% less than FY 12-13.

The City has projected Calistoga's fines, forfeitures and penalties will increase by 4.1% in FY 2014-15 to \$25,500.



Revenue and Resource Estimates

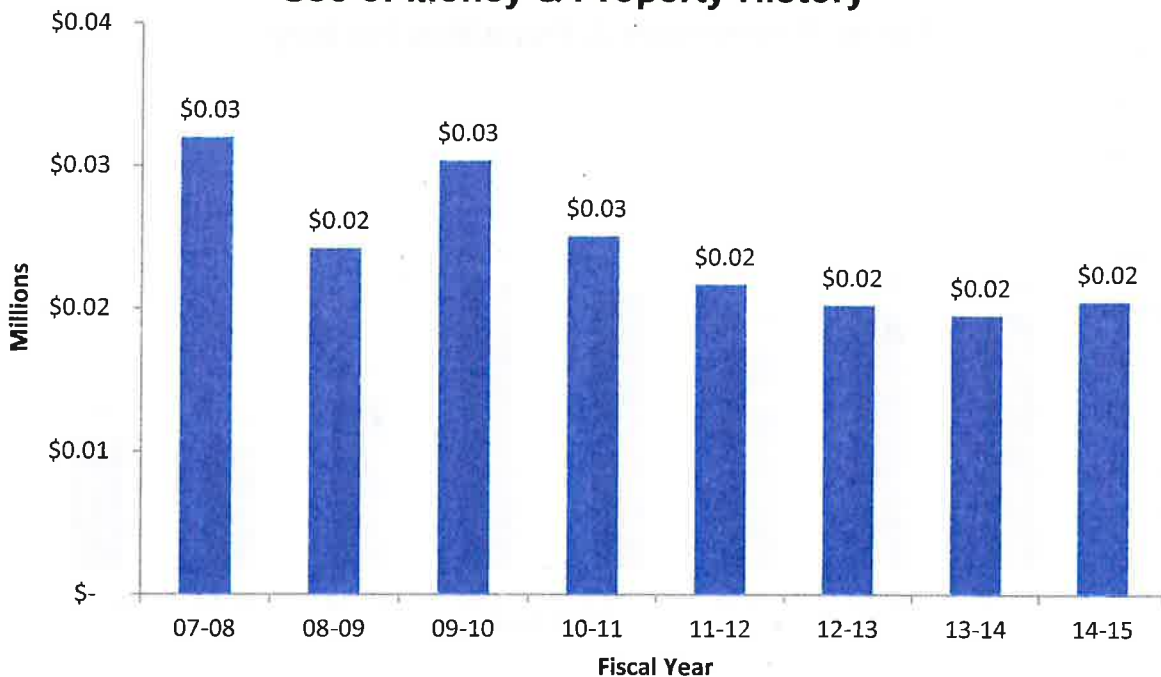
Use of Money and Property

Use of money and property represents earnings on the General Fund's investments (mainly fund balances) and any funds received from City owned facility rentals. The City keeps any excess funds in the Local Agency Investment Fund (LAIF). LAIF is a voluntary program created by statute, began in 1977 as an investment alternative for California's local governments and special districts. The program offers local agencies the opportunity to participate in a major portfolio, which invests hundreds of millions of dollars, using the investment expertise of the State Treasurer's Office investment staff at no additional cost to the taxpayer. As of March 13, 2014 LAIF's average monthly yield was .285. City owned facilities are rented out to the community for special events throughout the year. In addition the City rents a facility to EMS Management LLC for ambulance services.

Use of money and property account for .2% of the General Fund resources projected next year. Use of money and property fluctuates from year to year as excess funds for the City fluctuate as well.

Based on current yields and historical yields of LAIF the City is projecting \$20,500 for FY 14-15 for the use of money and property.

Use of Money & Property History



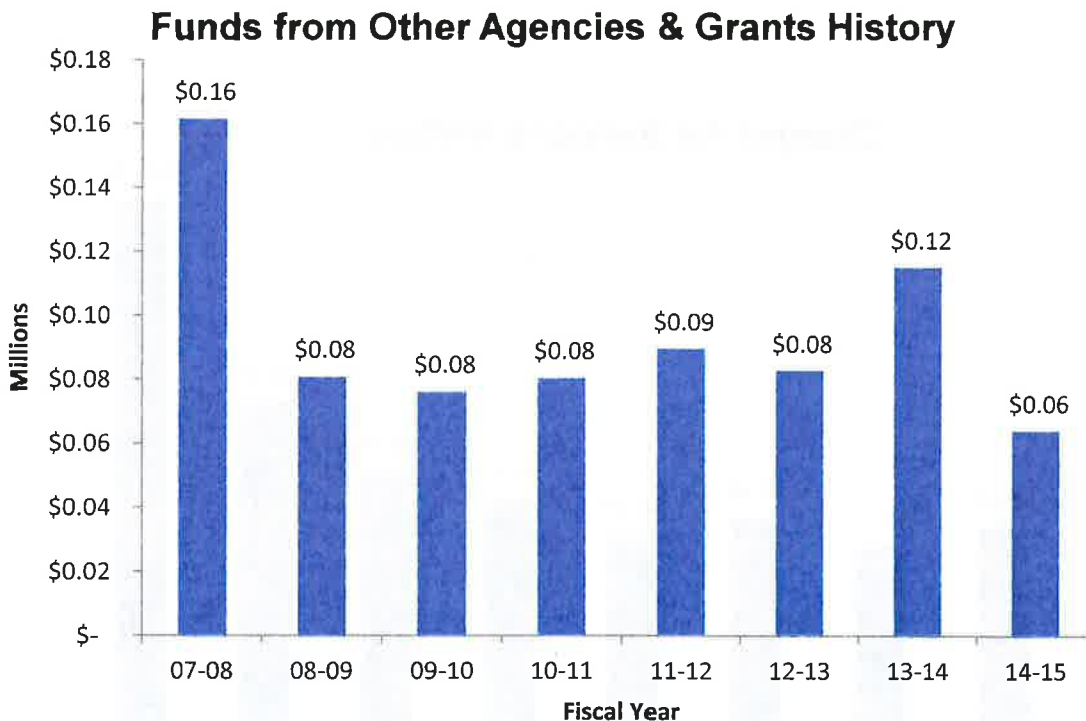
Revenue and Resource Estimates
Funds from Other Agencies & Grants

Funds from other agencies and grants category consists of funding from the State's Public Safety Augmentation Fund, Motor Vehicle in-lieu fees, homeowner property tax exemptions and State grants for FY 14-15.

Motor vehicle license fee (VLF) made up a significant portion of the City's overall revenues until 2004 when Governor Schwarzenegger reduced the vehicle license fee rate, replacing this revenue with increased City and County allocations of property tax. With the adoption of the State of California's FY 2011-12 Budget, the City will no longer be receiving the same level of VLF revenues. The City's VLF revenue has decreased from nearly \$229,000 in FY 2003-04 to the FY 2014-15 estimate of \$4,000.

The state grants the City has been receiving have been used for recycling projects.

Funds from other agencies and grants have decreased over the long-term. For FY 14-15 funds from the State Public Safety Augmentation to be received are \$50,000; \$4,000 from Motor Vehicle in-lie fees; \$5,000 from Homeowner Property Tax Exemptions and State Grants of \$5,000 for a total estimated at \$64,000 when compared to FY 13-14 at \$115,000.



Revenue and Resource Estimates

Charges for Services

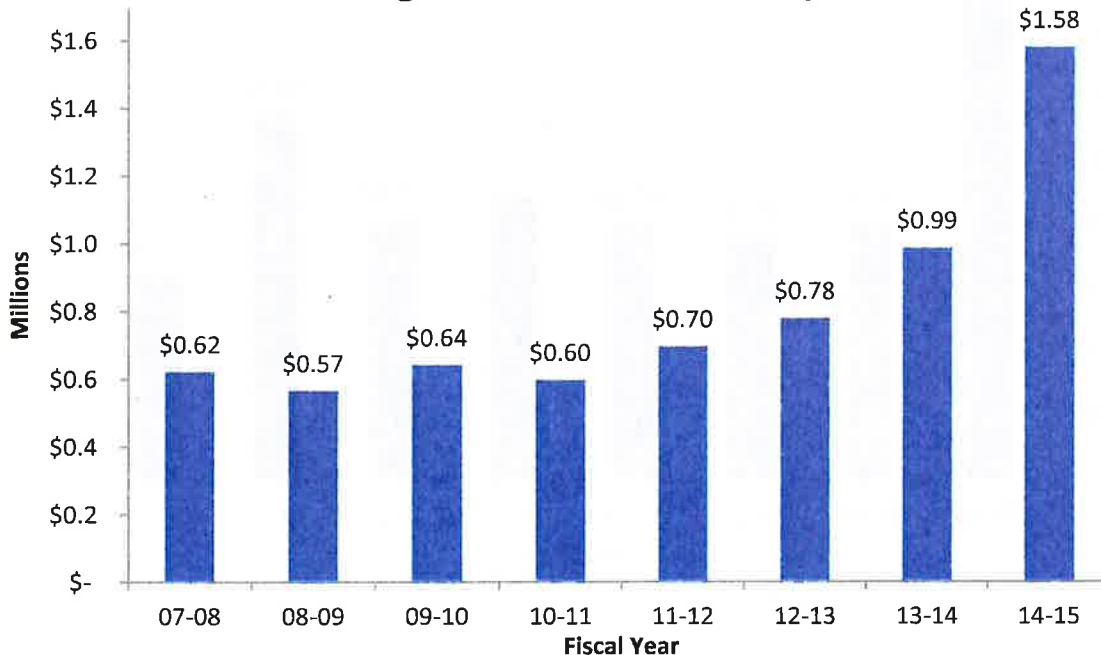
Charges for services revenue category consists primarily of fees for police services, fire services, planning services, public works services, community services recreational and community activities, plan check fees, reimbursement for services and central service overhead fees. Charges for Services account for 15.3% of the General Fund resources next year.

Charges for services revenue has fluctuated from fiscal year to year primarily due to little or no growth in development and Community Service’s program offerings.

Revenue estimates are based on the projected number of classes, number of participants and fee charges and staff’s estimate regarding the demand for classes and programs. There has been strong demand for swimming classes in the City and these program revenues have demonstrated continuing growth in recent years.

It is estimated for FY 14-15, charges for services will increase 60.2% from FY 13-14 primarily due to continued interest in recreational activities and anticipated development projects; Indian Springs Expansion Project and Silver Rose Resort Project. The FY 14-15 Budget projects revenues at \$1,579,400

Charges for Services History



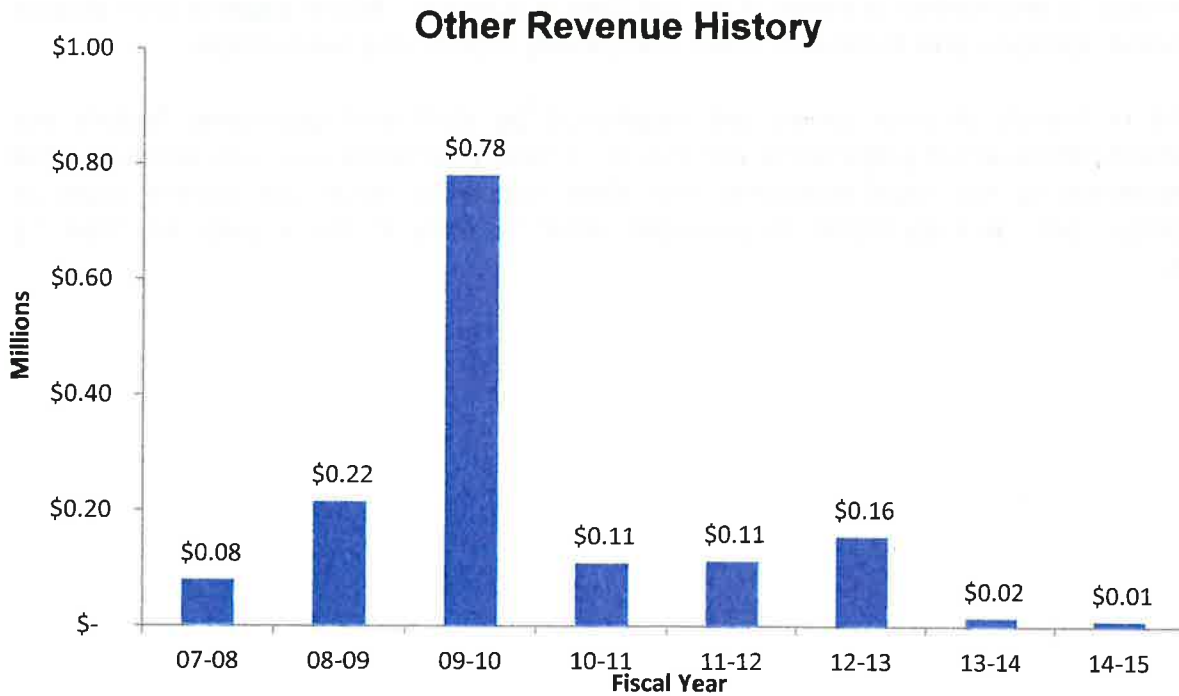
Revenue and Resource Estimates

Other Revenue

Other revenue category fees collected are fees for public records requests, Cal Card incentives for timely payments, police and fire reimbursements for Lexipol (policy manuals) and reimbursements from PARSAC, the City’s risk management carrier for liability, property, fraud, automobile and workers compensation premiums. The other revenue category accounts for .1% of all General Fund resources projected next year.

The chart below shows in FY 2009-10 other revenues as \$780,949. The reason for the increase in revenues was due to the retention being held for the swimming pool construction which eventually ended in a settlement with the construction company.

Revenue estimates are based on trend analysis. The City has projected that Calistoga’s other revenue will decrease by 33.8% in FY 2014-15. Other revenues will include reimbursements from Cal Card, Lexipol policy for fire and police, and PARSAC insurance premiums for a total of \$10,000.



Revenue and Resource Estimates**Transfers In**

Transfers in include overhead and operating reimbursements, as well as one-time transfers which include fund and project close-outs.

The amount of general City support costs is based on costs attributable to development services. Direct costs of developed related services and all development services revenue are budgeted in special funds. The portion of the fee revenues attributable to overhead support costs are shown as a transfer to the General Fund to reimburse the City of general overhead support. In FY 2014-15, the overhead reimbursement transfer is estimated at \$323,742.

For FY 2014-15 the Gas tax fund will contribute \$195,000 for street operations; Police grant fund \$75,322 for front-line police operations; Recreation fund \$5,300 to offset the longer pool season; mobile home park fund \$7,520 for staff time spent on inspections; Public Safety Impact Fund \$30,000 for Police Facility Improvements; Community Development \$6,000 for the completion of an impact fee study; and the Abandoned Vehicle fund \$4,600 for police operations.

For FY 2014-15, the difference between ongoing revenues and ongoing expenditures is a surplus of approximately \$1,969,840 before transfers or capital projects.

Conclusion

Revenue forecasting is used to predict resources available and forecasting can be problematic as estimating is more of an art than a science. Many experts and studies offer varied opinions and forecasts, each completely logical and reasonable.

Patterns or trends in prior years are examined by staff and economic factors are considered before initial projections are made. These estimates take into account what has happened to our local economy, the state economy, what our current revenue experiences are, and as much as possible, what is likely to occur over the next 12 months.

Personnel and Staffing Full Time Personnel by Position

Position	Final Budget FY 2013-14	Adopted FY 2014-15
Administrative Analyst	1.00	1.00
Administrative Secretary	1.00	1.00
Administrative Services Technician	1.00	1.00
Aquatics/Recreation Manager	1.00	1.00
Chief of Police	1.00	1.00
City Manager	1.00	1.00
Deputy City Clerk	1.00	1.00
Director of Administrative Services	1.00	1.00
Director of Planning and Building	1.00	1.00
Director of Public Works	1.00	1.00
Dispatcher	3.00	3.00
Dispatcher Supervisor	1.00	1.00
Executive Secretary to the City Manager	1.00	1.00
Fire Chief	1.00	1.00
Firefighter	3.00	3.00
Maintenance Superintendent	1.00	1.00
Maintenance Technician I	3.00	3.00
Maintenance Technician II	2.00	2.00
Maintenance Technician III	2.00	2.00
Plant Operator I	3.00	3.00
Plant Operator II	3.00	3.00
Plant Superintendent	1.00	1.00
Police Lieutenant	1.00	0.00
Police Officer	5.00	6.00
Police Sergeant	2.00	2.00
Senior Account Clerk	1.00	1.00
Senior Civil Engineer	1.00	1.00
Senior Planner	1.00	1.00
Senior Police Officer	1.00	1.00
Total Full Time Funded Personnel by Position	46.00	46.00

Personnel and Staffing Funded Personnel
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Department	Final Budget FY 2013-14	Adopted FY 2014-15
Administration	1.50	1.80
City Clerk	1.10	0.80
Finance	2.10	2.10
Planning & Building	2.50	2.50
Police	19.00	18.00
Fire	14.00	16.00
Public Works Administration	0.65	0.65
Public Works Streets	1.46	1.46
Public Works Parks	1.23	1.23
Public Works Pool	0.15	0.15
Public Works Maintenance	0.15	0.15
Public Works Government Buildings	1.45	1.45
Public Works Sharpsteen Museum	0.06	0.06
Recreation	8.00	7.00
Water Distribution	3.27	3.27
Water Treatment	3.28	3.28
Water Conservation	0.15	0.15
Sewer Collection	3.47	3.47
Sewer Treatment	5.48	5.48
Total Full Time Equivalent Funded	69.00	69.00

<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 2014-15 General Fund operating budget is based on resource projections which includes transfers in of \$10,307,956. Departmental operating expenditures and transfers out are budgeted at \$8,889,784.

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 2014-15 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 police officers labor group. It is anticipated signed Memoranda of Understanding will be in place by the end of July 2014. 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 2014-15 calls for a minimum 30% reserve in its General Fund by year's end. Based on staff recommendations the City will end Fiscal Year with a fund balance of \$3,812,412 which

<p style="text-align: center;">Budget Summary General Fund Summary</p>
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is in excess of the 30% objective. Revenue resources of \$500,000 will be committed to Public Employees Retirement System (PERS) for the unfunded liability of approximately \$7,000,000 and for rate increases and \$150,000 will be committed to future Retiree Benefits. An additional \$500,000 will be set aside for unforeseen reduction in revenues or increase in expenditures in the enterprise funds.

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, Deputy City Clerk and the Executive Secretary. 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 \$138,281.

<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 \$8,449,784.

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 \$1,672,210.

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 \$938,893 and revenues of \$240,000.

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 \$2,246,115 and revenues of \$172,600.

**Budget Summary
General Fund Summary**

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 \$1,345,493 and revenues of \$1,481,620.

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 \$1,086,908 and revenues of \$36,000.

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 \$586,474 and revenues of \$136,100.

General Fund Resources

General Fund Revenues total \$9,984,214. In addition General Fund resources include transfers in of \$323,742 to offset the cost of City overhead support For FY 2014-15; the Gas tax fund will contribute \$195,000 for street operations; Public Safety Impact Fee \$30,000 for police facility improvements; Police grant fund \$75,322 for front-line police operations; Recreation fund \$5,300 to offset recreational programs; Mobile home park fund \$7,520 for staff time spent on inspections; Community Development \$6,000 for impact fee study 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 \$10,307,956

RESOURCES

	<u>FY 12-13</u> <u>Actual</u>	<u>FY 13-14</u> <u>Adjusted</u>	<u>FY 14-15</u> <u>Projected</u>
<u>Revenues</u>			
Property Tax	\$ 1,685,766	\$ 1,670,750	\$ 1,705,214
Sales Tax	954,573	922,257	950,000
Transient Occupancy Tax	3,948,825	4,319,385	4,786,000
Other Taxes	326,308	325,302	332,100
Licenses and Permits	92,315	168,500	511,500
Fines, Forfeitures	33,075	24,500	25,500
Interest & Use of Property	20,249	19,545	20,500
Revenues from other Agencies	77,666	60,000	59,000
Grants- Operations	5,000	55,000	5,000
Charges for Services	778,797	986,082	1,579,400
Other Revenues	155,730	15,100	10,000
<i>Sub - Total General Fund Revenues</i>	\$ 8,078,304	\$ 8,566,421	\$ 9,984,214
<u>General Fund Transfers in (from)</u>			
Fund 21 (Gas Tax)	\$ 95,000	\$ 95,000	\$ 195,000
Fund 25 (MTC Grants)	\$ 44,691		
Fund 40 (Public Safety)	-	38,540	30,000
Fund 41 (Police Grants)	79,619	145,322	75,322
Fund 87 (Recreation)	6,100	8,000	5,300
Fund 33 (Landscape Maintenance)	-	-	-
Fund 27 (Mobile Home Park- Administration)	11,000	8,985	7,520
Fund 38 (CDBG- Administration)	-	1,123	-
Fund 79 (Abandoned Vehicle)	4,600	4,600	4,600
Fund 39 (Community Development)	131,864	93,792	6,000
<i>Sub - Total General Fund Transfers In</i>	\$ 372,874	\$ 395,362	\$ 323,742
TOTAL GENERAL FUND RESOURCES	\$ 8,451,178	\$ 8,961,783	\$ 10,307,956

Budget Summary
General Fund Summary

General Fund Expenditures

General Fund expenditures are \$8,899,784

APPROPRIATIONS

	FY 12-13	FY 13-14	FY 14-15
	<u>Actual</u>	<u>Adjusted</u>	<u>Projected</u>
<u>Operating Appropriations</u>			
City Council and City Clerk	\$ 176,052	\$ 162,502	\$ 138,281
Support services	1,405,992	1,586,278	1,672,210
Fire Services	841,996	948,016	938,893
Planning & Building	414,531	654,732	1,345,493
Police Services	2,184,026	2,304,342	2,246,115
Public Works	872,239	1,008,304	1,086,908
Recreation Services	<u>497,407</u>	<u>588,891</u>	<u>586,474</u>
<i>Total Operating Appropriations</i>	\$ 6,392,243	\$ 7,253,065	\$ 8,014,374
 <u>Operating Transfers Out (To)</u>			
MTC Grant Fund	\$ -	\$ 3,886	\$ 19,133
Future Employee Benefits	\$ 100,000	\$ 100,000	\$ 650,000
Prepayments	\$ 53,405		
Wastewater Fund	241,511		
Water Fund	-	79,400	79,400
Equipment Repl Fund	-	200,000	136,877
Debt Service Fund	424,056	29,188	-
<i>Total Operating Transfers Out</i>	<u>\$ 818,972</u>	<u>\$ 412,474</u>	<u>\$ 885,410</u>
 TOTAL APPROPRIATIONS	 7,211,215	 7,665,539	 8,899,784
 AVAILABLE FOR ALLOCATION OF LIABILITY CLAIMS			 \$ 500,000
 PROJECTED RESERVE FUND (AT YEAR END)			 \$ 3,812,412

Percent of GF budgeted appropriations

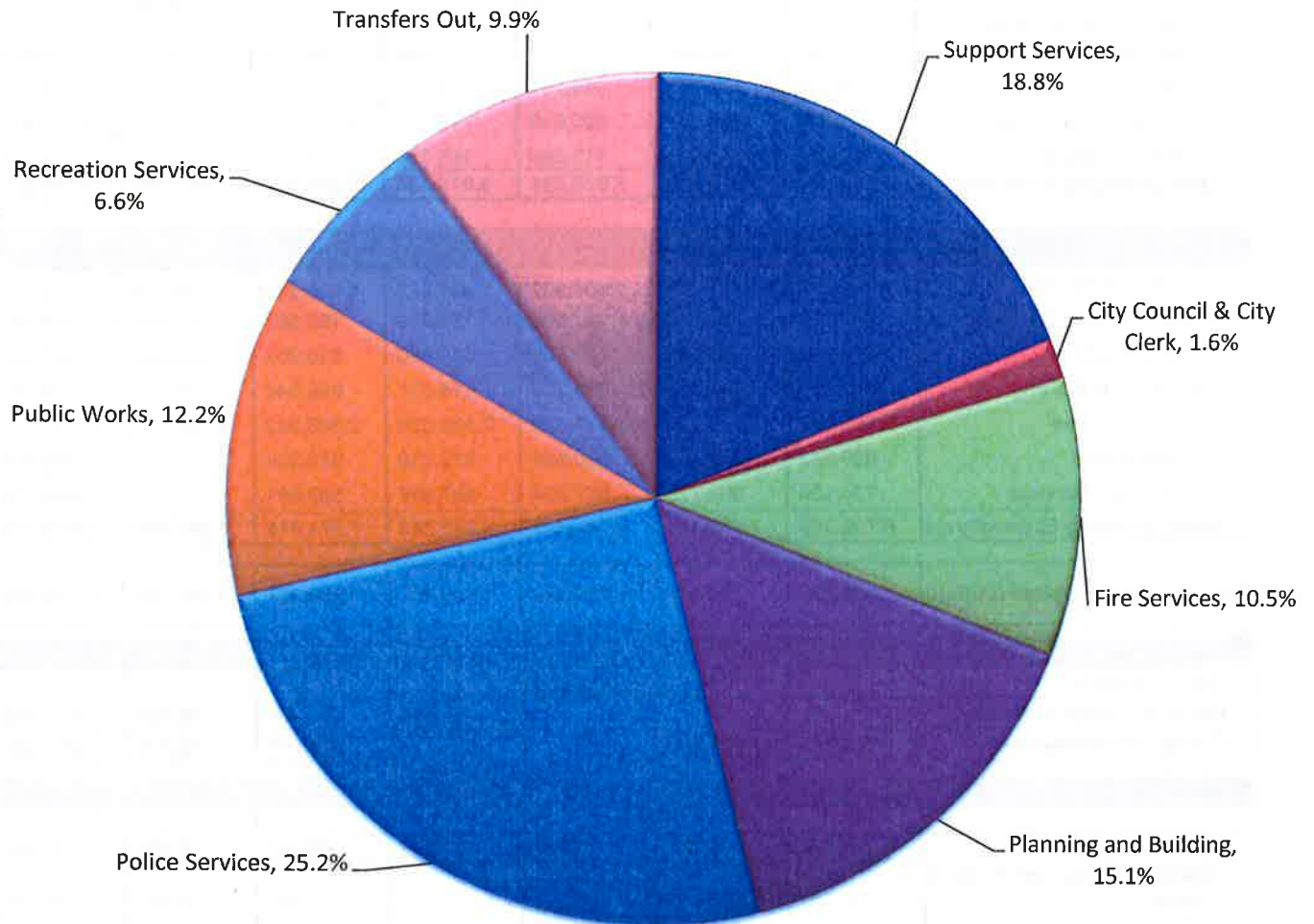
47.60%

Operating Expenditures & Transfers Out

General Fund

General Fund expenditures are anticipated to increase from the FY 2013-14 budget by \$1,234,245 or 16.1%, due primarily to increases in 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 the Indian Springs Expansion Project and Silver Rose Resort development. Also projected in the budget is a classification and compensation study to be completed by November; additional costs for retiree benefits and a transient occupancy tax audit.

The following chart illustrates the composition of the City's General Fund expenditures by department projected for FY 2014-15 at **\$8,899,784**.



General Fund
Sources and Uses

Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
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Operating Revenues

Property Tax	1,654,593	1,685,569	1,635,425	1,685,766	1,626,178	1,670,750	1,705,214
Sales Tax	670,908	746,907	903,027	954,573	922,257	922,257	950,000
Transient Occupancy Tax	3,042,315	3,430,486	3,768,443	3,948,825	3,944,385	4,319,385	4,786,000
Other Taxes	292,757	312,784	323,873	326,308	311,882	325,302	332,100
Licenses and Permits	69,219	68,287	69,708	92,315	342,750	168,500	511,500
Fines, Forfeitures & Penalties	42,577	53,486	55,990	33,075	24,500	24,500	25,500
Interest and Use of Property	30,393	25,089	21,708	20,249	19,545	19,545	20,500
Revenues From Other Agencies	71,192	80,354	71,378	77,666	60,000	60,000	59,000
Grants - Operations	5,000	-	18,131	5,000	5,000	55,000	5,000
Charges for Services	642,201	597,056	695,639	778,797	1,009,279	986,082	1,579,400
Other Revenues	780,949	109,216	113,269	155,730	13,500	15,100	10,000
Total Operating Revenues	7,302,104	7,109,234	7,676,591	8,078,304	8,279,276	8,566,421	9,984,214

Operating Expenditures

Support Services	1,269,440	1,657,708	1,409,322	1,405,992	1,626,278	1,586,278	1,672,210
City Council & City Clerk	147,922	171,588	147,538	176,052	162,502	162,502	138,281
Fire Services	803,942	753,329	750,135	841,996	819,203	948,016	938,893
Planning & Building	649,714	602,201	395,209	414,531	896,348	654,732	1,345,493
Police Services	2,218,018	2,249,220	2,111,420	2,184,026	2,308,342	2,304,342	2,246,115
Public Works	889,242	962,661	850,384	872,239	979,354	1,008,304	1,086,908
Recreation Services	724,108	802,776	521,234	497,407	582,891	596,891	586,474
Total Operating Expenditures	6,702,384	7,199,481	6,185,242	6,392,243	7,374,918	7,261,065	8,014,374

Net Operating Surplus/ (Deficit)	599,720	(90,247)	1,491,349	1,686,061	904,358	1,305,356	1,969,840
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Other Sources

Debt Proceeds	-	-	1,415,000	-	-	-	-
Deutsche Lease Financing	-	-	-	61,554	21,500	16,500	254,000
Grants - Improvements	273,603	1,021,350	-	-	190,000	15,805	392,500

Other Uses

Special Projects	16,345	5,800	3,963	21,643	49,100	78,157	6,000
Capital Improvement Projects							
Streets	6,770	600,000	-	-	215,000	16,805	789,000
Parks	-	-	-	-	30,000	42,950	-
Buildings	1,057,445	875,504	82,396	61,578	75,540	46,785	314,500
Other	23,540	43,130	13,412	5,874	60,000	127,200	-
Total Capital Projects	1,087,755	1,518,633	95,808	67,452	380,540	233,740	1,103,500
Debt Payments - TRAN Issue	-	39,930	1,452,943	-	-	-	-

General Fund
Sources and Uses

	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
Transfers From or (To) Other Funds							
Capital Facilities Fund	579,466	1,176,748	-	-	-	-	-
Gas Tax Fund	-	80,000	95,000	95,000	95,000	95,000	195,000
Public Safety Fund	-	-	1,440	-	38,540	38,540	30,000
Police Grants Fund	60,000	78,910	120,093	79,619	75,322	145,322	75,322
Recreation Donations	16,619	12,000	2,061	6,100	5,000	8,000	5,300
Landscape Mntc Funds	-	4,750	2,671	-	-	-	-
Mobile Home Park Fund	5,000	10,500	5,407	11,000	8,985	8,985	7,520
MTC Grants Fund	-	-	-	44,691	(4,000)	(3,886)	(19,133)
Prepayments	-	-	-	(53,405)	-	-	-
CDBG Fund	25,041	-	-	-	1,123	1,123	-
Abandoned Vehicle Fund	4,350	4,600	6,900	4,600	4,600	4,600	4,600
Adj. YE (Adj Trnsfrs- Auditors)	(18,811)	(279,536)	-	41,723	-	-	-
Advance to WWTP Operations	(897,107)	(397,408)	(311,925)	(241,511)	-	-	-
Advance to Water Operations	-	(462,400)	-	-	-	(79,400)	(79,400)
Equipment Fund	-	-	-	-	(200,000)	(200,000)	(136,877)
Public Emp Retirement System	-	-	-	(50,000)	(50,000)	(50,000)	(500,000)
GASB 45 Retiree Benefits	-	-	-	(50,000)	(50,000)	(50,000)	(150,000)
Community Development Fund	-	-	53,455	90,141	49,000	93,792	6,000
Debt Service Fund	-	(510,990)	(699,483)	(424,056)	(29,188)	(29,188)	-
Net All Transfers	(225,442)	(282,826)	(724,381)	(446,097)	(55,618)	(17,112)	(561,668)
Net Fund Surplus or (Deficit)	(456,219)	(916,087)	629,254	1,212,423	630,600	1,008,652	945,172
Beginning Fund Balance	1,389,795	933,576	16,911	646,165	1,379,074	1,858,588	2,867,240
Ending Fund Balance	933,576	17,488	646,165	1,858,588	2,009,674	2,867,240	3,812,412
Fund Balance Allocation to Reserves							
Emergencies and General Contingency	670,238	(87,512)	541,165	1,753,588	1,904,674	2,762,240	3,312,412
General Liability Claims	105,000	105,000	105,000	105,000	105,000	105,000	500,000
***Total Reserves	933,576	17,488	646,165	1,858,588	2,009,674	2,867,240	3,812,412
***30% of Reserves FY 14-15 Operating Expenditures \$8,017,374 is \$2,404,312							
Emergency & Contingency Reserves As A Percent of Operating Expenditures	0%	-1.2%	8.7%	27.4%	25.8%	38.0%	41.3%
All Reserves As A Percent of Operating Expenditures - Policy 30%	14%	0.2%	10.4%	29.1%	27.3%	39.5%	47.6%

**General Fund
Department and Program Summaries**

Program #	Department and Program	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
SUPPORT SERVICES								
4114	City Manager	157,258	124,464	116,542	138,057	155,959	155,959	154,948
4176	Economic Vitality	338,851	326,544	320,889	320,279	320,162	320,162	321,743
4113	Legal Services	39,593	174,498	204,581	233,245	220,000	220,000	200,000
4108	Finance	240,995	220,498	219,363	229,222	227,345	227,345	234,433
4170	Risk Management	327,371	539,433	292,374	256,881	356,163	356,163	376,396
4172	Personnel	59,356	106,386	127,181	126,202	159,325	119,325	160,796
4119	Non-Departmental	106,017	165,886	128,392	102,107	187,324	187,324	223,894
Total		1,269,440	1,657,708	1,409,322	1,405,992	1,626,278	1,586,278	1,672,210
Year over Year Change		-10%	31%	-15%	-0.2%	15.7%	12.8%	5.4%
CITY COUNCIL & CITY CLERK								
4110	City Council	40,616	57,695	46,636	46,461	44,803	44,803	50,068
4111	City Clerk	97,420	99,077	94,664	98,700	117,699	117,699	78,213
4133	Elections	9,886	14,816	6,238	30,891	-	-	10,000
Total		147,922	171,588	147,538	176,052	162,502	162,502	138,281
Year over Year Change		-12%	16%	-14%	19.3%	-7.7%	-7.7%	-14.9%
FIRE SERVICES								
4117	Fire Services	803,942	753,329	750,135	841,996	819,203	948,016	938,893
Total		803,942	753,329	750,135	841,996	819,203	948,016	938,893
Year over Year Change		3%	-6%	0%	12.2%	-2.7%	12.6%	-1.0%
PLANNING & BUILDING								
4109	Planning Commission	6,619	3,725	6,821	5,663	6,825	6,825	7,500
4120	Active Transp. Advisory Committee	378	0	-	-	300	1,098	-
4177	Building & Fire Code Board of Appeals	177	-	-	-	290	290	-
4115	Planning	370,979	375,913	242,524	237,946	270,960	280,424	287,776
4125	Building Inspection Services	271,561	222,562	145,864	170,922	617,973	366,095	1,050,217
Total		649,714	602,201	395,209	414,531	896,348	654,732	1,345,493
Year over Year Change		-6%	-7%	-34%	4.9%	116.2%	57.9%	105.5%
POLICE SERVICES								
4116	Police Services	1,746,160	1,767,130	1,661,564	1,724,084	1,797,683	1,793,683	1,742,249
4129	Police Dispatch	455,006	464,148	433,499	459,942	510,659	510,659	503,866
4138	Emergency Services	16,852	17,942	16,357	-	-	-	-
Total		2,218,018	2,249,220	2,111,420	2,184,026	2,308,342	2,304,342	2,246,115
Year over Year Change		-2%	1%	-6%	3.4%	5.7%	5.5%	-2.5%
PUBLIC WORKS								
4121	Public Works Administration	126,542	102,541	113,297	123,219	122,634	122,634	146,774
4122	Streets	267,098	334,824	213,667	185,869	273,854	275,754	291,235
4123	Park Maintenance	195,489	183,916	176,521	188,175	203,021	203,021	212,943
4126	Pool Maintenance	67,060	107,193	115,624	147,717	134,283	161,333	178,086
4124	Maintenance Shop	25,475	24,646	23,658	24,163	25,937	25,937	24,673
4127	Building Maintenance	207,577	209,541	207,617	203,096	219,625	219,625	233,197
Total		889,242	962,661	850,384	872,239	979,354	1,008,304	1,086,908
Year over Year Change		-13%	8%	-12%	2.6%	12.3%	15.6%	7.8%

**General Fund
Department and Program Summaries**

Program #	Department and Program	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
RECREATION SERVICES								
4150	Community Res. Commission	8	4,429	1		-	-	-
4152	Recreation Programs	277,084	335,017	129,384	110,439	120,236	124,236	123,345
4153	Education/Recreation Courses	61,943	85,315	63,997	56,538	59,404	59,904	62,734
4154	Senior Activities	10,971	14,170	22,099	21,686	30,921	30,921	34,002
4156	Aquatic Services	209,765	181,041	155,102	171,018	193,407	194,907	186,701
4107	Community Promotions	30,738	22,200	19,750	13,800	44,333	52,333	45,833
4155	Community Activities	27,647	51,978	28,729	16,825	24,009	24,009	22,545
4174	Library Services	74,294	72,846	74,441	75,352	75,000	75,000	75,000
4173	Sharpsteen Museum	16,365	18,010	17,993	19,249	25,081	25,081	25,814
4405	Transit - Shuttle	15,293	17,771	9,738	12,500	10,500	10,500	10,500
Total		724,108	802,776	521,234	497,407	582,891	596,891	586,474
Year over Year Change		9%	11%	-35%	-4.6%	17.2%	20.0%	-1.7%
Total Operations		6,702,384	7,199,481	6,185,242	6,392,243	7,374,918	7,261,065	8,014,374
		-4%	7%	-14%	3.3%	15.4%	13.6%	10.4%
Equipment Replacement			-	-	-	-	-	-
Special Projects								
4402	Urban Design Plan	3,121	25	3,963	-	-	-	-
4670	Housing Element	5,117	415	-	-	-	-	-
4604	Busk Abatement 2007	6,380	-	-	-	-	-	-
4605	Karpak Abatement 2008	-	-	-	-	-	-	-
4606	Community Enhancement and Beautification	716	-	-	-	-	-	-
4607	Services and Development Impact Fee Updates	-	3,070	-	21,643	49,000	76,457	6,000
4608	Green Initiatives	1,011	2,290	-	-	100	1,700	-
Total Special Projects		16,345	5,800	3,963	21,643	49,100	78,157	6,000
Capital Improvements								
	Streets	6,770	600,000	-	-	215,000	16,805	789,000
	Parks	-	-	-	-	30,000	42,950	-
	Buildings & Facilities	1,057,445	875,504	82,396	61,578	75,540	46,785	314,500
	Other	23,540	43,130	13,412	5,874	60,000	127,200	-
Total Capital Improvements		1,087,755	1,518,633	95,808	67,452	380,540	233,740	1,103,500
Total General Fund Appropriations		7,806,484	8,723,915	6,285,013	6,481,337	7,804,558	7,572,962	9,123,874

**General Fund
Department and Program Summaries**

Program #	Department and Program	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
Debt Service								
4430	Debt Service Payments	125,000	39,930	1,452,943	-	-	-	-
	Total Debt Service	125,000	39,930	1,452,943	-	-	-	-
Other Uses								
	Transfers Out							
	Water & WWTP Operations	897,107	397,408	-	0	-	-	-
	Debt Service	-	510,990	681,946	424,056	29,188	29,188	-
	Water Operations	-	462,400	-	-	-	79,400	79,400
	Employee Benefits	-	-	-	100,000	100,000	100,000	650,000
	Equipment Fund	-	-	-	-	200,000	200,000	136,877
	MTC Grant Funds	-	-	-	-	4,000	4,000	19,133
	Police Grants	-	-	19,245	11,048	-	-	-
	Total Other	897,107	1,370,798	701,191	535,104	333,188	412,588	885,410
	Total General Fund Uses	8,828,591	10,134,643	8,439,147	7,016,441	8,137,746	7,985,550	10,009,284

General Fund
CIP Project Summary

Project #	Description	Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
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Streets								
5402	Pavement Maintenance	6,770	-	-	-	-	-	355,000
5519-4915	Logvy Storm Drain Outfall	-	-	-	-	15,000	13,840	-
5520-4915	Culvert Repair Grant Street	-	-	-	-	175,000	1,965	375,000
	Culvert Repair at Napa River	-	-	-	-	-	-	15,000
5326-4905	GIS Survey	-	-	-	-	25,000	1,000	24,000
	Road to Feige Tank	-	-	-	-	-	-	20,000
5453	SE Storm Drainage	-	600,000	-	-	-	-	-
	SUBTOTAL STREETS	6,770	600,000	-	-	215,000	16,805	789,000

Parks								
4992-5178	Tennis Court Improvements	-	-	-	-	10,000	10,000	-
5463-4915	Bank Stabilization - Pioneer Park	-	-	-	-	20,000	32,950	-
	SUBTOTAL PARKS	-	-	-	-	30,000	42,950	-

Buildings & Facilities								
5503	Monhoff & Recreation Improvements	75,028	-	-	-	-	-	241,000
5159	Teen/Art Center	4,207	-	-	-	-	-	-
5409	Fire House Seismic Renovation & Rehabilitation	863,593	759,674	-	-	-	-	-
5451-4915	Community Pool Facility	110,374	88,623	82,396	61,578	21,500	16,500	13,000
5469-4915	Facility Improvements	-	-	-	-	15,500	-	15,500
	Community Center	-	-	-	-	-	-	-
5507-4915	Facility Improvements - Police	-	-	-	-	38,540	30,285	30,000
	City Hall Fire System	-	-	-	-	-	-	10,000
	Fuel Tank Removal	-	-	-	-	-	-	5,000
	SUBTOTAL BUILDINGS & FACILITIES	1,057,445	875,504	82,396	61,578	75,540	46,785	314,500

Other Improvements								
4994-5187	Soils Remediation	14,837	16,245	13,412	5,874	60,000	60,000	-
5521-4905	Fairway Path Extension	-	-	-	-	-	67,200	-
5502	Access Facility & Sidewalk Improvements	-	20,235	-	-	-	-	-
	SUBTOTAL OTHER	23,540	43,130	13,412	5,874	60,000	127,200	-

Total All General Fund Projects	1,087,755	1,518,633	95,808	67,452	380,540	233,740	1,103,500
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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 14-15 are included in the FY 14-15 Budget Document.

City Clerk

The Office of the City Clerk consists of the City Clerk and the Executive Secretary and /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 2013-14

- Attended 27 City Council meetings and recorded the official proceedings;
- Processed approximately 49 requests for public records;
- Provided 44 official notifications for City Council public hearings items;
- Prepared draft Record Retention Policy

**City Manager's Office
City Council and City Clerk**

City Clerk (continued)

MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2014-15

- 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*
- Hold one General Election in November

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

City Manager

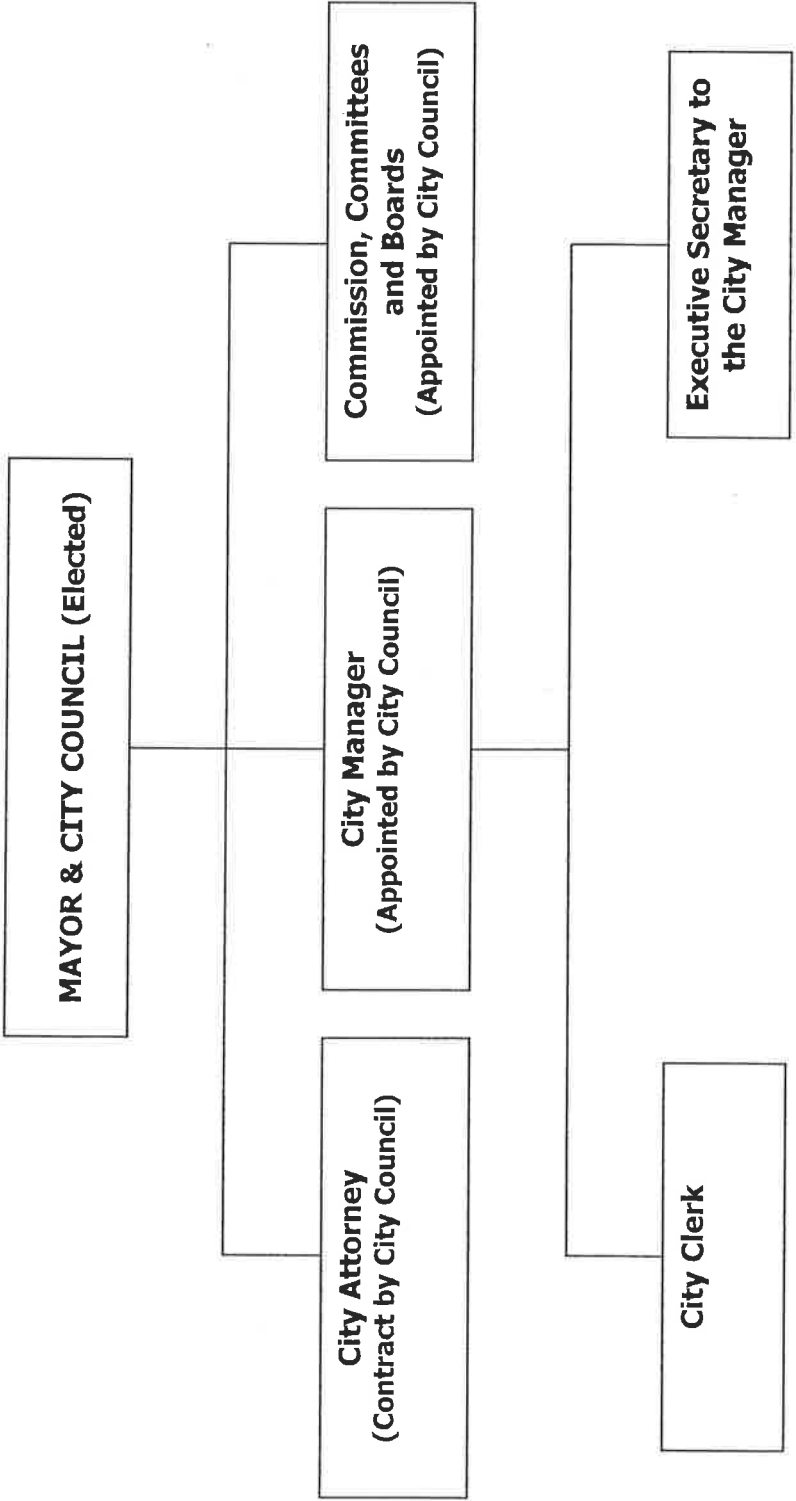
MAJOR DEPARTMENT TASKS COMPLETED FISCAL YEAR 2013-14

- Continued labor negotiations with the Calistoga Police Officers Association
- Coordinated adoption of FY 2014-15 operations and capital budgets
- Continued negotiations on development agreements with one potential commercial developer
- As Acting City Clerk oversaw major City Clerk functions
- Initiated water emergency actions and contingency plans to address drought conditions

MAJOR DEPARTMENTAL GOALS FOR FISCAL YEAR 2014-15

- 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*
- Implement water conservation measures and secure alternative water supply*

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



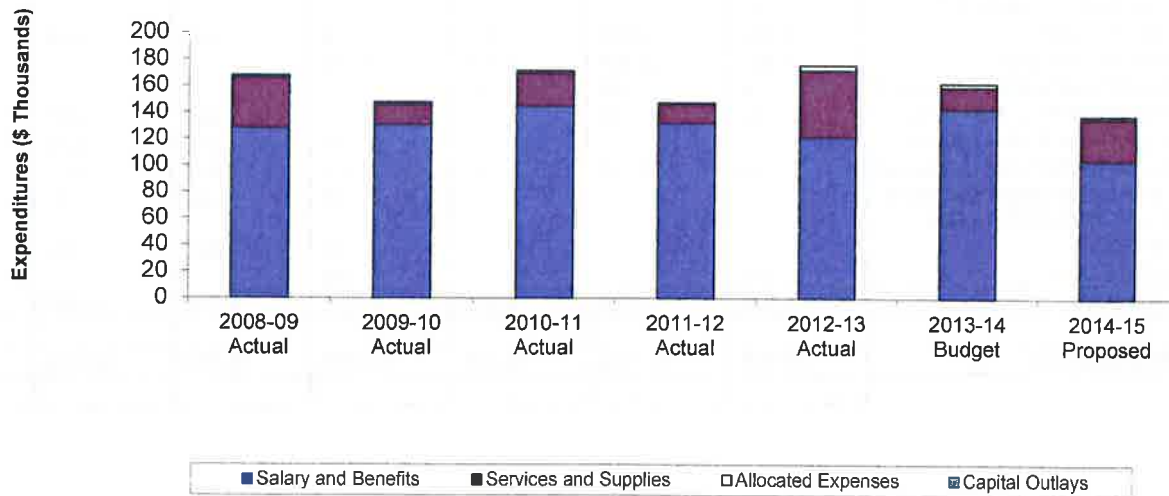
**City of Calistoga Administration Organizational Chart
FY 2014-2015**

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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 Actual	2013-14 Budget	2014-15 Proposed
Salary and Benefits	128,273	130,944	144,908	132,456	121,949	142,919	104,579
Services and Supplies	38,050	15,328	25,030	13,964	50,147	16,600	31,560
Allocated Expenses	1,550	1,650	1,650	1,118	3,956	2,983	2,142
Capital Outlays	-	-	-	-	-	-	-
TOTAL	167,873	147,922	171,588	147,538	176,052	162,502	138,281

City Council
Trend in Expenditures (\$ Thousands)



Actual FY 09-10	Actual FY 10-11	Actual FY 11-12	Actual FY 12-13	Adopted Budget FY 13-14	Revised Budget FY 13-14	Proposed Budget FY 14-15
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Department: City Council

Program: City Council

Account Code: 01-4110

PERSONNEL SERVICES								
4303	FICA/MEDICARE	918	1,130	867	841	918	918	918
4308	ELECTED PART TIME SALARIES	12,000	12,100	12,000	11,900	12,000	12,000	12,000
4311	MEDICAL/DENTAL	21,813	37,826	29,172	26,079	26,936	26,936	26,207
4312	WORKERS COMP	118	123	106	562	649	649	688
4313	OTHER BENEFITS	187	197	195	197	100	100	3,795
SUBTOTAL		35,037	51,375	42,340	39,579	40,603	40,603	43,608
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	253	174	218	560	400	400	400
4402	CONTRACT SERVICES	40				-	-	-
4410	ADVERTISING	2,392	2,002	1,028	1,222	600	600	2,500
4663	MAYOR GINGLES	1,837	2,306	3,370	1,543	-	-	-
4671	COUNCILMEMBER SLUSSER	75	85	40	-	-	-	-
4665	VICE MAYOR DUNSFORD	50	40	-	-	640	640	640
4666	COUNCILMEMBER KRAUS		-	-	52	640	640	640
4667	CNCLMBR/MAYOR CANNING	170	1,714	(360)	1,342	640	640	1,000
4673	COUNCILMEMBER BARNES COUNCILMEMBER LOPEZ-				1,140	640	640	640
4668	ORTEGA				593	640	640	640
4808	PROMOTION	762	-	-	430	-	-	-
SUBTOTAL		5,579	6,320	4,296	6,882	4,200	4,200	6,460
TOTAL PROGRAM BUDGET		40,616	57,695	46,636	46,461	44,803	44,803	50,068

Actual	Actual	Actual	Actual	Adopted Budget	Revised Budget	Proposed Budget
FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15

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

PERSONNEL SERVICES								
4301	FULL-TIME SALARIES	57,432	53,642	58,186	55,029	64,470	64,470	40,854
4303	FICA/MEDICARE	4,179	3,987	4,352	4,122	5,103	5,103	4,251
4305	INCENTIVE PAY	60	-	-	-	2,232	2,232	1,260
4308	PART TIME SALARIES	-	-	-	-	-	-	-
4310	PERS	14,667	13,696	11,498	9,399	14,400	14,400	3,530
4311	MEDICAL/DENTAL	9,075	12,463	8,790	10,860	12,191	12,191	7,657
4312	WORKERS COMP	629	643	1,523	2,734	3,609	3,609	3,184
4313	OTHER BENEFITS	249	250	139	226	311	311	235
SUBTOTAL		86,291	84,681	84,488	82,370	102,316	102,316	60,971
SERVICES & SUPPLIES								
4401	MATERIALS & SUPPLIES	3,202	5,034	2,099	1,460	2,900	2,900	3,000
4402	CONTRACT SERVICES	3,963	6,164	3,896	7,422	4,400	4,400	7,500
4405	TRAINING & MEETINGS	354	30	177	1,243	1,500	1,500	1,500
4410	ADVERTISING	-	-	911	1,094	1,000	1,000	1,000
4415	POSTAGE	438	908	615	617	900	900	900
4429	PHONE	994	-	-	-	-	-	-
4430	DUES & SUBSCRIPTIONS	347	291	285	113	200	200	200
4650	TRAINING & MEETINGS	181	319	1,075	425	1,500	1,500	1,000
4510	EQUIPMENT FUND RENTAL	1,650	1,650	1,118	3,956	2,983	2,983	2,142
SUBTOTAL		11,129	14,396	10,176	16,330	15,383	15,383	17,242
TOTAL PROGRAM BUDGET		97,420	99,077	94,664	98,700	117,699	117,699	78,213

Actual	Actual	Actual	Actual	Adopted Budget	Revised Budget	Proposed Budget
FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15

Department: City Clerk
 Program: Elections
 Account Code: 01-4133

PERSONNEL SERVICES							
4301	FULL-TIME SALARIES	6,450	5,535	3,888	-	-	-
4302	OVERTIME				-	-	-
4303	FICA/MEDICARE	474	404	288	-	-	-
4310	PERS	1,650	1,396	721	-	-	-
4311	MEDICAL/DENTAL	948	1,428	676	-	-	-
4312	WORKERS COMP	66	64	55	-	-	-
4313	OTHER BENEFITS	29	25	-	-	-	-
	SUBTOTAL	9,616	8,852	5,628	-	-	-
SERVICES & SUPPLIES							
4401	MATERIALS & SUPPLIES	163	55	115	272	-	500
4402	CONTRACT SERVICES		5,909	495	29,399	-	8,000
4410	ADVERTISING	107	-	-	1,140	-	1,200
4415	POSTAGE					-	100
4650	TRAINING & MEETINGS				80	-	200
	SUBTOTAL	270	5,964	610	30,891	-	10,000
TOTAL PROGRAM BUDGET		9,886	14,816	6,238	30,891	-	10,000