

State of California

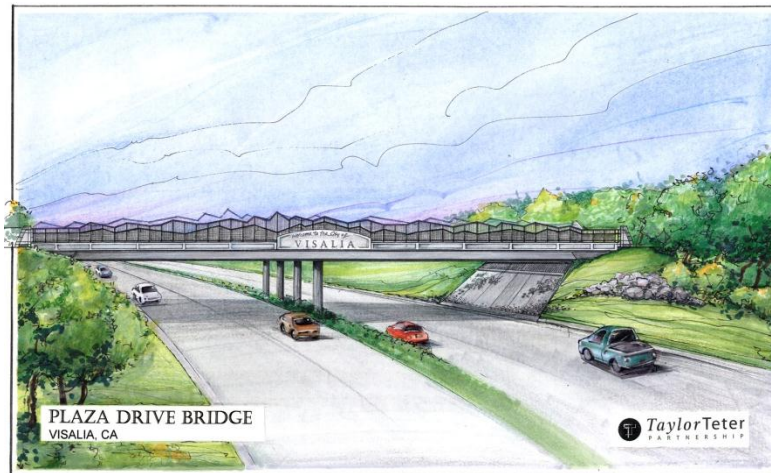
City of Visalia



Transit Center



Packwood Trail / Perry Family Park



Plaza Drive (design)

Operating & Capital Budget Fiscal Years 2012-13 & 2013-14

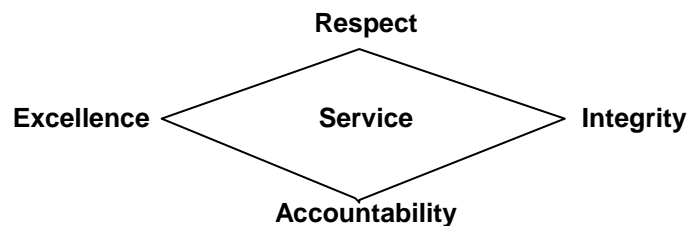
City of Visalia

State of California
Two-Year Budget & Objectives
2012/13 & 2013/14



MISSION STATEMENT: We, the City of Visalia, together with our diverse community, commit to enhancing the present and future quality of life through: providing an attractive, safe and environmentally sound community; ensuring active citizen participation in community affairs; exercising stewardship through technical excellence, innovation, fiscal responsibility, and human sensitivity; creating positive climate for responsible growth and business vitality; and providing recreational, educational, and cultural opportunities.

In fulfilling our mission, we are dedicated to the following core values:



VISALIA, a community people are proud to call Home.
(Source: 1997-98 Budget)

Amy Shuklian, Mayor
Steve Nelsen, Vice Mayor
Warren Gubler, Council Member
Bob Link, Council Member
Greg Collins, Council Member

Steve Salomon, City Manager
Eric Frost, Administrative Services Director

City Council
Fiscal Year 2012/13



Mayor Amy Shuklian



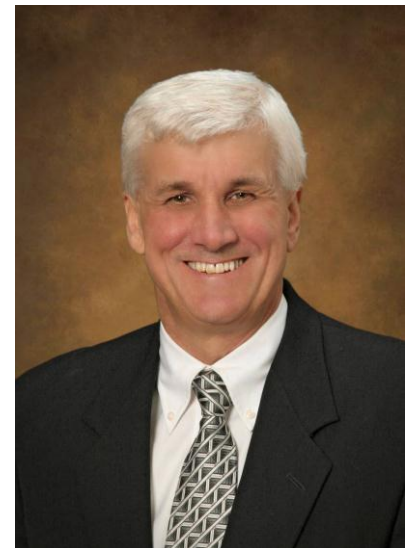
Vice Mayor Steve Nelsen



Councilmember Bob Link



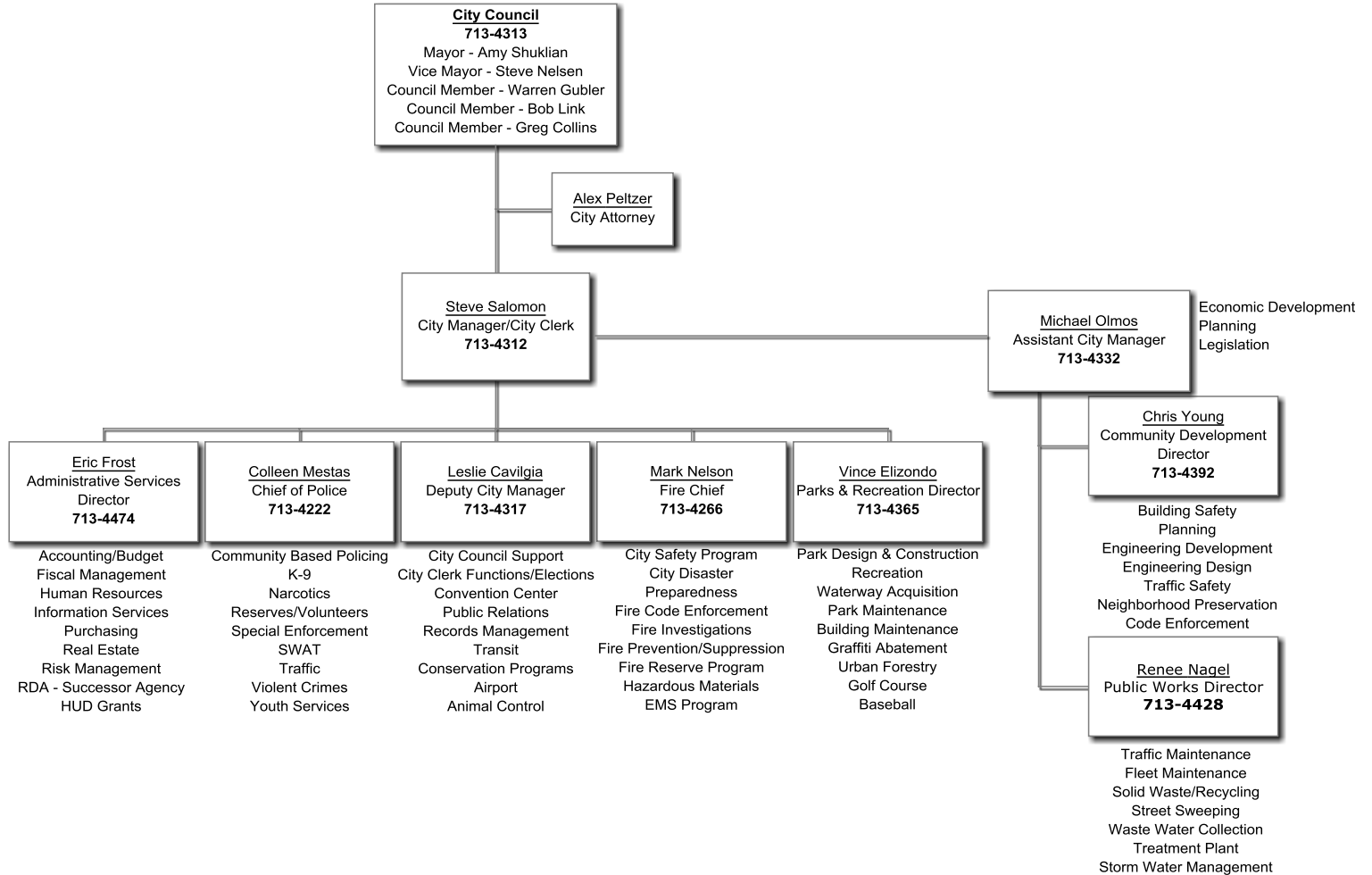
Councilmember Warren Gubler



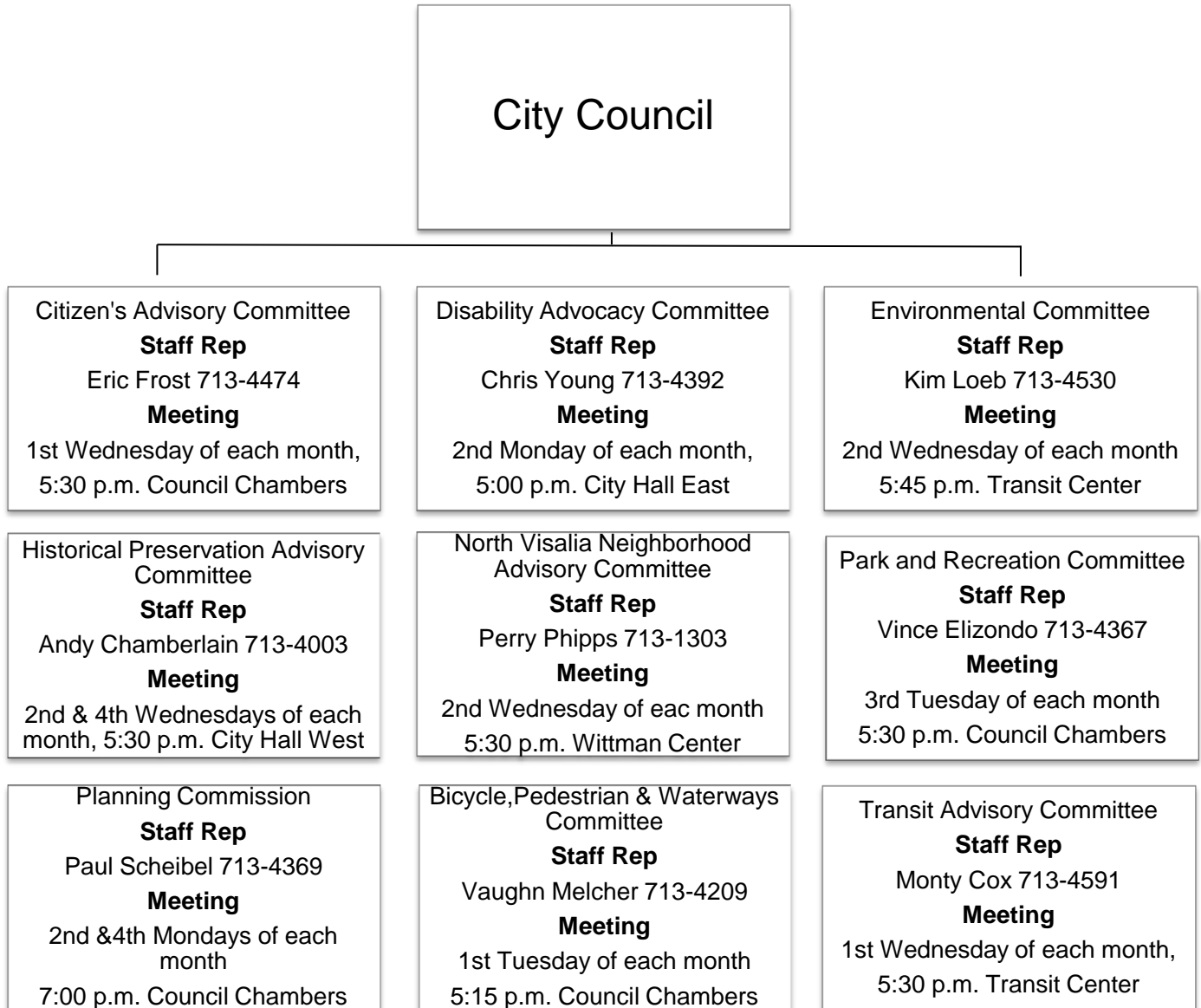
Councilmember Greg Collins

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

CITY OF VISALIA



CITY OF VISALIA COMMITTEES AND COMMISSIONS



**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

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**City of Visalia
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2012-13 & 2013-14**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Visalia
California**

For the Biennium Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the City of Visalia for its biennial budget for the biennium beginning July 1, 2010. In order to receive this prestigious national award a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The Distinguished Budget Presentation Award is valid for a period of two years. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award



May 31, 2012

Visalia City Council
707 W. Acequia Avenue
Visalia, California, 93291

Honorable Mayor and City Council:

It is with mixed emotions I present the 2012/14 FY budget to Council. The budget meets the demands of a growing City and for the **first time in 4 years is a balanced General Fund budget** and proposes the following appropriations for the next two fiscal years as shown in Table I, Proposed Appropriations.

Table 1
Proposed Appropriations

<u>Fund Type</u>	<u>2012/13</u> <u>Appropriations</u>	<u>2013/14</u> <u>Appropriations</u>
General Fund (<i>Police, Fire, General Government</i>)	\$ 62,948,992	\$ 55,261,295
Capital Projects Funds (<i>Transportation, Impact Fees</i>)	7,248,468	9,109,468
Special Revenue Funds (<i>CDBG, Police and Fire Sales Tax (Measure T)</i>)	26,730,243	15,778,993
Debt Service Funds (<i>RDA Debt, Los Rios</i>)	62,000	65,200
Business-Type Funds (<i>Wastewater, Solid Waste, Airport</i>)	153,152,872	54,866,990
Internal Service Funds (<i>MIS, Fleet, Risk</i>)	412,800	781,800
Total	\$ 250,555,375	\$ 135,863,746

NOTE: The Business Type Funds include \$99.3 million for the Water Conservation Plant Upgrade.

However, balancing the budget has come at a price.

Visalia's finances read something like an old western movie: the good, the bad and the ugly. On the good, the City continues to grow modestly, now exceeding the 126,000 population mark as of last January. Business prospects are improving as new

companies move to Visalia's business park with new jobs. In Visalia's downtown and Mooney commercial districts, new stores are opening, adding more jobs to the community. However, Visalia's internal financial story turns darker.

The Bad. The City has been cutting back since 2006 and has had four years in which it has adopted a General Fund deficit budget, relying on reserves to bridge the gap. Although, sales tax has stopped declining and is beginning to grow, property tax has not grown and interest earnings are almost non-existent as a revenue source. Over the next two years, the City will again face increased employee healthcare costs and substantially higher pension costs without changing service levels. Further, the City needed to reduce the number of police officers that were funded by Measure T by 6 last year. In the end, 3 positions were kept filled by transferring those positions to the General Fund and using reserves to fund them. From FY 2007/08, the undesignated General Fund balance declined from \$17.9 million to \$5.1 million in FY 2010/11 as the City completed planned projects, absorbed losses from Redevelopment and bridged funding gaps from General Fund operations. The strategy of using reserves to balance the budget for the last 4 years was useful as the City assessed what its long term revenues are; but as we get closer to the cliff I can no longer recommend planned use of the reserves.

Larger, global forces are also in place. Europe's debt crisis will influence the City's ability to borrow funds. However, of greater local importance, municipal debt payment defaults appear to be a reality in this coming year for California cities. It is doubtful that the State will adopt a real balanced budget. The State is able to pass costs on to cities and continue to approve legislation that increases operating costs. All these problems start with deficit budgets.

Visalia's time for deficit budgets to end is now. As difficult as it is, ***this year's General Fund budget is a balanced budget but it comes at a price***: positions have and are proposed to be cut, services have been reduced and departments consolidated in an effort to bring the General Fund into balance. The extent of these cuts and other budget solutions are more fully explained in the budget analysis section of this letter. Some notable actions which the Council must consider to approve a balanced budget include:

- Reducing General Fund capital expenditures to \$1 million and zero for fiscal year 2012/13 and FY 2013/14, respectively. In contrast, the pre-recession level of General Fund capital expenditures was \$1.5 million a year.
- Authorizing new and increasing existing revenues such as building safety fees and a First Responders Advance Life Support (FRALS) fee in order to pay for governmental services.
- Granting no across the board increases in employee compensation other than required increases in pension and health costs.

- Declaring a fiscal emergency in response to lower General Fund Fire expenditures in FY 2012/13 than in FY 2013/14 as required by Measure T.
- Fully contract out all tree trimming activities for the City.
- Collapsing departmental structure and moving employees to new assignments in response to the loss of redevelopment, reductions in federal grants, and changing needs in the City.
- A recommendation to reduce the general fund subsidy of the Convention Center's operating budget.
- A recommendation that the current effort to consider a public safety building/911 center be limited to a 911 center, meeting the most pressing public safety need.
- Potentially contracting out the laboratory services needed by the City's Water Conservation Plant (sewer plant).
- Authorizing a variety of operational cuts to departmental budgets.

The Good. On the brighter side, the City's enterprises have continued to respond to the growing community, adding facilities and services to meet growing demand. The Transit system and Solid Waste enterprises have received grants to fund some of their capital needs beyond the expected rise in their customer generated revenues. Because these activities tend to be responsive to customer demand, the enterprises have more revenues and continue to move forward. Specifically:

- The Water Conservation Plant Upgrade moves ahead with a planned \$100 million plant upgrade which will meet the goals of improved water quality of sewer discharges and potentially recharging the City's over-drafted aquifer.
- The Water Conservation Plant (Sewer Plant) will begin a multi-year process to replant its 700 acres. The first 100 acres will be replanted soon.

Overall, these funds are tending to recover and flourish during these difficult times. One notable exception is the Building Safety enterprise. This enterprise has been dramatically scaled back as a response to greatly reduced building sector activity. In particular, residential development is below the levels of 15 years ago. As a result, part of this year's proposed budget will seek to set fees equal to current demand to end the need for the General Fund to advance funds to Building Safety.

Finally, the City's two main General Fund revenues, sales tax and property tax, appears to have reached its bottom. Chart 1, Quarterly Sales Tax Moving Average, shows Sales tax has had consistent growth since September of 2010. Unlike Sales Tax, property tax is not recovering and is projected to be \$1 million less than it was in FY 2008/09 as shown in Chart 2, General Fund Sales Tax and Property Tax.

Chart 1
Quarterly Sales Tax Moving Average

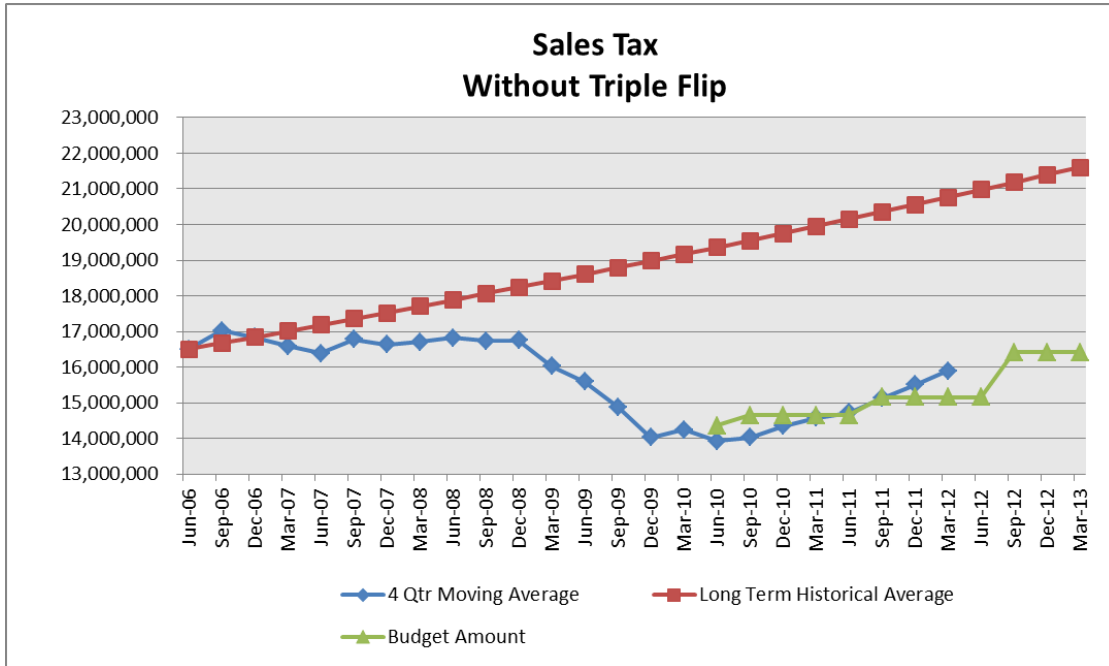
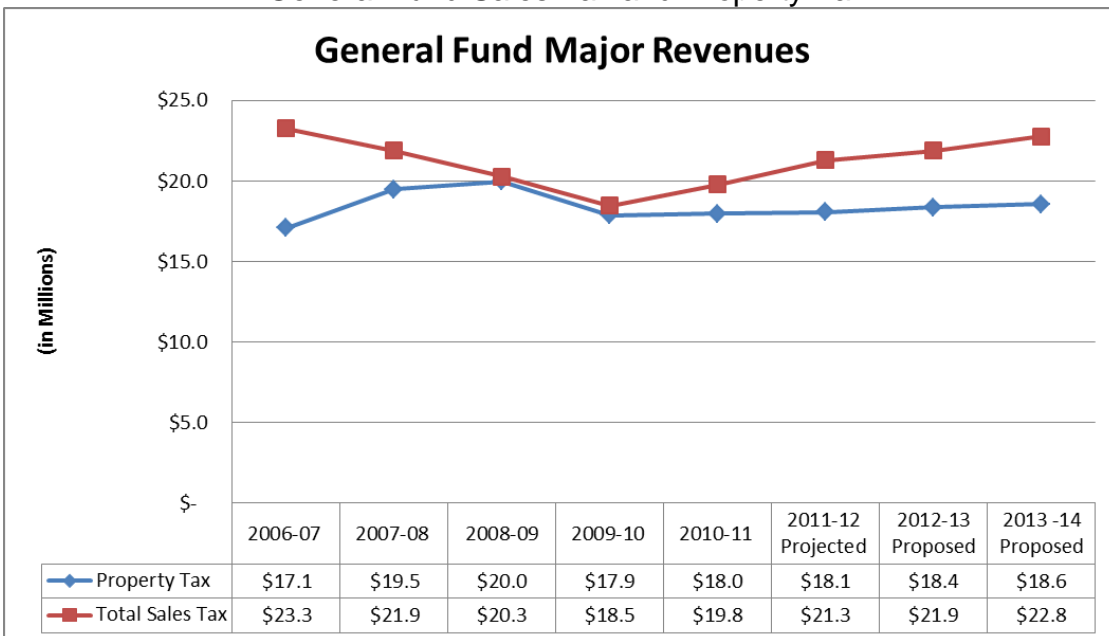


Chart 2
General Fund Sales Tax and Property Tax



The Ugly. The City relies on a number of special revenue funds to support specific operational activities as well as fund infrastructure capital. One revenue source,

Measure T, is dedicated to public safety. The Sales Tax measure requires that the City appropriate the same or more money in the General Fund each year to receive the Sales Tax. For the last three years, the City Council has exercised its authority to declare a fiscal emergency to temporarily exempt itself from this Maintenance of Effort (MOE) requirement.

The proposed budget meets the MOE for the Police department. The Fire Department, however, has \$113,000 less budgeted in FY 2012/13 than in FY 2011/12. The following year meets the MOE requirement. The reason the Fire Department does not meet the MOE requirement in FY 2012/13 is mainly due to having an administrative captain moved to Measure T from the General Fund as part of hiring the next engine company.

The Measure T plan calls for hiring 14 firefighters in FY 2012/13. Staff has recommended hiring only 11 and deferring the hiring 9 of the firefighter until the end of August of FY 2012/13 in order to assure that at least for FY 2012/13 the Measure T Fire budget is balanced. ***Staff recommends this reduced and delayed staffing proposal in order to balance the budget but such action will require that Council declare a fiscal emergency for FY 2012/13. This delay will also position Measure T to contribute to the land purchase and construction of a new fire station as well as a contribution towards the 911 Center's building construction.***

The continued sluggish economy has called into question the City's plan for development impact fees. These fees, designed to recover the incremental costs imposed by new development, will need to be reevaluated in the coming years to assure that fees are sufficient to support planned infrastructure. Finally, the funding for street maintenance and new road construction comes from many of the same revenue sources. Both demands are legitimate, but the challenge is to balance the two competing demands. Staff is developing a pavement management system which, when completed, will assist the Council in deciding that balance. In the meantime, the budget includes significant monies for both street maintenance and construction.

The Hope. Despite the continued demands upon the City, Visalia has responded to the changing environment and is meeting the needs of the community. Employees continue to weather the new demands placed upon fewer and fewer employees, achieving the Council's priorities. The ability to sustain this effort has been discussed by Council and calls for continued discussion.

Nevertheless, Visalia continues to do better than many cities. As a result, this budget is a rebuilding budget. This is a balanced budget, focused on what the City's revenues can sustain and unlike the previous four budgets the City adopted which partially relied upon reserves as Visalia navigated the most difficult financial times since the depression.

Have times been tough? Yes. Are there potential fiscal dangers? Yes, particularly from a dysfunctional State government facing a \$16 billion deficit. May things look

better in the future? We hope. Is the proposed budget sustainable? Yes. The City can build upon what is proposed in this budget.

I would like to thank all of the City employees who worked on the budget. I would particularly like to acknowledge Administrative Services Director Eric Frost, Finance Manager Melody Murch, and Senior Administrative Analyst Ameer Singh for their extensive work and patience.

Sincerely,

Steve Salomon
City Manager

Budget Analysis

The following pages examine specific actions that are included in the budget which allow the General Fund budget to be balanced going forward as well as advancing the goals of the enterprise and special revenue funds.

General Fund

The General Fund has had four years of budget deficits. The goal this year was to present to Council a balanced budget which also includes money for the animal shelter's debt service. Although General Fund revenues have begun to improve, costs have escalated faster mainly due to increasing pension costs. To achieve the balanced budget goal, departmental budgets were greatly restricted. The major budget actions are listed below. The dollar amounts in parenthesis represent the budget savings of the various actions unless otherwise stated.

General Fund Changes in Personnel

- ***Change in assignment and reduction of temporary professional staffing in Community Development*** (\$325,000). Associate Engineer, Manuel Molina, has been assigned to the Water Conservation Plant to assist in the plant upgrade as of July 1, 2012. In the past, Engineering has had a number of retired engineers working part-time on projects. Although these engineers greatly assisted the department, the City has recently hired several engineers, allowing the department to delete from their budget \$132,000 in temporary staffing costs. Finally, a permit tech assigned to planning has been shifted to Building Safety, allowing the Building Safety permit tech to assist in building inspections.
- ***Elimination of Housing and Economic Development Department*** (\$40,000 in FY 2012/13 and \$180,000 by FY 2013/14). The State's dissolution of Redevelopment meant that activities, previously funded by Redevelopment would become General Fund costs. HUD grants have been reduced by 20% over the last two years. As a result, this budget proposes to assign Code Enforcement to the Community Development Department and HUD grant programs to Administrative Services. A financial analyst from HEDD has already been transferred to Administrative Services. The Housing and Economic Development Director would be assigned as a program manager within Administration for a portion of FY 12/13. However, the position would be deleted by FY 13/14. Economic development duties will be redistributed among existing staff to best mitigate this change as far as possible.
- ***Transfer of Financial Analyst from Finance to Public Works*** (\$95,000). Through a retirement, Public Works had a financial analyst position become vacant. The position is mainly funded from Solid Waste. A

financial analyst was transferred from Finance to Public Works. The analyst retained responsibility for preparing annual tax roll payments. The remaining duties were reassigned to existing staff, saving the General Fund approximately \$95,000.

- ***Partial assignment of Senior Fire Inspector to Building Safety*** (\$56,000). Building Safety has a number of scheduled retirements this next year. Instead of replacing those inspectors, one of the solutions will be to have the Senior Fire Inspector work part-time in Building Safety. As a result, the Fire department has added an hourly to help with the fire inspections.
- ***Contract out all tree trimming responsibilities*** (\$50,000). The City several years ago engaged West Coast Arborists (WCA) to trim City street trees. The City retained responsibility for trimming park trees. This work is done by two City staff members. The proposal next year is to contract out this work, thereby deleting two park positions. The City currently expends about \$180,000 a year for City forces to trim trees. The proposal is to shift \$100,000 to the West Coast Arborists' contract for tree trimming, budget another \$30,000 for emergency tree trimming and save approximately \$50,000 a year. ***The affected individuals will be given opportunities to consider other available employment within the City, based upon their qualifications and desires.***

Changes in Programs

- ***Funding of debt service for the Animal Control Facility*** (\$400,000 in FY 2013/14, a cost increase). A major goal this year has been to include in the budget the debt service for an animal control facility. The budget includes \$75,000 in FY 2012/13 for the first interest only payment and \$400,000 in the second year of the budget for principal and interest debt service. This debt service amount is sufficient to fund a \$5 million, 15 year loan.
- For the last several years, the City has participated with other County cities and the County in a ***reverse 911 system*** (\$90,000, a cost increase). To date, this system has been funded from grants. Grants for this next year appear unlikely. To continue this program, the budget has been increased by \$90,000 to fund this program.
- The budget proposes to ***reduce youth grants by \$65,000***, leaving youth grant funding at \$65,000 a year, down from last year's \$130,000 funding level. The action is recommended as a money saving effort required by reduced resources.

- **Reduce Convention Center funding by \$75,000.** The Convention Center receives an operating subsidy from the General Fund. This budget recommends reducing that subsidy by \$75,000, reducing the General Fund transfer to the Convention Center for operations in FY 2011/12 from \$1.077 million to \$1.002 million for FY 2012/13 and 2013/14. The Convention Center management is working on revenue and expenditure options to meet that goal.
- **Animal Shelter Changes.** Animal Control services are anticipated to be relatively budget neutral at a cost of \$600,000. It is proposed that the City enter into a one-year contract with the Valley Oak SPCA, but with some significant changes in order to more effectively control costs and enhance revenues. The contract will be brought to Council for consideration at the June 18 or July 16 meeting. Some of the changes will include:
 - Transfer licensing responsibilities to the City – This will meet the City Attorney’s advice to have licensing revenue, which are public funds come directly to the City. A licensing clerk would become a City employee which will provide greater opportunity to implement procedures and policies that should increase the number of cat and dog licenses, consistently track citations, and follow up on enforcement issues including having a system for dispatching Animal Control Officers to conduct licensing follow up visits. The goal is to increase licensing revenue by at least 10% per year during the two year budget.
 - All kennel fees, paid by owners redeeming their animals, will now be paid to the City. Those kennel fees are estimated to be between \$50k-75k annually.
 - All administrative citation fees will be paid to the City and the new contract will include guidelines and recommendations regarding how Animal Control Officers issue warnings and citations.

Revenue Recommendation

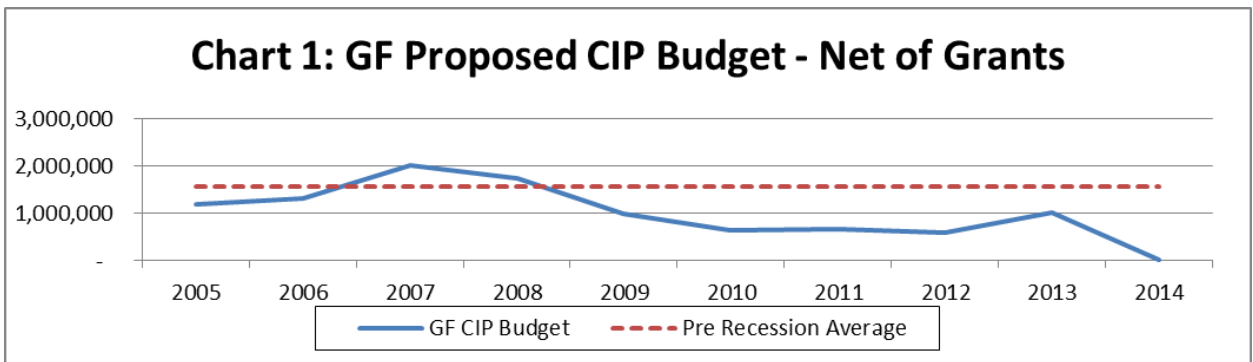
- **Increase Building Safety Fees sufficiently to discontinue a further General Fund Advances. (A more detailed analysis is attached at the end of the budget analysis)** Community Development has reviewed their revenues and recommends essentially a 9 % increase which represents the cumulative increase in CPI which has not been taken by the Building Safety Division since 2000. Staff also recommends that a Fire Plan Check Fee of \$0.10 per square foot be added for single family dwellings. This fee is in response to State requirements that cities require fire sprinklers. Such a fee already exists for commercial structures. These changes, coupled with staff reductions, will allow the enterprise to produce a balanced budget and eliminate the ongoing General Fund subsidy.

- **Implement a First Responders Advanced Life Support (FRALS) fee (\$200,000). (A more detailed analysis is attached at the end of the budget analysis)** Beyond the standard consumer price index adjustments for fees, the budget proposes to include a First Responders Advanced Life Support fee. This FRALS is to cover the cost incurred by the Fire Department when an ambulance needs the assistance of Fire personnel at the scene of a medical response. The City currently responds to approximately 6,800 such calls a year. The fee would be charged to the individual's insurance. If the individual does not have insurance and is a Visalia resident, the fee would be deemed as paid because the individual pays City taxes. If the individual receiving Fire services lives outside of Visalia, they would be billed and the Fire Department would provide for liberal payment terms.

Capital Recommendations

- **Severely limit capital to balance the budget for FY 2012/13 and FY 2013/14.** This means that non-grant General Fund capital is recommended at \$1 million for FY 2012/13 and no money is budgeted for FY 2013/14. The non-recommended projects are shown in the capital section under FY 2014/15. If revenues improve, staff will bring back these decisions for consideration at the Council's mid-year and mid-cycle budget reviews.

This is painful recommendation because it substantially underfunds the ongoing capital needs of the community as shown in Chart I, GF Proposed CIP – Net of Grants. The recommendation is necessary to balance the General Fund budget.



- **Council Directed Review of Two Major General Fund Capital Items.** Staff has reviewed the recommended capital program with Council. Council has asked that additional information for evaluation of certain proposed capital projects. Council has directed that at least these two projects be voted on separately as part of the budget adoption process.

- (\$192,000) Two Athletic Light Standards for Recreation Park Stadium- The current field lighting at Recreation Park Stadium dates back to the original construction of the ball park. The existing lighting standards are outdated and have been known to fail in use. Current light standards are built much higher to allow the players to better see fly balls at night. Replacement would prevent system failures, improve energy efficiency, and provide higher quality lighting to increase player safety. Light standards would be replaced in stages, every other year with 2 infield poles replaced in 2012/13, 2 midfield poles replaced in 2014/15 and 4 outfield poles replaced in 2015/16. Only funding for the 2012/13 portion of this project would be appropriated in this 2-year budget. Additional funding of \$591,000 would be required in future years, bringing the total cost of this lighting replacement to \$783,000. This project is requested by the City Council Rawhide subcommittee.
- (\$200,000) Recreation Park Splash Pad- Working in cooperation with the Rotary Foundation and the Visalia Rawhide, the City would develop a 3,200 square foot rectangular splash pad (water feature) in Recreation Park. The facility would be secured (by fencing) and available for use during Rawhide baseball games and to Recreation Park users (general public, rentals, summer day camps, etc.) when baseball games are not in session. The objective is to increase revenues through increased attendance at Rawhide games and generate revenue from Recreation Park users. Revenue would offset costs of maintaining and operating the facility. In addition to the \$200k in donation from the Rotary Foundation, the City proposes using \$100k from the Recreation Facilities Impact Fees and \$100k of grant funding to be secured (possibly CDBG), bringing the full cost of the Splash Pad to an estimated \$400k. This project is requested by the City Council Rawhide subcommittee.
- **Limited Use of Cash Advances.** The City has historically lent cash from the General Fund to other funds to bridge funding gaps. These funds have repaid the General Fund over time and have been assessed an additional 1% for borrowing funds from the General Fund. This strategy generated more money for the General Fund and reduced borrowing costs for other funds.

As of last fiscal year, these advances totaled \$19.3 million from the General Fund and various internal service funds. To the extent possible, new advances have been limited due to the General Fund's inability to continue to provide cash advances. This specifically has caused the Building Safety, Airport, Storm Water Impact Fees, Transportation Impact Fees and Valley Oak Golf funds to rein in their proposed capital and operational plans.

With these several recommendations and departmental self-imposed reductions, the proposed General Fund budgets for FY 2012/13 and FY 2013/14 are balanced. Alternatives to these recommendations include:

- Further staff reductions, including layoffs
- Discontinuance of the non-profit grant program, \$65,000
- Discontinuance of the out of school loop bus program, \$27,500
- Reduction in park tree trimming by \$25,000

If Council wanted to consider these or additional cost savings alternatives, Council could direct staff to bring back alternatives.

Special Revenue and Enterprise Funds

The General Fund represents a little more than 1/3 of the City's total budget. The remaining portions are special revenue funds and enterprise funds. The special revenue funds are primarily dedicated to either capital projects or specific operations as in the case of Measure T Public Safety Sales Tax. The response for these funds has been to scale proposed capital projects sufficiently to be balanced against available revenues. For example, Council has already authorized the partial reduction in funded Measure T police officers to a level supported by available revenues. In contrast, the City's business operations or enterprises respond to the changes in demand based upon increases or decreases in fee revenue. These operations are generally doing well. Nevertheless, this budget proposes to take a number of steps to control costs as follows:

- ***Postpone hiring of nine (9) Measure T Firefighters by two months.***
Council has already reduced the planned hiring of Measure T firefighters by 3 in order to match revenues against revenues. In a similar manner, management recommends postponing the hiring as these new Measure T firefighters by two months to assure that, at least for Fiscal Year 2012/13, Measure T Fire revenues are equal to proposed expenditures. In addition, if the Council adopts the budget as proposed, the Council will need to declare a fiscal emergency which would allow the General Fund expenditures to be less in FY 2012/13 than they were in FY 2011/12 by \$100,000. The City is working to acquire a site and build a new fire station in the Southwest part of the City. Neither the cost of acquisition nor construction is known at this time. The 911 Center will draw upon this fund also for its share of construction cost.

The two month delay in hiring the nine (9) firefighters will save the City approximately \$170,000. Money will be kept in the Measure T fund and will be used towards acquiring the site and constructing the new fire station as well as participating in the cost of the 911 Center. The costs of these projects are unknown at present.

- ***Return to Measure T transferred police officers as revenues improve.***
Last year, the Council authorized the transfer of 3 Measure T police officers to the General Fund to minimize the impact of the police force

occasioned by the need to reduce costs in Measure T Police. The Council authorized the temporary funding of Measure T officers in the General Fund to maintain the City's police force. However, as Measure T revenues improve, these officers should be returned to Measure T to reduce the burden on the General Fund.

- ***Declare a fiscal emergency in the General Fund to allow the City to use Measure T funds.*** Measure T, is dedicated to public safety. The Sales Tax measure requires that the City appropriate the same or more money in the General Fund each year to receive the Sales Tax. For the last three years, the City Council has exercised its authority to declare a fiscal emergency to temporarily exempt itself from this Maintenance of Effort (MOE) requirement.

The proposed budget meets the MOE for the Police department. The Fire Department, however, has \$113,000 less budgeted in FY 2012/13 than in FY 2011/12. The following year meets the MOE requirement. The reason the Fire Department does not meet the MOE requirement in FY 2012/13 is mainly due to having an administrative captain moved to Measure T from the General Fund as part of hiring the next engine company.

The Measure T plan calls for hiring 14 firefighters in FY 2012/13. Staff has recommended hiring only 11 and deferring the hiring 6 of the firefighter until the end of September of FY 2012/13 in order to assure that at least for FY 2012/13 the Measure T Fire budget is balanced.

- ***Take actions to have the Building Safety Fund balance its expenditures against expected revenues.*** Building Safety has not had a balanced budget since FY 2003/2004. At that time, the activity had accumulated a balance of \$1.8 million. As of the end of March 2012, the accumulated deficit is \$950,000, a swing of almost \$3 million.

Staff's proposed actions are not designed to recover past amounts but to bring into balance current year revenues and expenditures. As a result, this budget includes the following recommendations:

1. Building Safety revenues be increased by a modest amount but remain less than such nearby cities (ex. Tulare). More information about this subject is presented in the Analysis Supplement which follows.
2. Not filling three (3) expected retirements. Rather, move one permit tech assigned to planning to Building Safety, allowing the current permit tech in Building Safety to perform inspections. Also, allow the department to hire 1 hourly building inspector as needed and

assigning the Fire Marshal to work half-time for the Building Safety Division in reviewing building plans.

- **Add two (2) Solid Waste employees to the Solid Waste operation, a driver and a maintenance worker.** Solid Waste adds drivers as demand for services increases. The division has continued to see increases in accounts such that it is appropriate to add new drivers to handle increased residential accounts. (For every 1600 accounts, the operation adds one new driver.) In addition, the operation needs a new maintenance worker to help maintain bins and machinery.
- **Waste Water or Water Conservation Plant (WCP) recommendations.** The City is about to embark on its largest capital project ever by enhancing the Water Conservation Plant by treating effluent to tertiary standards and reusing that water. This project will cost about \$100 million over three years or about \$90,000 a day. To accommodate this project, one engineer will be assigned to the WCP to work on the project. Staff also recommends hiring a contract office assistant to help City staff in responding to information requests, grant and loan documentation, coordinating with contractors and assuring the project is not postponed, which would lead to increased costs.
- **Management Analyst for Natural Resources Conservation Division and Transfer of Consolidated Waste Management Analyst** (\$79,000). Since the inception of the Natural Resource Conservation Division (NRCD) in 2007, several duties have been transferred to the Division including Brownsfield program management, groundwater recharge facility acquisition, development and management, all water related responsibilities, and management of energy efficiency retrofit projects. In addition, several new responsibilities have been added including contaminated property management, new property acquisition due diligence, and utility rate case review and other utility issues. Perhaps the most troubling has been the proliferation of regulatory agencies that the City must work with such as:
 - Environmental Protection Agency (EPA)
 - State Environmental Protection Agency (CalEPA)
 - Water Resources Control Board (WRCB)
 - Integrated Waste Management Board (IWMB)
 - California Air Resource Board (CARB)
 - San Joaquin Valley Air District (SJVAD)
 - Federal Highway Administration (FHWA)

It is recommended that a Natural Resource Conservation Specialist be added that would enable the division to address and implement projects, programs that have been deferred due to lack of staffing including complete the revision of the water-conservation ordinance and public education plan, develop and implement of a local version of the State water-efficient landscape ordinance,

monitoring of City energy usage for opportunities to reduce usage and costs, and apply for, implement, and track additional grants.

In addition, it is also recommended that the management of the Consolidated Waste Management Authority (CWMA), including the CWMA analyst, be transferred from Solid Waste to Natural Resource Conservation. The CWMA analyst is a City employee contracted full time by CWMA to administer CWMA. The transferring the CWMA position to NRCD will enable a more synchronized effort to meet the impending State recycling mandates. Both these activities are funded by Solid Waste and Waste Water Enterprises.

- **Contract out Water Conservation Plant (WCP) laboratory services.** In reviewing operations, staff found that it may be appropriate to contract out laboratory services as a cost savings measure. Staff is in the process of determining how this would be done, but the effort to save money will better prepare the fund to pay for the increased costs associated with the WCP's major capital program. However, if this proposal moves forward, staff would recommend that beyond the standard layoff procedures, any contract would include a provision to provide at least 6 months of continued employment for two (2) affected workers.
- **Storm Water Ballot.** Council has directed staff to prepare a ballot measure asking the voters to authorize any surplus revenues from the current Kaweah Dam enlargement be directed for use on local flood maintenance control. Staff is developing the mail ballot measure and analysis that would be presented to voters before this fall.

Personnel

This budget does not include any across the board salary increases. The City imposed wage concessions in 2010 effectively rolled back wage levels to July of 2008. CalPERS, the City's pension provider, has informed the City to expect additional rate increases which will cost the City almost \$1 million more a year without any other changes in compensation. In fact, pension and health benefit costs will increase employee compensation this next budget cycle by 2.91% and 1.97% for FY 2012/13 and FY 2013/14, respectively as shown in Table I, Value of Increase Benefit Costs.

Table I		
Value of Increased Benefit Costs		
As a Percentage of Salary		
	12/13 Budget	13/14 Budget
Budgeted Salaries	\$ 37,076,200	\$ 37,413,600
Increase in Pension Costs over Prior Year	\$ 1,021,500	\$ 545,000
As a % of Total Salaries	2.76%	1.46%
Increase In Employee Health Care over Prior year	\$ 57,300	\$ 193,800
As % of Total Salaries	0.15%	0.52%
Total Benefit Increase as a % of Salary	2.91%	1.97%

Summary of Proposed Personnel Changes. The budget proposes to eliminate 6 positions, transfer 1.5 positions from the General Fund to other funds and add 4 positions, 3 from non-General Fund resources. The General Fund position is a contract position which would be discontinued unless dog license revenues increase substantially. The list is as follows:

Positions to be Eliminated (6)

- Housing and Economic Development Director – due to loss of Redevelopment funding, position eliminated by FY 13/14.
- Two Park Tree Trimming Position – contracting out of tree trimming services to save money
- Two Waste Water Lab Technicians – potential contracting out of work to save money
- Financial Analyst –position eliminated to save money

Positions to be Temporarily Moved out of the General Fund (2)

- Sr. Fire Inspector – to work part-time for Building Safety
- Associate Engineer – to work for Water Conservation Plant’s upgrade project

Positions to be added (4)

- Two Solid Waste Workers to handle increased accounts
- Management Analyst in Natural Resources Conservation Division to handle increasing environmental duties, paid for by Waste Water and Solid Waste
- Contract Dog License Billing Accounting Assistant to be paid for from Animal License revenues in the City’s effort to increase licensing.

Budget Analysis Supplement

Building Safety Fees

- **Take actions to have the Building Safety Fund balance its expenditures against expected revenues.** Building Safety has not had a balanced budget since FY 2003/2004. At that time, the activity had accumulated a balance of \$1.8 million. As of the end of March, the accumulated deficit is \$950,000, a swing of almost \$3 million.

Staff's proposed actions are not designed to recover past amounts but to bring into balance current year revenues and expenditures. As a result, this budget includes the following recommendations:

1. Building Safety revenues be increased by a modest amount but remain less than such nearby cities (ex. Tulare).
2. Not filling three (3) expected retirements. Rather, move one permit tech assigned to planning to Building Safety, allowing the current permit tech in Building Safety to perform inspections. Also, allow the department to hire 1 hourly building inspector as needed and assigning the Fire Marshall to work half-time for the Building Safety Division in reviewing building plans.

Background

Staff recommends to Council that the Building Safety Fee adjustments (described below) be considered and approved at Council's June 18th Council Meeting during the City's annual fee update. The Building Safety Fund is an Enterprise Fund, thus should cover current operating costs with fees for services.

However, for several years this fund has had an advance from the General Fund that currently stands at just under \$1 million. Current housing indicators suggest that the next two budget years will see permit trends at a flat rate, meaning a reduction of expenses and/or increase to revenues is required to balance the Building Safety Fund. Current projections indicate about 3,000 permits will be processed through the Building Safety Division in FY 2011/2012.

Operating Expense Reductions

Since the beginning of FY 2007/2008, the division continues to implement cost control measures including in large part a reduction of staff from a high of 20 employees in 2005/2006 to 9 employees today (1 vacant).

Further reductions to the Building Safety Division's operating budget have been looked at including not filling three full time positions that will be vacated in 2012 due to

retirement. Due to the technical requirements of these inspector positions in the Building Safety Division to protect the health and safety of the City, staff will be reassigned, a part-time inspector brought on and staff trained appropriately to maintain an adequate level of inspection expertise on hand. At least \$120,000 in savings should be recognized from staff reassignments beginning this upcoming fiscal year 2012/13. The FY 2012/2013 staffing level will be reduced to 8 employees.

However, despite these measures, more action is needed in order to maintain the City's minimum standards of safety and be able to cover expenses and establish a small reserve fund. Due to fluctuating permit activity from year to year, staff believes it is important to establish at least a 2 month funding reserve in the Building Safety Fund and not rely on the General Fund.

The Building Safety Division budget for 2011/2012 was approximately \$1.8 million, due to staff reductions and cost cutting measures, including having a reserve fund balance; the proposed budget for 2012/13 is just under \$1.7 million. This budget reduces service to the minimum acceptable standard.

Despite staff's best efforts, plan check and inspection services will be adversely impacted by the above mentioned operating budget reductions with slower plan check turnaround and inspection rollovers. Further cuts to the operating budget will more severely negatively impact the City's ability to handle Building Safety throughout the City.

Fee Adjustments

In order to generate enough revenues to cover costs for the upcoming fiscal years and eventually have a small reserve, the following fee adjustments and increases are recommended.

Revenue projections with the following proposed fee adjustments for the Building Safety Fund show budgeted expenditures will be able to be offset with projected revenues based on approximately a similar # of permits pulled in 2011/12 for future years.

- a. Add the 2011 CPI of 2.65% to adjust for inflation (see attached Graph 'A')
- b. Add fees for the new California Fire Code requirements (see Attachment '1')
- c. Add and/or adjust fees for recent legislation (see Attachment '1')
- d. Adjustments for some permits to reflect actual time spent for review and inspection (see Attachment '1')
- e. Add new fees for services to recover future costs (see Attachment '1')

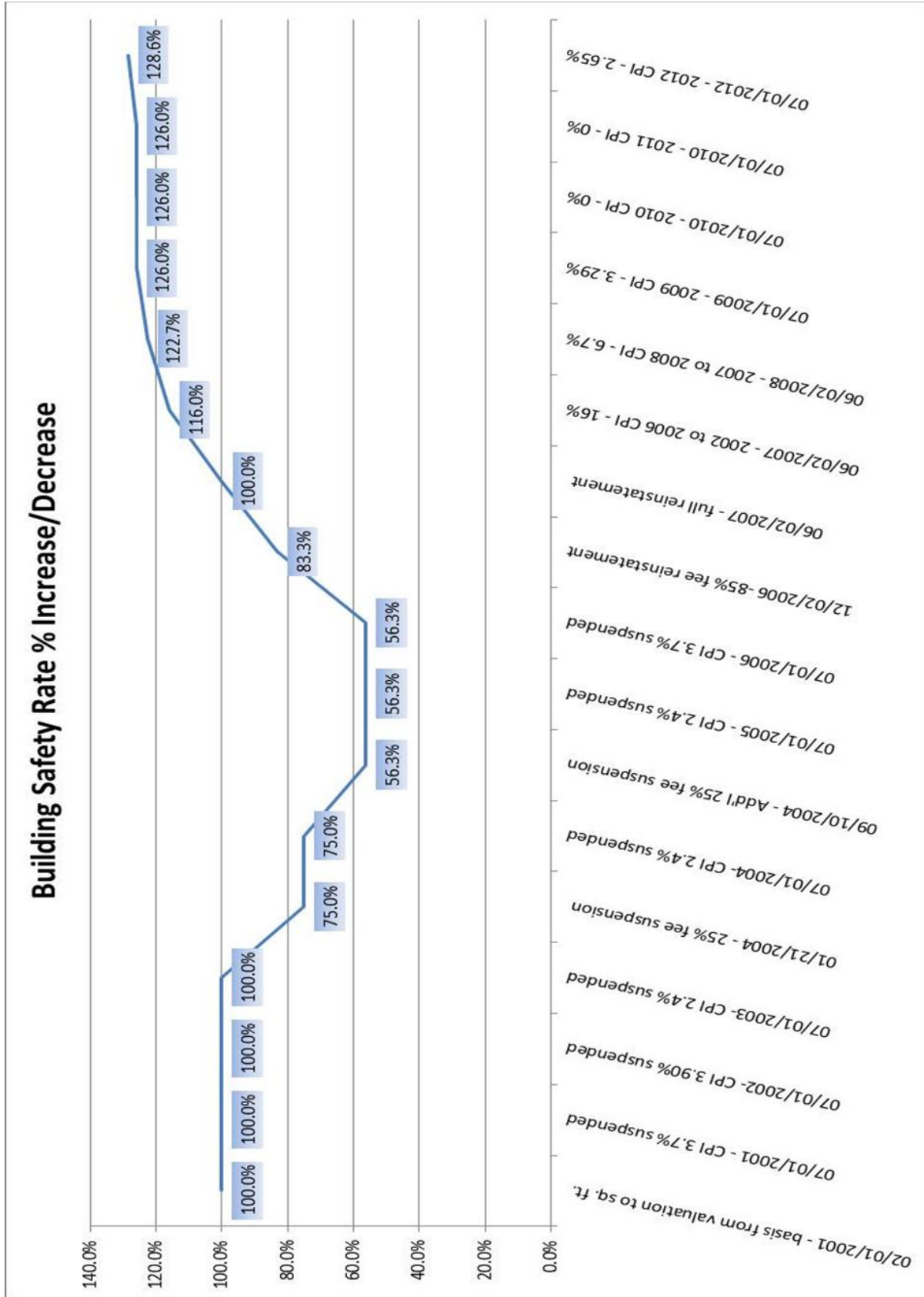
- f. With all the above changes a 9% across the board increase based on projected permit issuance is needed to generate enough revenues to meet expenses and build a one month reserve during the two year budget year budget period.

A survey of building safety rates in surrounding cities shows Visalia's proposed fees in comparison with others. Staff believes that the proposed rate adjustments are in line with rates around the Valley. (see attached comparison in Graph 'B')

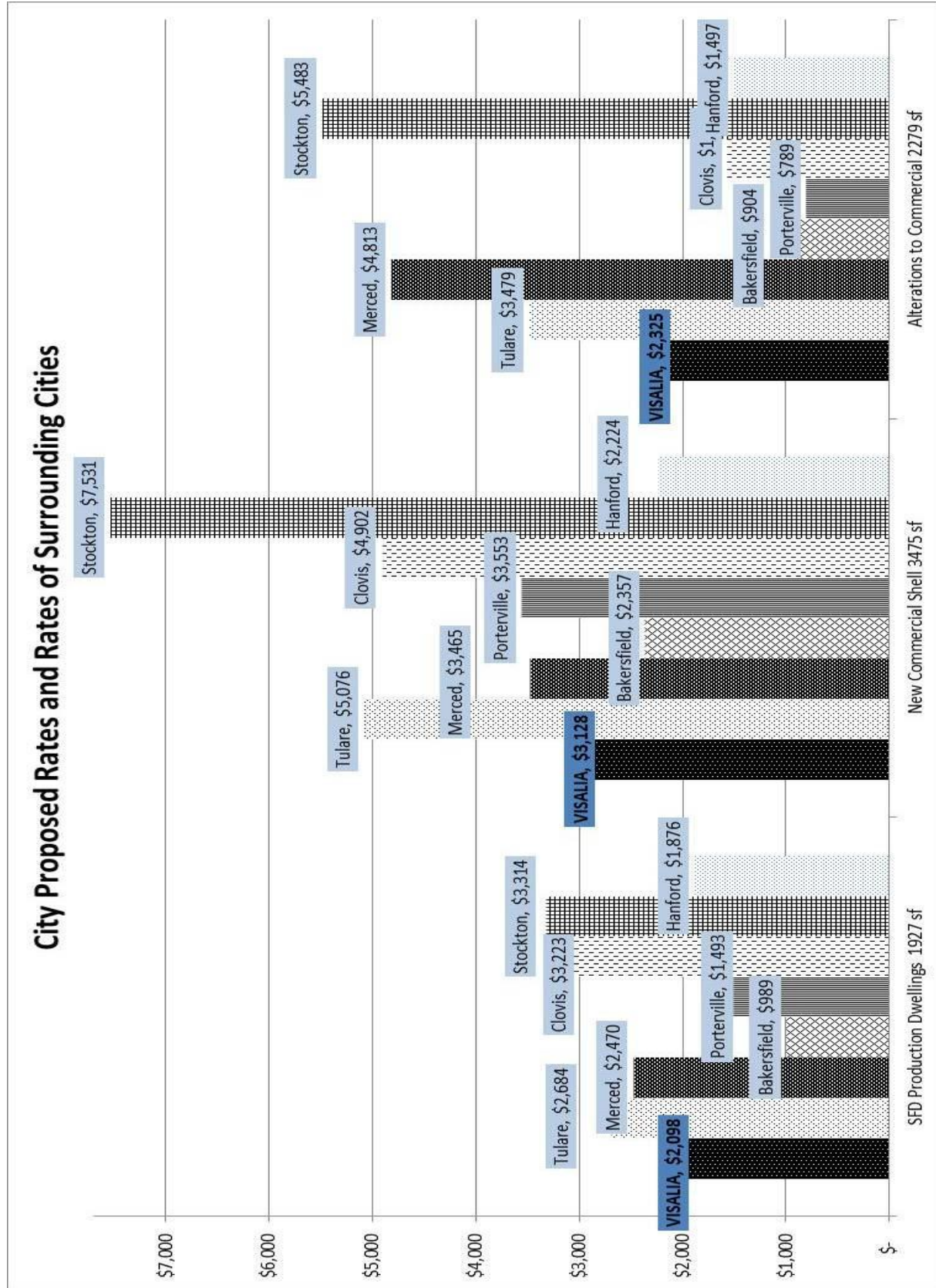
It is important to note that during years of large activity (2004 – 2006) the fees were reduced/suspended by up to 50% to reduce the amount of reserve accumulated, however, this eliminated potential reserve funds the Building Safety Fund would require during times of slower development. For a view of what past actions were taken in regards to the Building Safety Fees see graph 'A'.

These recommendations staff believes are necessary in order to continue to maintain Building Safety operations and eliminate reliance on the General Fund which has already advanced the fund about \$1 million. Should the City see an increase in the number of permits pulled, staff would recommend personnel increases to meet the demand, paid for by increased revenues.

GRAPH 'A'



GRAPH 'B'



Attachment '1'
Fee Adjustments Summary

- b. Add the 2011 CPI of 2.65% using the California Consumer Price Index for All Items – All Urban Consumers (see attached graph)
- c. Add new fees for the new California Fire Code requirement as follows:

<u>Fee Description</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
• Master plan (SFD / Duplex) Fire Plan Review	\$0.00 per sq ft	\$0.10 per sq ft
• Tract/Production Dwelling Inspection -0 to 1,750 sq ft	\$0.74 per sq ft	\$0.91 per sq ft
• Tract/Production Dwelling -1,751 sq. ft. and over	\$0.58 per sq ft	\$0.68 per sq ft
• Custom Dwelling Fire Plan Review	\$0.00 per sq ft	\$0.09 per sq ft
• Custom Dwelling Inspection	\$0.93 per sq ft	\$1.10 per sq ft
• New Commercial, Commercial Tenant Improvements and Racking Fire Plan Review	\$0.00 per sq ft	\$0.09 per sq ft
• Fire and Hood Suppression, Alarm System, Detection Systems Fire Plan Review	\$0.00 per hr	\$104.00 per hr
• Fire & Hood Suppression, Alarm System, Detection Systems Inspection	\$0.00 per hr	\$104.00 per hr

- d. Add and/or adjust fees for Recent law as follows:

<u>Fee Description</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
• Residential Day-Care Fire Safety Inspections <i>Recent law amendments allow jurisdictions to charge a fee equal to but not exceeding the actual cost of the pre-inspection service. Our inspection time for service averages 1.5 hours, therefore, the new fee will be a flat rate based on the time of 1.5 hours</i>	\$50.00 each	\$201.40 each
• Photo Voltaic Systems Plan Review and Inspection 1-15 kilowatts each kilowatt over 15 kw <i>Follow SB 1222 guidelines by size of kilowatt</i>	\$ 0.00 each \$ 0.00 per kw	\$400.00 each \$ 5.00 per kw
• Work Without Permit <i>Follow adopted code for violations</i>	1x Permit Fee	2x Permit Fee

Attachment '1' (continued)
Fee Adjustments Summary

- e. Adjust the following permit types to more accurately reflect actual plan review and inspection time:

<u>Fee Description</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
<ul style="list-style-type: none"> Residential Remodel & Addition -501 sq. ft. and over <i>Identify two levels of permit categories in order to cover City cost of providing service for larger projects</i> 	\$1.56 per sq ft	\$0.90 per sq ft
<ul style="list-style-type: none"> Residential Storage Buildings -up to 400 sq. ft. <i>Redefined to cover for smaller storage buildings</i> 	\$0.97 per sq ft	\$1.09 per sq ft
<ul style="list-style-type: none"> Garage or Detached Building –over 400 sq. ft. <i>Simplified fee to a flat rate based average time spent</i> 	\$0.97 per sq ft	\$477.70 each
<ul style="list-style-type: none"> Residential Carport, Wood Patio, Raised Decks or Balconies <i>Simplified fee to a flat rate based average time spent</i> 	\$0.97 per sq ft	\$321.10 each
<ul style="list-style-type: none"> Manufactured Aluminum <i>Simplified fee to a flat rate based average time spent</i> 	\$0.77 per sq ft	\$174.70 each
<ul style="list-style-type: none"> Electrical Fees / Mechanical Fees / Plumbing Fees <i>Various fees adjusted by actual time spent by the hourly cost</i> 	See attached	See attached

- f. Add new fees for services as follows:

<u>Fee Description</u>	<u>Current Fee</u>	<u>Proposed Fee</u>
<ul style="list-style-type: none"> Above-ground Pools 	\$0.00	\$129.90 each
<ul style="list-style-type: none"> Commercial re-roof w/sheathing up to 7500 sq. ft. 	\$0.00	\$292.77 each
<ul style="list-style-type: none"> Relocation or Moving of Bldg Application 	\$0.00	\$390.40 each
<ul style="list-style-type: none"> Relocation or Moving of Bldgs Permit 	\$0.00	\$1.15 per sq ft
<ul style="list-style-type: none"> Document Scanning <i>Cover a portion of the scanning of plans and the cost of retention. Law requires jurisdictions to retain plans and documents for life</i> 	\$0.00	\$1.20 per sq ft
<ul style="list-style-type: none"> Duplex Production Dwelling <i>Separated this fee from single family for clarification, not a new fee</i> 	\$0.85 per sq ft	\$1.11 per sq ft
<ul style="list-style-type: none"> Renewal of Expired Permit <i>Cover staff time for this process</i> 	\$0.00	\$28.80 each
<ul style="list-style-type: none"> Wood Fence Permit -0 to 150 linear ft 	\$0.00	\$73.20 each
<ul style="list-style-type: none"> Wood Fence Permit -each add'l 150 over 150 linear ft 	\$0.00	\$18.30 each

**Attachment '1' (continued)
Fee Adjustments Summary**

ELECTRICAL			
	current	proposed	
Electrical			
Temporary Power Service	52.34	146.40	each
Temporary Circus and Carnivals	130.83	219.60	each
Receptacle, Switch, and Light Outlets			
Residential first 20 fixtures	39.24	73.20	each
Pole or platform-mounted lighting fixtures	44.27	146.40	each
Theatrical-type lighting fixtures or assemblies	45.54	146.40	each
Electrical Equipment			
Residential Appliances - - - Not exceeding one horsepower (HP) (746W) in each rating. Fixed appliances or receptacle outlets, including wall-mounted electric ovens; counter-mounted cooking tops; electric ranges; console or through-wall air conditioners; space heaters, dishwashers, washing machines; water heaters; clothes dryers, or other motor-operated appliances. For other types; see Power Apparatus.	54.94	73.20	each
Non-Residential Appliances - - - Not exceeding one horsepower (HP), kilowatt (kW) or kilovolt-ampere (kVA) in each rating. Nonresidential appliances and self-contained factory-wired including medical and dental devices; food, beverage and ice cream cabinets; illuminated show cases; drinking fountains; vending machines; laundry machines or similar types of equipment. For other types; see Power Apparatus.	81.09	146.40	each
Power Apparatus - - - Up to and including one unit. Motors, generators, transformers, rectifiers, synchronous converters, capacitors, industrial heating, air conditioners and heat pumps, cooking or baking equipment and other apparatus.	13.09	292.80	each
Electrical Services			
600 volts or less and not over 200 amperes	91.57	146.40	each
600 volts or less and over 200 to 1,000 amperes	130.83	292.80	each
Over 600 volts or over 1,000 amperes	163.55	292.80	each
Miscellaneous Electrical			
For electrical apparatus, conduits, conductors and generators for a which a permit is required but for which no fee is herein set forth , per hour with a two hr. min.	157.00	146.40	per hour
Re-Instatement of Electrical Meter	130.83	146.40	each

**Attachment '1' (continued)
Fee Adjustments Summary**

MECHANICAL			
Furnaces & A/C Units			
Replacement of a forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliance, up to and including 100,000 BTU's	98.13	146.40	each
Replacement of a forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliance over 100,000 BTU's	130.83	219.60	each
Install or Replace Wall Heater	71.96	146.40	each
Repair of Floor or Wall Heater	49.71	73.20	each
Appliance and Vents			
Relocation or Replacement of gas appliance	39.24	73.20	each
Relocation or Replacement of an appliance vent	39.24	73.20	each
Exhaust Ventilation			
Replacement of Residential Hoods and Ventilation Fans	39.24	73.20	each
Boilers, Compressors and Absorption Systems			
Replace of each boiler or compressor to and including 3 horsepower (10.6kw)	39.24	146.40	each
Replace of each absorption system to and including 100,000 BTU's	39.24	146.40	each
Replace of each boiler or compressor to and including 15 horsepower (52.7kW)	130.83	219.60	each
Replace of each absorption system over 100,000 BTU's and up to 500,000 BTU's	130.83	219.60	each
Repairs or Additions			
Repair or alternation to a heating appliance, refrigeration unit, cooling unit or absorption unit	52.34	73.20	each
Air Handlers			
For each air-handling unit, including ducts attached thereof over 2,000 cfm		219.60	each
Evaporative Coolers			
Other than a portable type ventilation and exhaust	28.79	73.20	each
Miscellaneous Mechanical			
For mechanical for a which a permit is required but for which no fee is herein set forth, per hour with a two hr. min.		146.40	per hour

**Attachment '1' (continued)
Fee Adjustments Summary**

PLUMBING			
Fixtures and Vents			
For each fixture or trap or set of fixtures on 1 to 4 traps minimum (including water, drainage piping and backflow protection thereof)	19.64	73.20	each
For repair or alteration of drainage or vent piping; each fixture	32.71	73.20	each
Water Heaters and Special Appliances			
Replacement of Water Heater or Special Appliances	39.24	73.20	each
Replacement of Water Heater with new gas piping	91.57	146.40	each
Gas Piping Systems			
One to Five Outlets	52.34	73.20	each
Lawn Sprinklers			
For each lawn sprinkler system on any one meter	98.13	146.40	each
Additional meters for new system listed above	23.53	73.20	each
Repair of existing system	23.53	73.20	each
Protection Devices			
Backflow Preventer or Vacuum Breakers ; one to five devices	20.93	146.40	each
Residential Backflow Preventer or Vacuum Breakers over five devices; each	19.64	73.10	each
Commercial Backflow protection Device Assembly		292.80	each
Atmospheric type vacuum breakers over 2 inches	39.24	73.20	each
Wells			
Monitoring Well	0.00	146.40	each
Miscellaneous Plumbing			
For mechanical for a which a permit is required but for which no fee is herein set forth, per hour with a two hr. min.		146.40	per hour

First Responders Advanced Life Support (FRALS)

The fire service was originally created to suppress fires. In the late 1960's and early 1970's, it was realized that people would greatly benefit from First Responder medical attention outside of a hospital environment. The fire service has played a key role in the pioneering of what is recognized as today's emergency medical services (EMS) or pre-hospital care. This is useful because in most cases firefighters arrive earlier than ambulances and supplement ambulance services by providing advance life support.

The public has come to trust and rely on the fire service for a high level emergency medical care, but the service is costly. To continue to provide first responder medical care some cities have developed a fee which is included in ambulance billings for the Fire medical response, notably, the Sac Metro Fire Department assesses this fee. The fee is relatively new for cities. However, when faced with declining budgets, staff recommends assessing a reasonable fee to the user of services to maintain services.

The typical fire emergency response costs the department \$300 although the value of the service is closer to \$1,000, as shown on the attached cost sheet. California law requires that if a fee is charged for services, it must be charged to all users. City Staff proposes the City assess a \$300 FRALS in the following manner:

- The City would enter into an agreement with ambulance companies to add an item on the insurance bill for the City's FRALS fee as part of ambulance billings.
- All emergency medical responses that require treatment from the fire department, would be billed a FRALS fee.
- For those bills that are paid by insurance or directly by the patient, the ambulance company remits the City its FRALS fee less ambulance billing costs.
- For unpaid bills, the City directs the ambulance service to do the following:
 - For Visalia residents – accept whatever has or has not been paid as payment in full because local residents pay City property taxes (this action would require an authorizing ordinance by Council);
 - For non-residents – two options exist; (1) provide liberal payment terms with hardship cases being able to negotiate terms as low as \$10 a month or (2) City Council can adopt an ordinance that would forgive the debt in case of hardship (letter required), either choice is considered on a case by case basis, approval or denial shall rest with the Fire Chief.
 - Do not pursue more aggressive measures.

In a time of tight budgets, it appears appropriate to seek ways to pay for services which are demand generated. A FRALS appears to be such a fee.

First Responders Advanced Life Support (FRALS)					
1 Response Cost - Average Time 30 minutes					
Sal. Range			<u>Rate</u>	<u>Time</u>	<u>Cost</u>
5822	Fire Captain		71	0.5	35.50
4978	Fire Engineer		62	0.5	31.00
4962	Firefighter/Paramedic		62	0.5	31.00
	Engine		37	0.5	18.50
Response Cost					116
1.5 Standby minutes for each response minute - 6.5:1					
(116 x 6.5) =					754
2 Preparedness Costs - 6800 Responses Annually					
Annual supplies budget					50,000
Additional ALS Trainig @ 8 hrs/yr for 24 firefighters at overtime rate of \$38.50					7,392
					57,392
Divide by EMS Calls				6,800	6,800
Preparedness Costs					8
3 Fire Administration Support Costs @ 10%					88
4 Ambulance Billing Fee @ 5%					15
					981
Proposed					315
Note:					
Potential Revenue @ 15% billed					321,300
Less: billing cost @ \$13 a bill x 6800 bills					(88,400)
Net FRAL Revenues					232,900

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

ANALYSIS OF MAJOR REVENUES

Table I, Major Revenue Sources, presents the major revenue sources for the City of Visalia. While the City receives revenues from many different sources, the following table is a highlight of the major revenues of the City of Visalia. The General Revenues received by the City primarily fund Public Safety and General Government operations, while the Business-Type Revenues fund the operation from which they are generated. For example, revenues for the Business-Type fund Wastewater can be used to fund Wastewater activities and can not be transferred to pay for Recreation or other services.

Table I

Major Revenue Sources					
(in millions)					
<i>Revenue Source</i>	<i>2009-10</i>	<i>2010-11</i>	<i>2011-12 Projected</i>	<i>2012-13 Proposed</i>	<i>2013-14 Proposed</i>
Sales Tax	18.5	19.8	21.3	21.9	22.8
Property Tax	17.9	18.0	18.1	18.4	18.6
Franchise Tax	1.9	2.1	2.2	2.4	2.4
Business License	2.1	1.6	1.9	1.9	2.0
Transient Occupancy Tax	1.8	1.9	1.9	2.0	2.1
Use of Money & Prop	0.5	0.4	0.4	0.4	0.4
Subventions & Grants	1.4	2.1	1.3	0.8	0.7
Other Revenues	6.3	6.7	6.6	7.1	5.9
<i>Sub-total General Fund Revenues</i>	<i>50.4</i>	<i>52.6</i>	<i>53.7</i>	<i>54.9</i>	<i>54.9</i>
Measure T	4.5	4.5	4.6	4.8	4.9
Measure R - Local	1.6	2.1	2.0	2.0	2.1
Measure R - Trailways	0.1	0.5	5.0	1.1	3.1
Measure R - Regional	7.2	6.5	15.6	-	-
Gas Tax	2.1	4.1	4.2	4.2	4.3
CDBG	1.2	1.6	1.0	1.1	1.1
Redevelopment Property Tax	8.1	8.2	4.9	1.4	1.4
<i>Sub-total Other Governmental Revenues</i>	<i>24.8</i>	<i>27.5</i>	<i>37.3</i>	<i>14.6</i>	<i>16.9</i>
Solid Waste Rates	15.9	16.7	18.0	18.2	18.4
Wastewater Rates	13.0	14.7	15.9	17.8	17.8
Transit Grants	11.9	10.4	11.9	11.1	9.0
Convention Center Rents	3.6	3.6	3.3	3.6	3.4
Health Care Premiums	9.3	9.5	9.3	9.8	10.1
<i>Sub-total Major Business-Type Revenues</i>	<i>53.7</i>	<i>54.9</i>	<i>58.4</i>	<i>60.5</i>	<i>58.7</i>
<i>Subtotal Major Revenue Sources</i>	<i>128.9</i>	<i>135.0</i>	<i>149.4</i>	<i>130.0</i>	<i>130.5</i>
<i>Non-Major Revenue Sources</i>	<i>57.9</i>	<i>42.1</i>	<i>15.6</i>	<i>23.8</i>	<i>36.7</i>
<i>Total Revenue</i>	<i>186.8</i>	<i>177.1</i>	<i>165.0</i>	<i>153.8</i>	<i>167.2</i>

GENERAL FUND REVENUES

Chart I

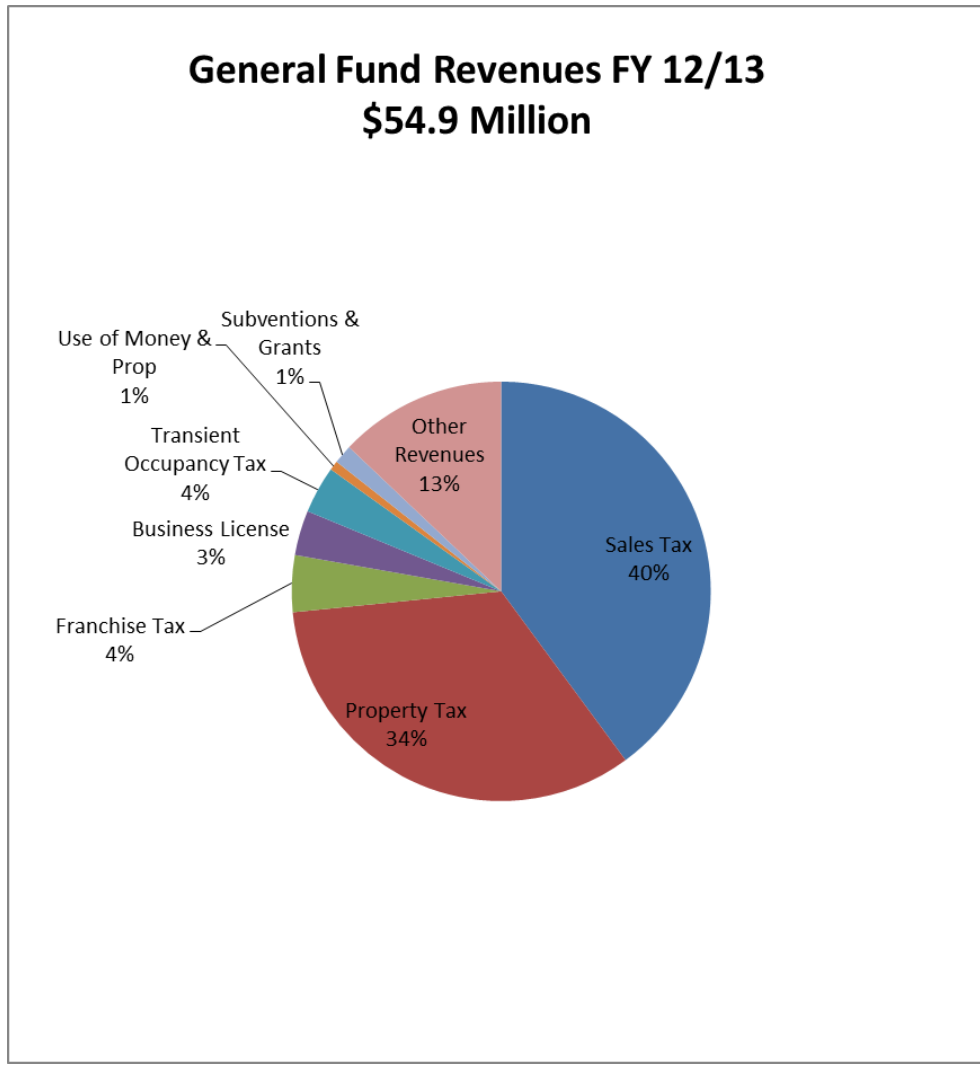


Chart I, General Fund Revenues, above shows the make up of the General Fund revenues. The make up remains fairly constant over time. For FY 12/13 and 13/14, the General Fund revenues are \$54.9 and \$54.9, respectively. The pie chart clearly shows the importance of Sales and Property Taxes to the health of the General Fund at 74% of the total revenues.

GOVERNMENTAL REVENUES

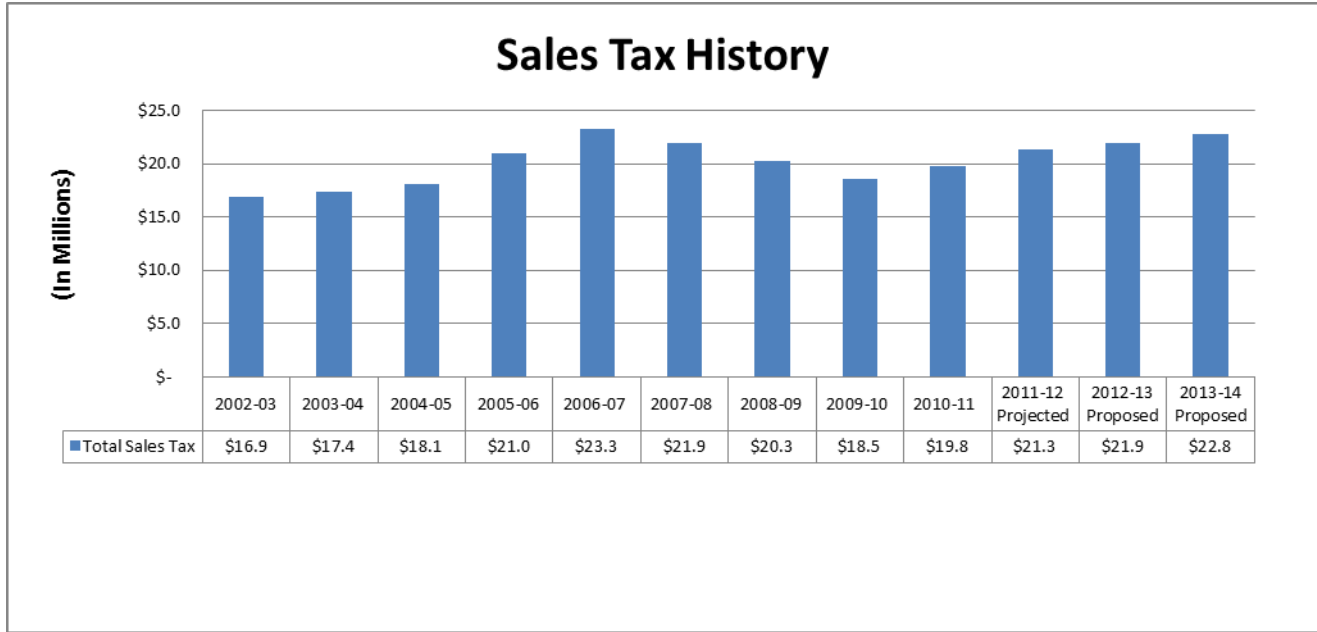
The following provides analysis of the City's major governmental revenues.

Sales Tax Revenue - Sales tax is City's largest General Fund revenue source. After tremendous growth during the middle part of this last decade, sales tax has declined. Peaking in FY 06/07, sales tax declined for the next three years. Since FY 10/11 sales tax has been slowly recovering and in FY 12/13 the City is showing sales tax to be close to the peak. The City has used a 3% and 3.5% growth

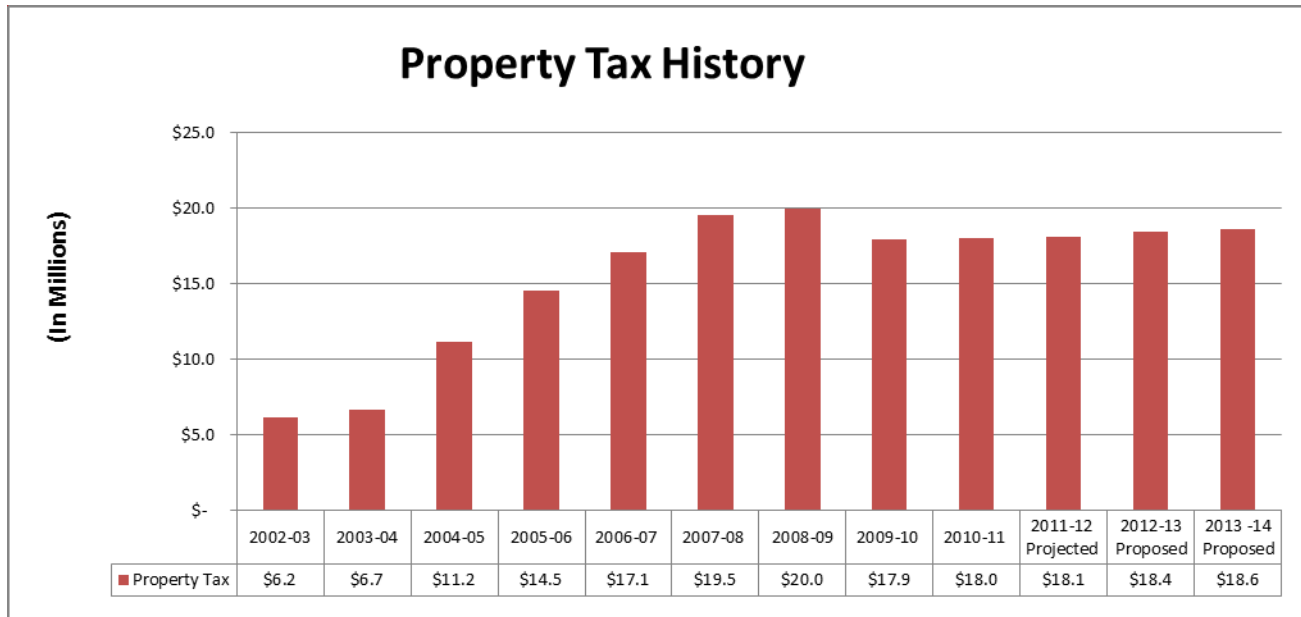
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assumption for the next two fiscal years, as shown in Chart 2, Sales Tax History. By FY 13/14, using a 3% assumption, sales tax should be back around the peak of \$23.3 million.

Chart 2



Property Tax Revenue – Property tax had a major increase took place in FY 04/05 when the State swapped Vehicle License Fee revenues for property taxes. These revenues peaked in FY 08/09, as shown in Chart 3, Property Tax History.



Since FY 09/10, property taxes are showing a slight increase each year. Staff used 1% increase, reflecting a more stable real estate market.

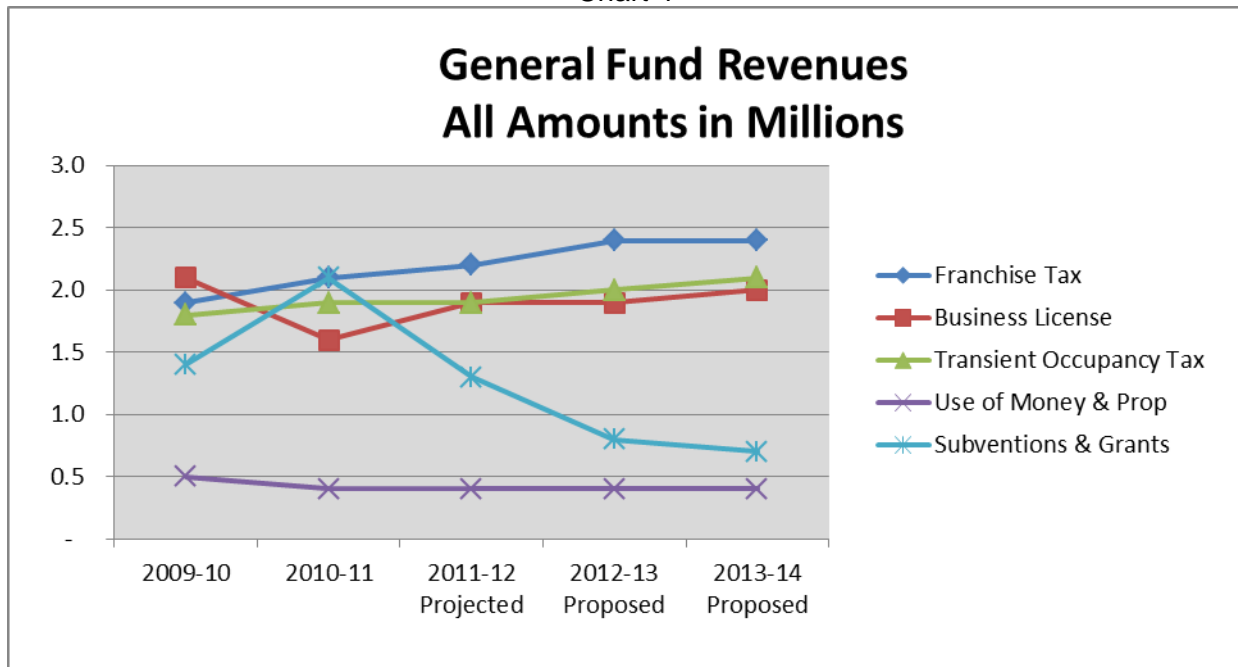
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The remaining major General Fund revenues are shown in Chart 4, General Fund Revenues. The **Franchise Tax** is a tax on utility payments for electricity, gas, cable and water. These utility revenues have remained fairly stable and are expected to increase 3% a year. After a decrease in FY 10/11, the **Business License Tax** has remained stable, increasing about 2% a year, despite the slow down in the economy.

Transient occupancy tax, had a about a 20% decline after FY07/08. The decline was a direct consequence of the economy. This revenue has shown an increase since FY 09/10. Staff is using an increase of about 5% a year for the next two years, recovering its pre-recession peak in the next two years.

Use of money and property has been stable but low, due to low interest rates. And **Subvention and grants** are difficult to predict because grants may or may not occur. Nevertheless, the grants have averaged about \$1.3 million for the last several years despite the weak economy. Those grants are expected to decrease over the next few years.

Chart 4



Special Revenues

Except for Measure R Regional monies, the special revenues have collectively remained fairly constant. Since RDA has been discontinued by the state, the City will not receive the property tax increment monies like it used to. It will only receive enough to cover the debt payments. These revenues are shown in Chart 5, Major Special Revenues. **Measure R** is a County-wide, half cent sales tax for roads. It is given back to localities in three different pieces: 35% in local monies to be used as determined by each city, 50% for regional projects as determined by the local ballot measure and 15% for trails and bikeways according to the ballot measure.

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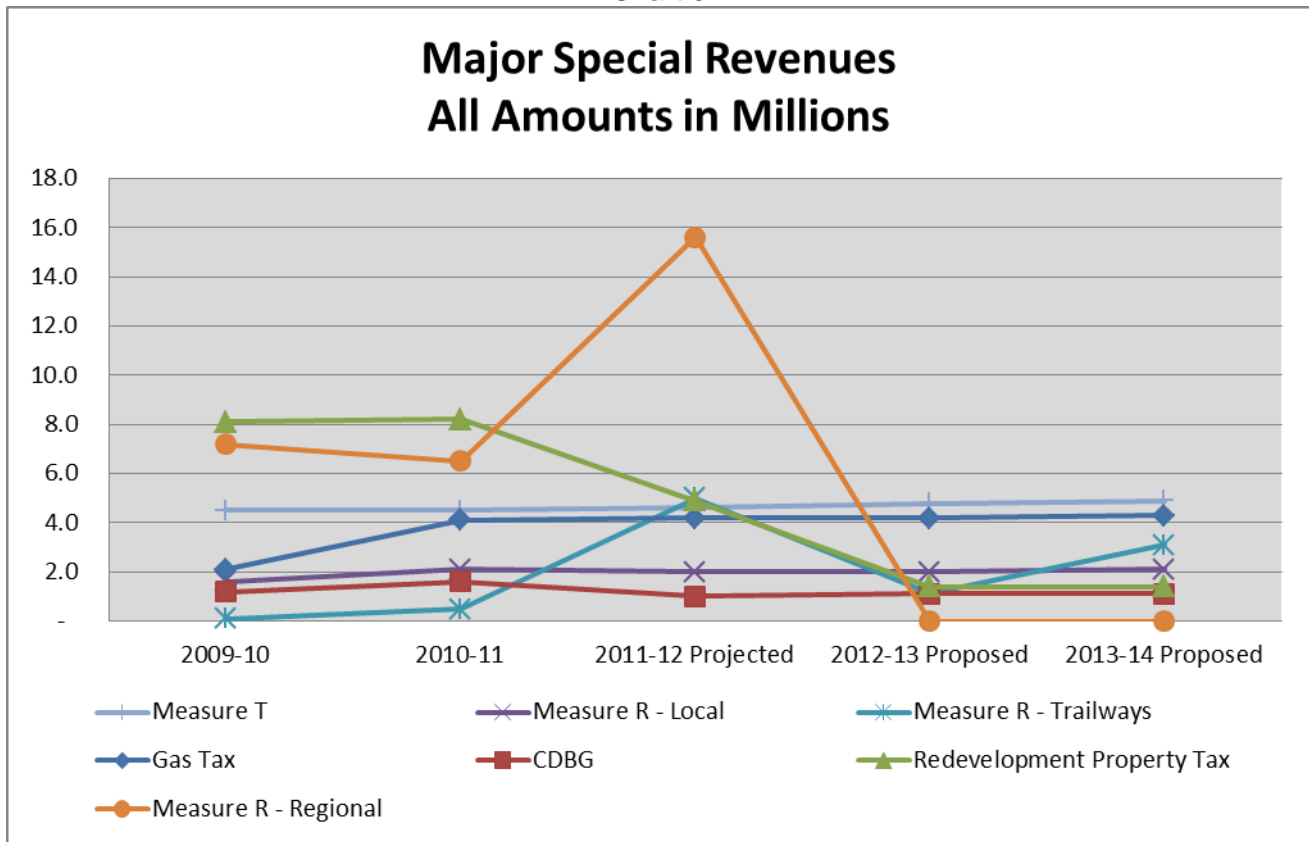
The local money is fairly constant but the regional monies are available when projects are slated for the City. Regional has the Plaza Dr. Widening project budgeted in the current year causing the huge spike in revenues. This revenue is estimated based upon the ballot measure's schedule.

Measure T is a ¼ cent sales tax override but is collected only in the City of Visalia for public safety. This revenue source has declined much like the General Sales Tax revenue. However, the forecast is for this revenue source to increase 3% for FY 12/13 and 3.5% for FY 13/14.

Gas Tax has become a major revenue source as the State has converted Prop 42 sales tax revenues into gas tax revenue. The growth in this revenue is based upon the State's projections of how much each city should expect.

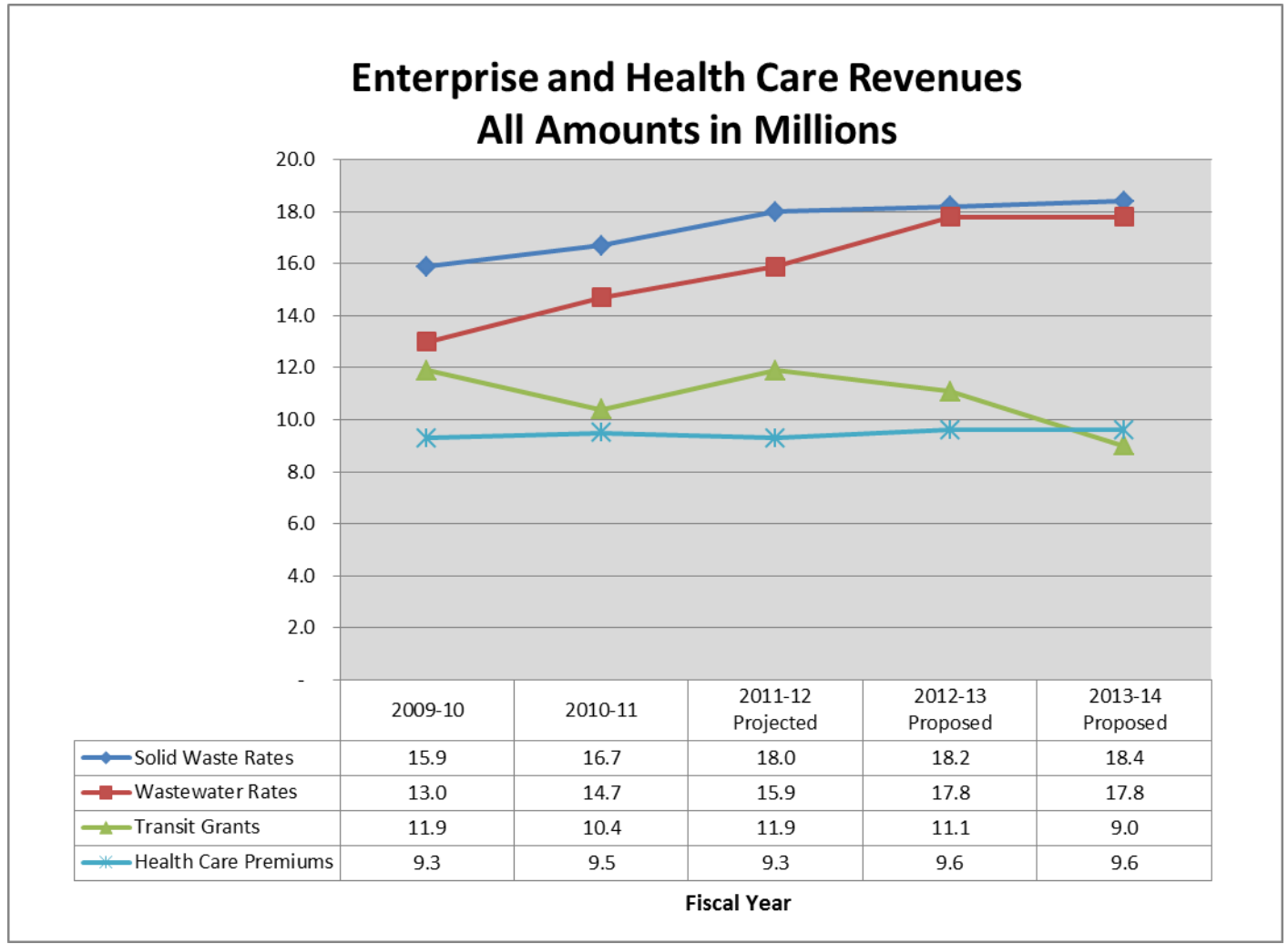
Community Development Block Grant monies come from the US Department of Housing & Urban Development (HUD). These funds are used to help low income households or areas in Visalia. In past years, this revenue source remained fairly unchanged; however, in 12/13 HUD reduced the allocation by approximately 17%. For 13/14, the budget is expected to remain unchanged.

Chart 5



BUSINESS TYPE FUNDS

Chart 6, Major Business Type Revenues and Health Care Premiums, shows the expected revenues in the City's business funds.



Solid Waste –These revenues are driven by community growth and adopted rate increases. The rates are only expected to grow based on a 2% growth rate and no rate increase. Rate revenues are projected to be \$18.2 million in FY 12/13 and \$18.4 million in FY 13-14.

Wastewater – Revenues are projected to grow by the changes in rates. The Wastewater plant is under a Federal mandate to decrease the impact of its effluent discharges. The City is starting a new project that will convert the plant to full tertiary treatment, utilizing Membrane Bioreactor technology and includes the development of a recycled water distribution network. The project is estimated to be about \$100 million and has caused rates to increase substantially.

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In 2012, Council approved a multi-year increase. The 2012 increase is 12%, necessary to pay for the Waste water plant upgrade.

Transit Grants – Transit revenues are primarily funded by state and federal grants. Transit has also received significant grant revenue for capital projects, causing their revenues to spike and then decline. The current budget forecast is for grant revenues to decrease unless new capital projects are obtained.

Health Care Premiums – The City has a self-insured health plan. The health plan collects premiums from employees, retirees and an employee's departments. These premium payments are expected to rise somewhat over the next couple of years. The City is assuming 3.5% for FY 12/13 and 4% for FY 13/14. Despite the rising costs the City has made great efforts in trying to control the costs with the retiree phase out and the new health clinic.

2010-11 and 2011-12 ACCOMPLISHMENTS

ADMINISTRATION

City Clerk

- Successfully managed the 2009 and 2011 General Municipal Elections.
- Fulfilled duties as local filing officer for FPPC campaign statements for officeholders, candidates, and political action committees.
- Managed and monitored requirements of AB 1234 for Ethics Training for local officials.
- Provided training on City Clerk processing procedures to staff members.
- Trained Committee/Commission staff representatives on the requirements of the Brown Act and developed a staff representative handbook that includes Brown Act procedures and sample notices.
- Administered the provisions of the Maddy Act and monitored term expirations of Committees and Commissions.
- Conducted a bi-annual review of the City's Conflict of Interest Code and developed procedures for Consultant filings.
- Began uploading digital recordings of council meetings on the City's website to provide more public access to City proceedings.
- Successfully completed the selection of an Agenda Management System vendor and began implementing an automated agenda process and paperless agenda packet.

Community Relations Manager

- Issued *Inside City Hall* at least twice a month to the City organization, the e-mail mailing list, and post to the webpage. Continued to develop the e-mailing list with increase in subscribers from 575 in January 2011 to current 851. Redesigning newsletter to adapt to new "Constant Contact" format and Ezine subscriber service through Civica to enhance subscription numbers.
- Worked with departments to identify projects/programs the City needs funding for and work with the Departments to apply for appropriate grants. Applied for \$2.5 million grant for Civic Center Park through Prop 84 program. Successful in obtaining three federal Safe Routes to School grants totaling \$732,000, one LEAP grant for \$198,000, and one \$10,000 grant from Southern California Gas Co., grant for the Greenway project on the Transmission Corridor.
- Worked with VEDC and Housing & Economic Director in the development of a prototype of packet promoting the city to prospective businesses.
- Served as the legislative liaison to federal lobbying representatives to identify City priorities, pursue funding on the federal level, and direct correspondence from City Council to appropriate legislative representatives on a variety of issues.
- Worked with the Assistant City Manager to track legislative issues and bills on the state level, coordinate correspondence from city officials as it relates to issues impacting local government.
- Worked with State and Federal Lobbyists and Department Heads on development of legislative platforms with the City's position on key issues of importance. Implementation includes regular tracking updates on legislation of interest for Council and Department heads.
- Enhanced City's communications efforts with citizens with the following: Developed marketing plan and launched the City's Facebook page on Jan. 13, 2012; developed talking points and presentations for the Mayor and City Manager; develop monthly columns for the Mayor for the Chamber newsletter inserted into the Times-Delta; taped monthly segments for "Visalia Today" with City staff and elected officials on issues and programs of interest to citizenry; and coordinated four Town Hall meetings with Council members in four quadrants of the City.
- Developed Community Video Program for City's Website.

Economic Development

- Provided annual funding support to both VEDC and TCEDC for the recruitment and retention of industrial firms in the City's industrial park;
- Work closely with both PBID and Downtown Visalian's on the revitalization of Downtown Visalia;

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- Prepared and released an RFP for an office development at Acequia and Conyer avenues. Selected the Paloma Development Group and negotiated an Exclusive Negotiations Agreement (ENA) with developer;
- Coordinated the expansion of the parking in-lieu districts to extend to the Oval Park area for the development of a 5,000 square foot retail building;
- Completed Civic Center engineering work performed by Provost & Pritchard by March 2011;
- Successfully awarded a \$1-2 million EDA Grant for widening of Plaza Drive between Hurley and Goshen avenues;
- Update the Business Attraction Brochure and webpage for the Department;
- Successfully recruited Macy's, Hobby Lobby, Vallarta Supermarket, Buffalo Wild Wings Restaurant, Habit Burger, Taco Bell, etc. to several vacant retail buildings along Mooney Blvd. and North Dinuba Blvd.
- Successfully recruited VWR, Hydrite Chemicals, and Mor Furniture for Less to the Industrial Park while supporting the expansion of VF Industries, MWI and establishment of Perfection Pet Food.

Convention Center

- Convention Center's accomplishment highlights:
 - Closed the FY 2010-11 setting a revenue record. Event revenues hit a record high at \$2,265,462, beating the previous record set in 2008 with \$2,185,378 and exceeding budget by almost 11%.
 - Set a record with 59 conventions and conferences in FY 2010-11, up from 52 in the previous year which matched the previous high in 2008.
 - Set a record for the highest number of events in Convention Center history ending the FY 2010-11 at 2,305 events.
 - Total economic impact in the local economy was in excess of \$24 million with over 374 jobs created in the local community as calculated by HVS International.
- The Center hosted several notable events that generated significant economic impact in the local economy:
 - Great Western Gospel Fan Festival (3,000 attendees for 3 days and \$700,000 in economic impact).
 - TOPS (Taking Off Pounds Sensibly) Convention (1,300 attendees for 3 days and \$277,000 in economic impact).
 - Team West conference (2,500 attendees for 3 days and \$465,000 in economic impact).
 - Dairy Calf & Heifers Association (450 attendees for 3 days and \$176,710 in economic impact).
 - California Square Dancers Conference (300 attendees for 2 days and \$80,750 in economic impact).
 - UC Davis Alfalfa Symposium (450 attendees for 3 days and \$190,000 in economic impact).
 - California Optometric Association (265 attendees for 3 days and \$100,000 in economic impact).
 - Buddhist Church of America (180 attendees for 4 days and \$128,500 in economic impact).
 - Western United Dairymen (200 attendees for 3 days and \$96,000 in economic impact).
 - Job's Daughter's Grand Guardian Council (400 for 4 days and \$149,000 in economic impact),
 - Church of God of Prophecy (2,500 attendees for 3 days and \$280,000 in economic impact),
 - Diocese of Fresno Convention (2,000 attendees for 2 days and \$248,000 in economic impact),
 - Order of the Eastern Star (1,500 attendees for 4 days and \$600,000 in economic impact),
 - Job's Daughters Grand Bethel (1,275 attendees for 3 days and \$465,000 in economic impact)
- Formed a Green Task Force and implemented several new environmentally friendly practices to improve the sustainability of the Convention Center. This includes the usage of corn based,

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biodegradable drinking cups, reduced bottled water usage, eco-friendly cleaning projects for housekeeping, and installation of new energy efficient lighting.

- The Center maintained an average guest approval rating of 97%, which means that 97 out of 100 guests had an excellent experience. This approval rating has remained above 95% for many years and is a testament to the quality of the service staff provides.

National Resource Conservation

- Conducted extensive education and outreach to schools, businesses, and residents regarding water conservation, recycling\waste diversion, and energy conservation.
- Expanded the commercial recycling audit program to divert waste from the landfill and save businesses money.
- Actively participated in the Kaweah River Basin Integrated Regional Management Planning group leading to award of \$2.2 million State grant for recycled water pipeline construction.
- Arraigned for purchase, delivery, and infiltration of 14,000 acre-feet of surface water to recharge the City's groundwater supplies.
- Operated the Household Hazardous Waste Collection center to divert residents' hazardous materials from going to the landfill, sewer, or illegal dumping.
- Held two successful Earth Day events in partnership with the Environmental Committee where hundreds of volunteers removed more than 11 tons of trash and debris from the City's waterways and planted several hundred native and low-water use plants.
- Successfully completed the City's Brownfield cleanup project and received certification of cleanup from the California Department of Toxic Substances Control.
- Acquired 100 acres of property to develop groundwater recharge and flood-layoff basins.
- Replaced old mercury vapor lights in Convention Center Exhibit Hall with new energy efficient lights funded by a federal grant.

Transit

- Successfully completed the fifth season of the Sequoia Shuttle. Through a partnership with Sequoia & Kings National Park, the City operated a route from Visalia to the Giant Forest Museum and three routes within the Park. Using 19 buses, over 11,000 passengers were transported to and from the park, and over 280,000 passengers within the park. It is estimated that over 95,000 automobile trips were eliminated because of the shuttle.
- Expanded the City's Bus Operations and Maintenance facility from a 66 bus facility to one that accommodates 125 buses. The facility, located on Goshen and Cain, was expanded from 5 to 9 repair bays and the bus wash building was expanded to accommodate additional bus wash equipment. Construction was completed in December 2011.
- Expanded our fleet of compressed natural gas (CNG) buses to 88% of the fleet. We are projected to be 100% converted to CNG by 2016 when we replace our last diesel buses.
- Assisted in the development and implementation of a COS Student Bus Pass program which resulted in increased student ridership; partnership agreements between COS, TCAG and the City of Visalia; and increased access to COS for students who otherwise would not be able to attend.

Airport

- Worked closely with the Department of Transportation and Great Lakes Airlines in order to begin daily flights to Los Angeles and Las Vegas.
- Realized a 135% increase in passenger totals as a result of the new destinations.
- Accepted almost \$600,000 in FAA grant funding for airport planning projects.
- Hosted the West Coast turn of the Consolidated Air Force, which included a B-17 Superfortress and a B-25 Mitchell. The tour stop was visited by over 3,000 people over the 4 day tour stop and was one of their most successful stops on the West Coast.
- Served as the Recreational Vehicle site for the Great Western Fan Fest

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ADMINISTRATIVE SERVICES

Administrative Services Support

- Processed 1,092 passports in 2010 and 1,097 passports in 2011 for total revenue to the City's general fund of \$54,725.
- Coordinated Citywide training activities in a variety of areas such as Harassment and Discrimination, Performance Evaluation, Substance Abuse, Customer Service, Leibert, Cassidy and Whitmore Employment Relations Consortium Training
- Coordinated the annual Employee Service Awards event held in December
- Assisted with the planning and organization of the annual Employee Benefits Fair.

Human Resources

- Conducted 45 recruitment and selection processes to fill various vacancies in City Departments.
- Received 1,564 interest cards.
- Reviewed and processed 2,570 applications for employment.
- Facilitated the hiring of approximately 52 regular employees and 158 hourly employees throughout the City.
- Implemented a 12-week supervisory academy, with 3 cohorts and approximately 57 employees successfully completing the course.
- Facilitated 68 random drug and alcohol tests of existing employees to comply with Department of Transportation requirements.
- Implemented the online requisition process through the NEOGOV system and provided training to department staff.

Labor Relations

- Successfully negotiated and entered into one-year agreements with Bargaining Groups A, B, M and E for the period of July 1, 2010 through June 30, 2011.
- Successfully negotiated and entered into a two-year agreement with Bargaining Group G for the period of July 1, 2010 through June 30, 2011.
- Successfully negotiated and entered into one-year agreements with Bargaining Groups A, B, and E for the period of July 1, 2011 through June 30, 2012.

Finance

- Produced the audit report (CAFR) internally.
- Received the GFOA award for the audit report (CAFR) and additionally for the budget.
- Produced Mid-year and Mid-cycle financial and operational reports of the City.
- Produced 2-year Capital and Operating Budget.
- Starting In House Health Clinic for City of Visalia employees, dependents and retirees.
- Implemented Employee Discount Program.

Information Services/Telephone Services

- Completed copier and printer replacement program.
- Replaced Police and Fire mobile computers (MDTs).
- Replaced desktop computers Citywide.
- Completed integration of video systems for Transit and SPCA.
- Replaced / upgraded Citywide network backbone equipment.
- Implemented new City intranet (internal City websites).
- Replaced voicemail system.
- Replaced Email anti-spam system.
- Fire 56 wireless communications established.
- Transit Ridecheck system changes.
- WWTP operations system replacement.
- Agenda Management system established.

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Risk Management

- Managed 173 liability claims filed against the City of Visalia.
- Managed 140 workers compensation claims.
- Established a retiree health policy to eliminate City financial obligation over designed period.
- Continued participation in Excess Insurance Authority Health Joint Powers Authority after evaluating other options.
- Coordinated and hosted benefit fair with over 250 employees and retirees each year.
- Enhanced High Deductible Health Plan by modifying plan to qualify for Health Savings Accounts.
- Opened an on-site medical clinic and enhanced wellness program for use by employees and retirees.

Affordable Housing

- Partnered with Kaweah Management Company to develop 71 affordable rental units for Millcreek Parkway. The Agency committed \$4.5 million in Redevelopment Low/mod funds;
- Negotiated an agreement with Christian Church Homes of Northern California to build 43 units of senior affordable housing on a vacant lot on Tulare Avenue just west of Ben Maddox Avenue. The project was completed and occupied in June 2011.
- The City/Agency negotiated an agreement with Visalians Interested In Affordable Housing (VIAH) and TCHA to fund \$1 million in HOME CHDO funds and Redevelopment Low/moderate income funds (\$500,000 each) for the acquisition and rehabilitation of 11 rental units; and construction of 9 new units; Rehabilitation has been completed on the existing eleven (11) units and the 9 units completed and occupied in December 2011.
- Kaweah Multi-Family Real Estate Owned (REO) Acquisition and Rehabilitation. RDA loaned Kaweah Management \$480,000 to purchase and rehabilitate two foreclosed triplexes in the Washington School Neighborhood. Existing units were demolished in 2010. Construction is scheduled for 2012.
- U. S. Department of Housing and Urban Development (HUD) awarded the City, \$2,388,000 from the Housing and Economic Recovery Act (HERA) 2008. The City acquired 27 single family and 1 four-plex. The 4-plex was sold to Visalia Rescue Mission in June 2011.

COMMUNITY DEVELOPMENT DEPARTMENT

Management

- Continued and initiated work on new Master Plans including the Southeast Area Master Plan, W. Hwy 198 Master Plan, East Downtown Strategic Plan, Civic Center Master Plan, and General Plan Update.
- Hosted General Plan Update Committee meetings, workshops and Town Hall meetings.
- Facilitated Development Standards Task Force, Historic Preservation Committee, West Hwy 198 Task Force, East Downtown Strategic Plan Task Force, and Southeast Master Plan Task Force formation and meetings. Facilitated Construction Review Committee, Change Order and Loan/Reimbursement Review monthly meetings. Created a General Plan Update Task Force.
- Provided staff liaison to Disability Advocacy Committee and hosted Barrier Awareness Day.
- Provided stimulus benefit for businesses and construction by deferring impact fees for one year or close of escrow for \$809,103.65.

Support Services

- Provided ongoing technical and clerical support and participation to Community, City Council, Planning Commission, Disability Advocacy Committee and other City Departments.
- Continued excellent customer service by updating our Department webpage to provide current forms, publications and information to the public and other departments and organizations.
- Provided a "One-stop Shop" for development community by issuing 2,841 building permits in 2010-2011, and coordinating services at front counter for code enforcement, citation payment, information, business tax, Site Plan Review, public meetings, department publications, public records requests and cash receipts.

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Planning

- Completed Tasks 1 through 5 of the 8 for the General Plan Update and staffed the General Plan Update Review Committee (GPURC).
- Provided direct CEQA and NEPA Environmental Review and quality control over contracted environmental consulting for ARRA and federal Housing grant funding projects.
- Managed adoption and implementation of the Mooney Corridor General Plan and Zoning Code amendments.
- Completed and obtained State certification of the Housing Element Update.
- Obtained and are currently managing a \$200,000 HUD grant to assist funding the General Plan Update.

Business Tax

- Continue to provide information to public to assist with opening new businesses and obtaining new business tax certificates.
- Coordinated with State of California to keep Business Tax Database current.
- Provided stimulus benefit for part-time sports officials.

GIS

- Produced individual map projects including Zoning, General Plan, Crime Analysis and Incident Locations, Fire Incident Locations, EOC Digital Map Books, City Owned Properties, RDA Project Areas, Industrial Park activity, Pavement Management, Solid Waste Routes, Storm Basin Storage Volumes, 2010 US Census complete count program and new FEMA products.
- Provide greater GIS access for the public via a downloadable digital maps page on the City's website which features all of the major map products GIS currently produces.

Building Safety

- Processed and facilitated commercial and industrial development including but not limited to Costco Wholesale solar system, Pacific Stihl, Wal-Mart, Gerges Medical Clinic, St Charles Borromeo Catholic Church, Visalia Rescue Mission, Visalia Transit expansion, DD's Discount, Hobby Lobby, San Joaquin Valley College improvements, Main Street Promenade, Rabobank, In-Shape Health Club improvements, Kaweah Delta Hospital dementia care center, two Target retail store improvements, Delta Vector lab, VWR International, Wal-Mart solar system, Buffalo Wild Wings, The Habit Burger Grill, Visalia Treatment Plant administration building, Perfection Pet Foods, VF Outdoor expansion, DIX Machine Shop, Grace Community Church, Chase Bank, Taco Bell, Seventh-Day Adventist, Surf Thru Car Wash, and various other small retail shops for a total valuation of \$128,425,414 FY 10-11 and \$67,7952,693 for July 2011 through December 2011.
- Managed various ADA compliance projects throughout the City including EAGR (Exterior Accessibility Grants for Renters) and participated in Habitat for Humanity projects.

Neighborhood Preservation

- Received 1974 complaints
- Identified and declared 23 properties as "Public Nuisances";
- Regulated 59 Medical Marijuana grows to assure the plants were cultivated per the municipal code.
- Monitored 171 foreclosed properties to prevent negative impacts to neighborhoods or further deterioration to the property;
- Implemented an ordinance change to include camping as part of the "Public Nuisance" ordinance.

Engineering Services Administration

- Coordinate and update Operating and Capital Improvement Program Budgets for the Department.
- Coordinate efforts of all Engineering Divisions with Planning and Building Safety.
- Manage and coordinate public questions regarding FEMA.
- Liaison to Caltrans and TCAG for transportation projects and funding.
- Liaison for the City to Cross Valley Rail Corridor Joint Power Authority.
- Update and monitor rates and fees including Impact Fees, collection of VUSD development fees, Business Tax and Building Permit Fees.

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Engineering Services

- Commercial: processed permits for the following large commercial/industrial projects:
 - VWR International Inc. Distribution Facility – 500,000 sf building
 - Main Street Promenade project
 - COS south parking south lot expansion and Laurel Ave abandonment
 - The Habit Burger site improvements
 - Buffalo Wild Wings project in the Packwood Creek shopping center
 - Wal-Mart retail store in the former Costco building on Mooney Blvd

- Special Projects
 - Assisting in the General Plan Update and participating in the General Plan Update Review Committee
 - Ongoing staff management of and response to the City's Flood Zone information phone line and e-mail account
 - Completed application and obtained certification for FEMA's Community Rating System (CRS) program. Obtained a Level 9 certification allowing for a 5% reduction in flood insurance to property owners.
 - Coordination with VUSD for the new Shannon Ranch Elementary School and site improvements for Willow Glenn, Cottonwood Creek, and Royal Oaks Schools

Engineering Design

- Advanced over 75 CIP projects with an approximate total of \$75m. (see Performance Measures on previous pages)
- Successfully applied for and awarded over 12 grants for a total of approximately \$15m.
- Provided improved traffic flow through CIP construction sites and minimize impact to surrounding residences and businesses.

Traffic Safety Engineering:

- Completed engineering and traffic studies for over 50 intersections.
- Reviewed and commented on approximately 300 site plan applications.
- Reviewed and commented on approximately 90 special event applications.
- Installed Emergency Vehicle Pre-emption equipment and battery backup systems on all new signal installations and signal modification projects.
- Converted existing downtown parking from 2-hour to 3-hour parking restrictions.

FIRE

Administration

- The Measure T plan has been revised to build a fire station in the southwest area of the City
- The department completed 20 Standard Operating Guidelines (SOGs)
- Staff updated the Haz Mat Response Agreement with five of the eight agencies in Tulare County
- Staff has completed an analysis of several options for Advanced Life Support (ALS) transport opportunities
- The department applied for the following grants in 2010/11 that will help support the Visalia Fire Department:
 - **LEAP (Local Energy Assurance Plan)** – Awarded \$200,000 grant
 - **SAFER Grant** for 9 fire personnel – two applications have been made; waiting on possible award notification
 - **AFG (Assistance to Firefighter Grant)** for fire equipment applied in 2010; the department was not awarded the grant

Emergency Services/Operations

- Staff was authorized to purchase one engine with Measure T money; this has been completed
- Two EOC drills have been conducted, one of which involved the California State Golden Guardian Program

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- The EOC has been transitioned to the training room at Fire Station 55; staff is currently working on the installation of the emergency backup power generator
- The department has successfully transitioned the reverse 9-1-1 system to a new vendor.
- The department fully implement the Web Based Emergency Operations Center Program (WebEOC) has been completed and will continue to develop. Web EOC was used during the 2010 storms and worked well. The Tulare County OES (COVs portion) data base was completed in 2010, extensive training has been completed
- All six fire units are now staffed with a minimum of one paramedic.
- The technical rescue team has been formed with 24 members and a new rescue trailer was purchased. The department has been designated as a Type II medium rescue team through Cal EMA

Fire Prevention

- Staff continues public education activities by expanding and enhancing through fire and life safety training - October is Fire Prevention month; all schools (public and private) receive fire education annually serving over 6,000 students
- 4 camps were held in 2010/11 with over 150 youths participating
- All mandated fire inspections were completed for 2010/11 and a total of 4,034 fire safety inspections and 1,006 property maintenance inspections were conducted citywide

Training

- All mandated training has been met for Federal, State and local requirements
- The department has evaluated and improved current training program; two year training calendar, monthly training packets and implemented of Target Safety training program
- The department has marketed the training facility and has generated ongoing revenue through user agreements with fire and law enforcement agencies as well as many private companies

Hazardous Materials Response

- The Haz Mat Team has gone through an 18 month process to improve its response capabilities and has been designated as a Type I Haz Mat Team through Cal EMA
- The department now has new Haz Mat user agreements with five out of the eight agencies in Tulare County

PARKS AND RECREATION

Recreation

- For fiscal year 2010-11, the Recreation Division increased revenues by over \$78,248 over prior year and decreased expenses by \$87,331 for a 7% increase in cost recovery over prior year (operational expenses, does not include allocated costs).
- In 2012, the Parks and Recreation Department offered the 3rd Annual Visalia Corporate Games event to businesses and organizations in Visalia. 15 teams participated in the event making it the largest event to date. In 2011, 14 teams participated in the Corporate Games. Corporate Games is an Olympic style event where businesses compete against one another in a variety of activities. This event offers businesses an opportunity for team building, developing and fostering working relationships and providing health and wellness activities to members of their organization.
- For the 2010/11 school year, the After School Activity (ASA) program saw an average daily attendance of 140 students. ASA programs are offered at Oak Grove, Hurley and Manuel Hernandez elementary schools.
- The Recreation Division continues to move forward with technology and is participating in social marketing by utilizing Facebook, Twitter, You Tube and bi-monthly email newsletters to promote programs and events.
- In 2011, a Kids Brochure was added that was distributed to local schools highlighting youth programs and activities. This publication was issued prior to the summer and fall seasons in 2011 and saw a great response as well as new participation from the community.

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- The Recreation Division facilitates the City-wide Special Events Committee. In 2011, the Special Events Committee processed 147 applications.
- In June, 2011, the City opened Phase II at Riverway Sports Park which included four (4) youth baseball fields. Since the opening, Visalia has been the host of several youth baseball tournaments, is the home for Visalia Youth Baseball and Little League National, and was the host for the 2011 12 and under Cal Ripken World Series.
- The youth sports division served a combined 4,708 children in fiscal years 2009-10 and 2010-11. This is an increase of 471 participants over the prior two year period.
- Improvements were made to Provident Skate Park by utilizing Community Development Block Grant (CDBG) funds. A wrought iron perimeter fence, surveillance cameras and sidewalk were added. Since the improvements were made, we have experienced a significant reduction in graffiti in the facility, a cost savings to the City.

Parks

- Removed six old playground structures and replaced all with new up-dated equipment. Equipment was replaced at Recreation, Rotary, Willow Glen, Constitution, Pinkham, and Plaza Parks. In addition added three new pieces of play equipment at Blain Park with the removal of old out of compliance fitness equipment along west side of park and installed new play structures to existing playgrounds at Sunset and Seven Oaks Parks.
- Completed and took on maintenance of the new 4.5-acre Lions Park and the 5.75-acre Perry Family Park, both were completed in 2010 and 2011.
- Repaired the infields on Plaza softball fields 2 and 3 in February 2011 and fields 1 and 4 in January 2012.
- Began construction and development of Creekside Park at Dooley Pond located at Tulare and McAuliff and construction should be completed in 2012.
- Completed the new playground at Mill Creek Park, removed the old parking lot, and added new chain link fencing along the north and east portions of the park.
- Installed new over flow parking and cable fencing at Riverway Sports Park. In addition, installed cable fencing to match exiting fencing along the northwestern portion of the park along Riverway Drive.
- Removed evasive non-native trees along ditch at Blain Park and installed new irrigation and planted 42 new trees for Make a Difference Day.
- Completed two successful years of Make a Difference Day and Arbor Day throughout our park systems working with community volunteers planting, cleaning, and beautifying our parks.

Urban Forestry and Special District Maintenance Divisions

- Performed site visits and inspection reports on 227 valley oaks in response to removal or pruning requests and issued 74 removal and 113 pruning permits.
- Supervised three maintenance contractors that are responsible for the maintenance of 135 Landscape & Lighting Maintenance Districts, and 37 locations in the Northeast districts totaling 119 acres and 86 acres of Roadsides and medians.
- Supervised a comprehensive tree maintenance program. Supervised tree service contract and City tree crew that pruned 16,630 trees in road right of way along arterial, parks and collector streets and removed an additional 190 problem trees

Building Maintenance & Graffiti

- Responded to over 15,000 calls for graffiti removal since assuming the program in September 2006 on the graffiti hotline.
- Removed or covered almost 1,400,000 sq. ft. of graffiti.
- Average response time after receiving report was 48 hours to remove graffiti.
- Provided electrical, plumbing, carpentry, painting, roofing, and locksmith services to 30 City buildings.
- Completed over 1,200 requests for service submitted by City departments.
- Replaced HVAC units on City buildings as needed.

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Golf

- Provided all maintenance functions, which included mowing, irrigating, aerifying greens, and fertilizing of approximately 240 acres.
- Established a Capital Improvement Program for the Golf Course that reflects the current and long-term needs for the course.
- Completed construction and installation of new safety netting on Valley #1.
- Introduced Youth on Course program for junior golfers.
- Developed Golf Course Advisory Committee.

POLICE

- Department restructured into 3 Divisions each headed by a Captain
- Overall Gang Crime down 50%
- Formation of the Department of Justice Task Force
- Seizure of narcotics doubled
- Narcotic arrests more than doubled
- Burglaries reduced by 10%
- Auto thefts reduced by 9%, due to the efforts of the Tulare Regional Auto Theft Taskforce, (TRATT)
- Number of cases filed by the Investigations Division increased by 10%
- District 2 Substation staffed and offering full police services to the public
- Finger print and Live Scan services relocated to District 2 Substation
- Administered the first dual, Tulare / Kings County, 18 agency Avoid DUI grant, over \$280,000.00
- Administered 2 additional DUI grants for \$215,000.00 and \$17,000.00

PUBLIC WORKS

Administration

- Received, logged and tracked over 1,200 Customer Service Requests (CSR) per year during the last two-year budget cycle. Over 80% of the calls were completed within 30 days. Many of the calls are for street maintenance (e.g. pothole patching, or plugged storm drains). Some calls are for requests that take longer to complete (e.g. traffic signal request).
- Managed the City's street sweeping contract. Prepared contract change orders when new streets were added to the City. Addressed all street sweeping complaints and calls for service.
- Dispatched manpower and equipment for emergency calls for service (e.g. fallen trees blocking the street, sewer overflows, traffic accidents, power failures, etc.).
- Worked with the Finance and Wastewater Departments to secure low cost State funding to upgrade the Water Conservation Plant.
- Worked with Code Enforcement and Solid Waste to abate several illegal homeless campsites.

Streets

- More than 1,560' of pave outs on collector streets against newly installed curb and gutter.
- Repaired more than 2 miles of collector and arterial roadways with "dig outs".
- Repaired seven major sink holes in residential and arterial and collector roadways.
- Crack sealed 25 miles of streets in all quadrants of the City.
- Overlaid Goddard Street 200' between Noble Avenue and College Avenue.
- Overlaid Giddings Street, Wren Avenue to Riggins Ave.
- Overlaid streets in several newly annexed county islands including Wren Avenue and Crawley Ave.

Traffic Maintenance

- Maintained and serviced all City owned signalized intersections to provide efficient movement of traffic throughout the city.

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- Provided maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Replaced faded, missing, or damaged street name signs to provide effective guidance throughout the city.
- Responded to the Underground Service Alerts (USA) requests.

Wastewater Division

- Complied with all monthly and annual reporting deadlines for permits held by the Wastewater Division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.
- Advanced design of the Water Conservation Plant Upgrades project to the 95% level. The project will include:
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane filtration.
 - Nitrogen removal to below 10 mg/l.
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Monthly user fees remain one of the lowest of any City throughout the southern San Joaquin Valley.
- Maintained Environmental Laboratory Accreditation Program (ELAP) certification by successfully passing federally mandated laboratory proficiency testing.
- Performed over 15,000 analyses per year.
- Successfully administered the pretreatment program with thirteen significant users and over five hundred non-significant users.
- Conducted facility inspections of all 13 significant industrial users.

Solid Waste Management

- The Solid Waste Call Center completed over 13,000 internal work orders in 2010-2011 averaging about 50 work orders per work day.
- The Solid Waste Call Center processed over 26,000 weight tags, 4,000 contamination tags, and handled over 13,000 bin rental calls.
- The Solid Waste Call Center processed over 31,000 telephone calls in the Call Center during 2011 averaging almost 125 calls per work day.
- Successfully competed for a CMAQ grant that will provide approximately \$2.3 million dollars toward the purchase of nine new Solid Waste trucks ordered in the 2009-10 fiscal year.
- Awarded a CMAQ grant to pay 100% of approximately \$1.8 million dollars for the purchase of 5 new Solid Waste trucks.
- Worked with the Solid Waste operating divisions, other City personnel and outside contractors to coordinate and operate four Dump on Us (DOU) events each year. Overall, about 60% of DOU material gets recycled.

CWMA

- Decreased the CWMA Disposal Rate from 5.0 pounds/person/day in 2007 to 3.9 pounds/person/day in 2009 and 2010. Pounds/Person/Day (PPD) is the daily per capita amount of waste taken to the landfills (basically, the annual tonnage taken to landfills converted to pounds, divided by 365 and then divided again by the population). The CWMA's benchmark as determined by the State is 6.4 PPD (has to be at or below this amount).
- Development of outreach and educational material to meet the July 1, 2012 deadline for Mandatory Commercial Recycling Program requirement.
- Purchased an additional 5,000 28-qt blue, recycling containers for the member agencies to use to promote recycling.
- Increased battery collection container drop-off locations to 112. The Battery Collection Program yielded 3,997 lbs. in 2010, and 7,047 lbs. in 2011, all of which was diverted from the landfills.

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- The CWMA Construction and Demolition Waste Reduction Program identified 28,148 tons that were sent to the landfill as C&D material for 2010 and 23,373 tons for 2011. Of the tonnages identified as C&D, 31,862 tons in 2010 and 36,105 tons in 2011 were recycled.
- CSET E-waste program through the CWMA collected 358,180 tons of electronic waste in 2010.
- Applied for and received \$66,425 in 2009-10 and \$122,794 in 2010-11 in grants from the CalRecycle City/County Grants Program.
- Full implementation of the Residential Food Scrap Collection Program in Visalia in 2010 and in 2011 began implementation of the Commercial Food Scrap Program. CWMA worked with the cities of Tulare and Porterville as well as with private haulers, Waste Connections and Waste Management, to begin implementing a Residential Food Scrap Collection in their areas.

Construction & Demolition/Waste Reduction

- Processed 1,272 permit C&D plans in 2010; total tonnage 5,950. Achieved 95% recycling rate.
- Processed 1,255 permit C&D plans in 2011; total tonnage 10,287. Achieved 96% recycling rate.
- Separately tracked concrete tonnage for CWMA: 4,280 tons in 2010; 834 tons in 2011.

Residential Division

- Achieved an average diversion rate over 50% in the residential collection routes. The City recycled over 10,400 tons of material from the split-container program and over 22,800 tons of green waste from the Curbside Green Waste Collection Program.
- In addition to the curbside specials that solid waste already offers to residential customers, the program was expanded to offer additional curbsides specials for split containers and yard waste containers. In 2011, 3,794 curbside specials were picked up.
- Monitored and minimized the amount of over weight loads taken to the landfill and Tulare County Compost and Biomass. By actively minimizing overweight loads, we comply with the law, drivers are safer and trucks do not get damaged from carrying more than they are supposed to.
- Recycled over 2,000 tons of greenwaste material as part of the Spring and Fall Drop Off events each year. The fall Drop Off program was expanded to run through the Holiday Season and end in January.
- Purchased 3 split trucks and 2 yard waste trucks using a 100% Congestion, Mitigation and Air Quality (CMAQ) grant. All 5 trucks will be 100% paid for by the grant.
- Delivered an additional 884 containers to customers (increased work load).

Roll-off Division

- Installed a device called "The Hooker" to secure the roll off boxes on to the trucks. This device provides more safety and ease loading and unloading boxes from the trucks.
- Converted the entire fleet of roll off trucks from diesel to Compressed Natural Gas (CNG).
- Ordered roll off boxes with covered tops to help deter illegal dumping and to use for composting material.

Front Load

- All of our front line trucks are now Compressed Natural Gas.
- Converted all but two front load routes to side pockets.
- Continued to increase the tonnage on our green waste route by implementing compost bins which are used for non-protein food scraps.
- Developed a bin that is split in half one side for recycling and the other for trash, by doing this we now can have businesses that didn't have the room for a recycling bin to start recycling. This has increased the amount of recycling tonnage.

Fleet Maintenance

- Serviced and maintained over 550 City vehicles and equipment in a cost effective manner and minimized vehicle down time, keeping a minimum of 98% of the fleet mechanically sound and available for service.

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FINANCIAL SUMMARIES

BUDGET SUMMARY COMPARISON—12/13-13/14

SOURCES and USES	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2012-13							
SOURCES:							
Revenues	\$ 62,284,600	\$ 7,753,623	\$ 15,795,883	\$ 73,000	\$ 157,732,700	\$ 233,600	\$ 243,873,406
Available Resources - Planned Use/(Return)	664,392	(505,155)	10,934,360	(11,000)	(4,579,828)	179,200	6,681,969
12/13 SOURCES	62,948,992	7,248,468	26,730,243	62,000	153,152,872	412,800	250,555,375
USES:							
Operations	67,675,684	1,057,568	11,993,763	3,800	55,150,740	21,584,500	157,466,055
Reimbursements	(17,728,400)	-	(358,300)	-	(2,596,600)	(21,588,000)	(42,271,300)
Net Operations	49,947,284	1,057,568	11,635,463	3,800	52,554,140	(3,500)	115,194,755
Debt Service	-	507,800	12,021,200	757,830	1,834,100	-	15,120,930
Capital Projects	9,087,408	6,413,000	2,188,280	-	109,181,932	1,820,900	128,691,520
Transfers In	-	(729,900)	-	(699,630)	(3,363,900)	-	(4,793,430)
Transfers Out	3,914,300	0	885,300	-	-	-	4,799,600
Add Back Depreciation	-	-	-	-	(7,053,400)	(1,404,600)	(8,458,000)
12/13 USES	62,948,992	7,248,468	26,730,243	62,000	153,152,872	412,800	250,555,375
NET SOURCES AND USES	-	-	-	-	-	-	-
2013-14							
SOURCES:							
Revenues	55,020,200	9,141,323	17,408,322	73,000	64,658,500	233,600	146,534,945
Available Resources - Planned Use/(Return)	241,095	(31,855)	(1,629,329)	(7,800)	(9,791,510)	548,200	(10,671,199)
13/14 SOURCES	55,261,295	9,109,468	15,778,993	65,200	54,866,990	781,800	135,863,746
USES:							
Operations	68,569,784	1,150,068	10,417,793	3,800	55,553,390	21,719,400	157,414,235
Reimbursements	(17,774,200)	-	(355,300)	-	(2,597,200)	(21,588,000)	(42,314,700)
Net Operations	50,795,584	1,150,068	10,062,493	3,800	52,956,190	131,400	115,099,535
Debt Service	-	515,200	181,200	763,240	1,755,800	-	3,215,440
Capital Projects	418,211	8,180,200	4,645,400	-	10,352,800	2,054,800	25,651,411
Transfers In	-	(736,000)	-	(701,840)	(3,498,600)	-	(4,936,440)
Transfers Out	4,047,500	-	889,900	-	-	-	4,937,400
Add Back Depreciation	-	-	-	-	(6,699,200)	(1,404,400)	(8,103,600)
13/14 USES	55,261,295	9,109,468	15,778,993	65,200	54,866,990	781,800	135,863,746
NET SOURCES AND USES	-	-	-	-	-	-	-

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PAST BUDGET SUMMARY COMPARISON—10/11-11/12

SOURCES and USES	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2010-11							
SOURCES:							
Revenues	\$ 53,186,830	\$ 8,382,180	\$ 22,574,530	\$ 75,940	\$ 68,445,900	\$ 1,147,130	\$ 153,812,510
Available Resources - Planned Use/(Return)	2,667,910	1,974,210	2,870,010	(11,440)	30,447,350	(142,880)	37,805,160
10/11 SOURCES	55,854,740	10,356,390	25,444,540	64,500	98,893,250	1,004,250	191,617,670
USES:							
Operations	68,589,070	757,680	16,173,660	3,600	52,137,390	20,666,770	158,328,170
Reimbursements	(18,171,690)	-	(805,810)	-	(3,029,880)	(18,874,000)	(40,881,380)
Net Operations	50,417,380	757,680	15,367,850	3,600	49,107,510	1,792,770	117,446,790
Debt Service	-	492,260	1,000,880	760,830	2,734,790	-	4,988,760
Capital Projects	2,028,170	9,780,710	8,213,120	-	56,762,150	404,450	77,188,600
Transfers In	-	(674,260)	(78,000)	(699,930)	(2,897,740)	-	(4,349,930)
Transfers Out	3,409,190	0	940,690	-	-	-	4,349,880
Add Back Depreciation	-	-	-	-	(6,813,460)	(1,192,970)	(8,006,430)
10/11 USES	55,854,740	10,356,390	25,444,540	64,500	98,893,250	1,004,250	191,617,670
NET SOURCES AND USES	-	-	-	-	-	-	-

2011-12							
SOURCES:							
Revenues	54,663,990	10,967,180	37,586,290	68,290	62,748,890	1,140,830	167,175,470
Available Resources - Planned Use/(Return)	1,266,890	1,166,950	(809,390)	(2,850)	30,612,300	287,130	32,521,030
11/12 SOURCES	55,930,880	12,134,130	36,776,900	65,440	93,361,190	1,427,960	199,696,500
USES:							
Operations	69,754,580	885,330	15,798,020	3,600	52,981,380	20,897,440	160,320,350
Reimbursements	(18,493,080)	-	(823,570)	-	(3,046,680)	(19,425,880)	(41,789,210)
Net Operations	51,261,500	885,330	14,974,450	3,600	49,934,700	1,471,560	118,531,140
Debt Service	-	500,540	1,000,880	764,910	2,735,070	-	5,001,400
Capital Projects	993,530	11,433,800	19,927,500	-	50,576,230	1,149,370	84,080,430
Transfers In	-	(685,540)	(78,000)	(703,070)	(3,071,350)	-	(4,537,960)
Transfers Out	3,675,850	-	952,070	-	-	-	4,627,920
Add Back Depreciation	-	-	-	-	(6,813,460)	(1,192,970)	(8,006,430)
11/12 USES	55,930,880	12,134,130	36,776,900	65,440	93,361,190	1,427,960	199,696,500
NET SOURCES AND USES	-	-	-	-	-	-	-

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ORGANIZATION OF THE BUDGET

The operating budget and the capital budget are organized by funds. A fund is a fiscal entity that accounts for all assets, liabilities and the resulting equity to carry on specific activities as required by regulations. To determine the total budget for a fund, both the operational and capital budgets for that fund must be combined. The Budget Summary and Fund Summary-Sources and Uses are provided to recap the City's funds.

Following the Budget Summary section are the City's departments with financial summaries of the budget requests for divisions of the General Fund and for all of the other funds. Following the operating budget for the City's departments is the capital budget, (Capital Improvement Program) which details planned capital expenditures for the next 6 years.

Annual budgets are adopted by City Council for all City operations by June 30th each year. This budget is legally required for the General Fund, Special Revenue Funds and the Debt Service Funds. Business Type funds are not legally required to have a budget, but the City adopts a budget as a matter of fiscal management.

Financial Summaries

The Budget Summary provides a schedule of the City's entire budget request by fund category.

The Fund Summary - Sources and Uses schedule combines the budgeted transactions (operating and capital) for the year with the beginning resources available (cash) to derive the ending resources available for each of the City's funds. The budget includes increases or decreases to each fund's available resources for: revenues, operating expenditures (net of reimbursements from other funds), debt service (external and internal), and capital projects. Operating transfers and loan payments between funds will correspondingly either increase or decrease resources to the funds.

The Fund Summaries for Revenues and Operating and Debt Service Expenditures provide a listing of the revenues and expenditures for all funds. The General Fund Summaries are detailed schedules of revenue and operating expenditures.

Capital Improvement Program Section

The Capital Improvement Program section details all planned capital projects and planned expenditures for vehicles and equipment is included. Operating capital equipment and items that cost less than \$10,000 are in the various Operating Budgets and not in the Capital Improvement Program.

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BASIS OF ACCOUNTING

Governmental funds are used to account for the government's general government activities. Government funds are the General Fund, Special Revenue funds, and Debt Service funds. Government funds use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end. Those General Fund revenues susceptible to accrual are property taxes, franchise taxes, sales taxes, and interest revenue. Revenues such as licenses, permits, fines, forfeitures and penalties are not accrued. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due.

In contrast, proprietary fund types, such as Business Type funds and Internal Service funds, are accounted for on a full accrual basis. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. The government applies all applicable Financial Accounting Standards Board (FASB) pronouncements in accounting and reporting for its proprietary operations.

The Fund Summary – Sources and Uses, includes a column that reflects a "Fund/Cash Balance". The basis of these numbers is fund or cash balance less outstanding encumbrances or designated projects.

Comparison with the Comprehensive Annual Financial Report

The structure of the budget is very similar to that of the City's Comprehensive Annual Financial Report (CAFR). The basis of accounting is the same for the Budget and the CAFR. The Budget is prepared biennially, with budget adjustments done during the mid-cycle between the two budget years.

One difference in the two documents is the classification of funds. In the CAFR, the Los Rios Assessment District, Village West, Orchard Walk Underground, and Property Based Improvement District (PBID) are classified as Agency funds. In the Budget, Los Rios, Village West, and Village Walk Underground are categorized as Debt Service funds and PBID is categorized as a Special Revenue fund.

Another difference is in the CAFR a number of funds are grouped together for presentation purposes, whereas in the Budget they are presented individually. For example. All of the RDA funds are grouped together as one fund in the CAFR. In addition the following groupings occur in the CAFR, Community Development – 1811, 1818,1831,1841, 1861, 1871; Transportation Grants – ,1611,1612,1613, 1614, 1615; Golf Course – 4211, 4213; Wastewater & Storm Sewer Maintenance – 1222, 1231, 1232,4311, 4313, 4314, 4315, 4811, 4812; Special Services Districts - 1511, 1512, 1513; Community Service Grant – 2941, 6311, 6313, 6314; Measure R – 1131, 1132, 1133; Public Safety Impact – 1051, 1061; Government Facilities – 1041, 1043, 1045; Risk Management – 5511, 5513.

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Fund Summary - Fiscal Year 2012/13	Sources						Uses						Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 7/1/12	Ending Avail. Fund/Cash Balance 6/30/13
	Revenues	Operations	(Reimbursements)	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses						
Funds															
General Fund	0011	62,187,200	67,671,700	(17,728,400)	0	8,329,600	0	3,914,300	0	62,187,200	0	0	0	0	0
Motor Vehicle In-Lieu	0012	0	3,984	0	0	0	0	0	0	3,984	0	0	(3,984)	0	(3,984)
Civic Center Reserve	0013	86,300	0	0	0	369,808	0	0	0	369,808	0	0	8,999,460	8,999,460	8,715,952
Sports Complex Reserve	0014	11,100	0	0	0	388,000	0	0	0	388,000	0	0	1,371,146	1,371,146	994,246
Recreation Park Stadium Reserve	0017	0	0	0	0	0	0	0	0	0	0	0	286,561	286,561	286,561
Emergency Reserve		0	0	0	0	0	0	0	0	0	0	0	3,075,400	3,075,400	3,075,400
Total General Fund		62,284,600	67,675,684	(17,728,400)	0	9,087,408	0	3,914,300	0	62,948,992	0	0	13,712,567	13,712,567	13,048,175
Capital Project Funds															
Softball Facility	1011	3,050	108	0	0	0	0	0	0	108	0	0	2,942	(7,512)	(4,570)
Civic Center Complex Impact Fee	1041	199,900	6,055	0	0	0	0	0	0	6,055	0	0	193,845	3,147,600	3,341,445
Corporation Yard Impact Fee	1043	12,300	943	0	0	0	0	0	0	943	0	0	11,357	489,500	510,857
Library Impact Fee	1045	9,300	5,843	0	0	0	0	0	0	5,843	0	0	3,457	(287,900)	(284,443)
Police Impact Fees	1051	123,000	40,361	0	0	0	0	0	0	40,361	0	0	82,639	(2,094,065)	(2,011,426)
Fire Impact Fees	1061	186,600	48,421	0	0	0	0	0	0	48,421	0	0	138,179	(3,014,700)	(2,876,521)
Gas Tax	1111	4,212,600	733,000	0	0	3,795,000	0	0	0	4,528,000	0	0	(315,400)	57,100	201,700
Park and Rec Facilities	1211	569,997	36,355	0	0	433,000	0	0	0	469,355	0	0	100,642	5,996,500	6,097,142
Storm Sewer Construction	1221	546,176	26,182	0	0	155,000	0	0	0	181,182	0	0	364,994	(1,211,800)	(846,806)
Transportation Impact Fees	1241	1,591,800	113,600	0	0	2,020,000	0	0	0	2,133,600	0	0	(541,800)	(4,727,400)	(5,269,200)
State Transportation	1611	211,000	38,300	0	0	10,000	0	0	0	48,300	0	0	162,700	96,500	259,200
Parking District	6111	87,900	8,400	0	0	507,800	0	0	0	(729,900)	0	0	301,600	1,759,300	2,060,900
Total Capital Project Funds		7,753,623	1,057,568	0	0	6,413,000	0	0	0	7,248,468	0	0	505,155	673,123	1,176,278
Special Revenue Funds															
Sales Tax, Police	1121	2,935,300	2,855,300	0	0	0	0	0	0	2,855,300	0	0	80,000	113,100	193,100
Sales Tax, Fire	1122	1,980,500	1,953,100	(26,700)	0	101,480	0	0	0	2,027,880	0	0	(47,380)	5,955,700	5,908,320
Measure R, Local Projects	1131	2,043,800	31,400	0	0	685,000	0	0	0	716,400	0	0	1,327,400	(1,081,500)	245,900
Measure R, Bike and Trail	1132	1,056,600	5,600	0	0	1,051,000	0	0	0	1,056,600	0	0	0	0	0
Measure R, Regional Projects	1133	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Waterways Maintenance	1251	265,183	277,755	0	0	0	0	0	0	277,755	0	0	(12,572)	775,900	763,328
Waterways	1261	112,900	8,300	0	0	0	0	0	0	8,300	0	0	104,600	(173,900)	(69,300)
Special Service Districts, NE	1511	147,800	201,000	0	0	0	0	0	0	201,000	0	0	(53,200)	(184,700)	(237,900)
Spec. Serv. Dist. Open Space	1512	13,400	43,900	0	0	0	0	0	0	43,900	0	0	(30,500)	(185,600)	(216,100)
Spec. Serv. Dist. LLWAD	1513	2,767,800	2,004,700	0	0	110,000	0	0	0	2,114,700	0	0	653,100	2,802,600	3,455,700
Proposition 42 - Transportation Fuel Tax	1613	0	0	0	0	0	0	0	0	0	0	0	2,872	2,872	2,872
Northeast Capital Improvements	1711	3,100	1,108	0	0	0	0	0	0	1,108	0	0	1,992	12,659	14,651
Narcotics and Asset Forfeiture	6212	110,000	70,000	0	0	0	0	0	0	70,000	0	0	40,000	35,000	75,000
Police Grants	6313	126,000	133,700	0	0	0	0	0	0	133,700	0	0	(7,700)	128,100	120,400
CPBG - Housing	1811	1,110,700	369,600	0	0	240,800	0	507,800	0	1,118,200	0	0	(7,500)	474,700	467,200
Home Program	1831	448,000	448,000	0	0	0	0	0	0	448,000	0	0	0	(120,100)	(120,100)
Substandard Housing and Abatement	1861	280,700	158,100	0	0	0	0	0	0	158,100	0	0	122,600	563,000	685,600
Neighborhood Stabilization	1871	550,000	1,850,000	0	0	0	0	0	0	1,850,000	0	0	(1,300,000)	1,444,900	144,900
Vehicle Abatement	1881	80,000	68,100	0	0	0	0	0	0	68,100	0	0	11,900	460,900	472,800
Property Based Improv. Dist.	1983/4	370,000	370,000	0	0	0	0	0	0	370,000	0	0	0	197,500	197,500
Successor Agency Group															
SA - East Visalia	1951	591,600	212,800	0	0	0	0	377,500	0	590,300	0	0	1,300	0	1,300
SA - Mooney	1953	599,900	417,400	0	6,425,900	0	0	0	0	6,843,300	0	0	(6,243,400)	0	(6,243,400)
SA - Downtown	1955	54,200	52,900	0	818,000	0	0	0	0	870,900	0	0	(816,700)	0	(816,700)
SA - Central	1957	70,800	69,500	0	4,777,300	0	0	0	0	4,846,800	0	0	(4,776,000)	0	(4,776,000)

City of Visalia Two-Year Budget 2012-13 & 2013-14

Fund Summary - Fiscal Year 2012/13		Uses										Sources		Revenues		Total Liabilities		Revenues Over/ (Under) Expenditures		Beg. Avail. Fund/Cash Balance 7/1/12		Ending Avail. Fund/Cash Balance 6/30/13		
		Revenues	Operations	Refunds/Transfers In	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Liabilities														
Successor Agency Group - continued																								
SA - East Visalia Low/Mod	1952	16,900	14,500	0	0	0	0	0	0	14,500	0	0	2,400	0	2,400	0	0	0	0	14,500	0	2,400	0	2,400
SA - Mooney Low/Mod	1954	31,100	30,000	0	0	0	0	0	0	30,000	0	0	1,100	0	1,100	0	0	0	0	30,000	0	1,100	0	1,100
SA - Downtown Low/Mod	1956	8,600	4,600	0	0	0	0	0	0	4,600	0	0	4,000	0	4,000	0	0	0	0	4,600	0	4,000	0	4,000
SA - Central Low/Mod	1958	21,000	10,800	0	0	0	0	0	0	10,800	0	0	10,200	0	10,200	0	0	0	0	10,800	0	10,200	0	10,200
SA - Revolving	1841	0	331,600	0	0	0	0	0	0	331,600	0	0	0	0	0	0	0	0	0	331,600	0	0	0	0
Subtotal - SA	RDA	1,394,100	1,144,100	0	12,021,200	2,188,280	0	377,500	0	13,211,200	0	0	11,817,100	0	11,817,100	0	0	0	0	13,211,200	0	11,817,100	0	11,817,100
Total Special Revenue Funds		15,795,883	11,983,763	0	12,021,200	2,188,280	0	885,300	0	26,730,243	0	0	10,934,360	0	10,934,360	0	0	0	0	26,730,243	0	11,221,131	0	286,771
Debt Service Funds																								
Los Rios	2011	64,700	3,700	0	49,800	0	0	0	0	53,500	0	0	11,200	0	11,200	0	0	0	0	53,500	0	134,600	0	145,800
Village West	2012	8,300	100	0	8,400	0	0	0	0	8,500	0	0	(200)	0	(200)	0	0	0	0	8,500	0	13,300	0	13,100
East RDA Bond	2951	0	0	0	371,330	0	0	0	0	(371,330)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VPFA Bond	2965	0	0	0	328,300	0	0	0	0	(328,300)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Debt Service Funds		73,000	3,800	0	757,830	0	0	0	0	62,000	0	0	11,000	0	11,000	0	0	0	0	62,000	0	147,900	0	158,900
Business Type Funds																								
Building Safety	4001	1,793,300	1,528,900	(19,400)	0	0	0	0	0	1,488,600	0	0	304,700	0	304,700	0	0	0	0	1,488,600	0	714,700	0	1,019,400
Visalia Baseball	4005	123,100	260,900	0	0	0	0	0	0	123,100	0	0	0	0	0	0	0	0	0	123,100	0	0	0	0
Animal Control	4006	365,400	866,200	0	0	0	0	0	0	365,400	0	0	0	0	0	0	0	0	0	365,400	0	184,300	0	435,600
Airport	4011	2,732,200	2,433,100	(50,800)	0	602,000	0	0	0	2,425,400	0	0	306,300	0	306,300	0	0	0	0	2,425,400	0	2,660,700	0	2,839,800
Convention Center	4131	3,588,900	4,959,400	(4,100)	1,723,300	135,700	(2,725,300)	0	0	3,558,900	0	0	10,000	0	10,000	0	0	0	0	3,558,900	0	3,900,000	0	4,000,000
Valley Oak Golf	4211.3	2,492,900	2,237,100	0	110,800	300,000	0	0	0	2,434,200	0	0	58,700	0	58,700	0	0	0	0	2,434,200	0	7,025,030	0	8,760,930
Solid Waste	4411	19,596,900	18,029,600	(1,979,000)	0	2,862,400	0	0	0	17,862,000	0	0	1,794,900	0	1,794,900	0	0	0	0	17,862,000	0	4,619,800	0	6,526,100
Transit	4511	13,535,800	11,635,500	(496,700)	0	2,224,600	0	0	0	11,629,500	0	0	1,906,300	0	1,906,300	0	0	0	0	11,629,500	0	20,424,200	0	20,695,500
Waste Water Group																								
Operations*	4311.3.4.5	109,656,800	11,258,500	(46,600)	0	100,588,800	0	0	0	109,385,500	0	0	271,300	0	271,300	0	0	0	0	109,385,500	0	200,000	0	94,300
Storm Sewer Maintenance	4812	1,277,900	1,718,800	0	0	195,000	0	0	0	1,383,600	0	0	(105,700)	0	(105,700)	0	0	0	0	1,383,600	0	184,300	0	435,600
Kaweah Lake	1223	258,700	7,400	0	0	0	0	0	0	7,400	0	0	251,300	0	251,300	0	0	0	0	7,400	0	2,660,700	0	2,839,800
Trunkline	1231	827,700	18,600	0	0	620,000	0	0	0	638,600	0	0	189,100	0	189,100	0	0	0	0	638,600	0	4,902,900	0	5,392,800
Sewer Connection	1232	288,500	12,300	0	0	1,348,432	0	0	0	1,377,572	0	0	(102,572)	0	(102,572)	0	0	0	0	1,377,572	0	3,000	0	3,000
Storm Sewer Deficiency	1222	352,500	29,140	0	0	305,000	0	0	0	460,300	0	0	401,800	0	401,800	0	0	0	0	460,300	0	406,500	0	4,700
Groundwater Recharge	1224	862,100	155,300	0	0	305,000	0	0	0	(32,200)	0	0	258,928	0	258,928	0	0	0	0	(32,200)	0	18,152,800	0	18,411,728
Subtotal - Waste Water		113,524,200	13,200,040	(46,600)	0	103,057,232	0	0	0	113,265,272	0	0	4,579,828	0	4,579,828	0	0	0	0	113,265,272	0	26,211,430	0	30,791,258
Total Business Type Funds		157,732,700	55,150,740	(2,596,600)	1,834,100	109,181,932	0	0	0	153,152,872	0	0	17,920	0	17,920	0	0	0	0	153,152,872	0	412,800	0	16,803,832
Internal Service Funds																								
Fleet Services	5011	20,600	4,802,900	(4,598,100)	0	120,000	0	0	0	251,800	0	0	(231,200)	0	(231,200)	0	0	0	0	251,800	0	746,432	0	515,232
Vehicle Replacement	5012	53,200	780,000	(914,700)	0	1,435,700	0	0	0	528,100	0	0	(474,900)	0	(474,900)	0	0	0	0	528,100	0	4,256,300	0	3,781,400
Vehicle Replacement - Police Meas T	5013	4,400	180,700	(179,900)	0	0	0	0	0	(179,900)	0	0	183,500	0	183,500	0	0	0	0	(179,900)	0	531,400	0	714,900
Vehicle Replacement - Fire Meas T	5014	1,400	32,500	(32,200)	0	0	0	0	0	(31,900)	0	0	33,300	0	33,300	0	0	0	0	(31,900)	0	132,700	0	166,000
Information Services	5111	24,300	2,180,700	(2,461,100)	0	265,200	0	0	0	(361,800)	0	0	386,100	0	386,100	0	0	0	0	(361,800)	0	237,900	0	624,000
Risk Management - Property	5511	13,100	1,581,000	(1,498,800)	0	0	0	0	0	82,200	0	0	(69,100)	0	(69,100)	0	0	0	0	82,200	0	1,665,300	0	1,596,200
Risk Management - Health	5512	53,400	10,878,500	(10,483,300)	0	0	0	0	0	395,200	0	0	(341,800)	0	(341,800)	0	0	0	0	395,200	0	246,100	0	(95,700)
Risk Management - Workers Comp.	5513	63,200	1,148,200	(1,419,900)	0	0	0	0	0	(271,700)	0	0	334,900	0	334,900	0	0	0	0	(271,700)	0	5,703,200	0	6,038,100
Compensated Absences	5711	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,463,700	0	3,463,700
Total Internal Service Funds		233,600	21,584,500	(21,588,000)	0	1,820,900	0	0	0	412,800	0	0	(179,200)	0	(179,200)	0	0	0	0	412,800	0	16,983,032	0	16,803,832
Grand Total - 2012/13		\$243,873,406	\$157,466,055	\$(42,271,300)	\$15,120,930	\$128,691,520	\$4,799,600	\$128,691,520	\$15,120,930	\$250,555,375	\$4,799,600	\$15,120,930	\$68,949,183	\$15,120,930	\$68,949,183	\$15,120,930	\$15,120,930	\$15,120,930	\$250,555,375	\$15,120,930	\$68,949,183	\$62,267,214	\$62,267,214	

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Fund Summary - Fiscal Year 2013/14		Sources							Uses							Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 7/1/13	Ending Avail. Fund/Cash Balance 6/30/14
Funds		Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses								
General Fund		54,839,100	68,565,800	(17,774,200)	0	0	0	4,047,500		54,839,100				0	(7,312,056)	(7,312,056)		
		0	3,984	0	0	0	0	0	0	3,984				(3,984)	(3,984)	(7,968)		
		166,000	0	0	0	418,211	0	0	0	418,211				(252,211)	8,463,741	8,463,741		
		15,100	0	0	0	0	0	0	0	15,100				15,100	1,009,346	1,009,346		
		0	0	0	0	0	0	0	0	0				0	266,561	266,561		
		0	0	0	0	0	0	0	0	0				0	3,075,400	3,075,400		
		55,020,200	68,569,784	(17,774,200)	0	418,211	0	4,047,500	0	55,261,295				(241,095)	5,736,119	5,495,024		
Capital Project Funds																		
		3,100	108	0	0	0	0	0	0	108				2,992	(4,570)	(1,578)		
		277,400	6,055	0	0	0	0	0	0	6,055				271,345	3,341,445	3,612,790		
		22,800	943	0	0	0	0	0	0	943				21,857	510,857	532,714		
		9,600	11,243	0	0	0	0	0	0	11,243				(1,643)	(284,443)	(286,086)		
		126,700	76,761	0	0	0	0	0	0	76,761				49,939	(2,011,426)	(1,961,487)		
		188,500	60,921	0	0	0	0	0	0	127,579				127,579	(2,876,521)	(2,748,942)		
		4,271,600	735,400	0	0	3,723,300	0	0	0	4,458,700				(187,100)	201,700	14,600		
		535,523	36,355	0	0	663,000	0	0	0	699,355				(163,832)	6,097,142	5,933,310		
		549,500	22,382	0	0	125,500	0	0	0	147,882				401,618	(846,806)	(445,188)		
		1,607,700	150,200	0	0	2,008,400	0	0	0	2,158,600				(590,900)	(5,820,100)	(5,820,100)		
		1,461,000	41,300	0	0	1,660,000	0	0	0	1,701,300				(240,300)	259,200	18,900		
		87,900	8,400	0	0	515,200	0	0	0	(212,400)				300,300	2,060,900	2,361,200		
		9,141,323	1,150,088	0	515,200	8,180,200	(736,000)	0	0	9,109,468				31,855	1,178,278	1,210,133		
Special Revenue Funds																		
		2,949,400	2,948,100	0	0	0	0	0	0	2,948,100				1,300	193,100	194,400		
		2,046,700	2,231,000	(26,700)	0	0	0	0	0	2,204,300				(157,600)	5,908,320	5,750,720		
		2,133,100	31,300	0	0	1,250,000	0	0	0	1,281,300				851,800	245,900	1,097,700		
		3,135,800	5,800	0	0	3,130,000	0	0	0	3,135,800				0	0	0		
		271,522	278,585	0	0	0	0	0	0	278,585				(7,063)	763,328	756,265		
		114,200	7,700	0	0	25,000	0	0	0	32,700				81,500	(69,300)	12,200		
		155,200	202,000	0	0	0	0	0	0	202,000				(46,800)	(237,900)	(284,700)		
		13,400	44,000	0	0	0	0	0	0	44,000				(30,600)	(216,100)	(246,700)		
		2,795,200	2,006,000	0	0	7,000	0	0	0	2,013,000				782,200	3,455,700	4,237,900		
		0	0	0	0	0	0	0	0	0				0	2,872	2,872		
		3,100	1,108	0	0	0	0	0	0	1,108				1,992	14,651	16,643		
		110,000	70,000	0	0	0	0	0	0	70,000				40,000	75,000	115,000		
		0	7,800	0	0	0	0	0	0	7,800				(7,800)	120,400	112,600		
		1,110,700	369,600	0	0	233,400	0	515,200	0	1,118,200				(7,500)	467,200	459,700		
		448,000	448,000	0	0	0	0	0	0	448,000				0	(120,100)	(120,100)		
		280,700	161,900	0	0	0	0	0	0	161,900				118,800	685,600	804,400		
		0	0	0	0	0	0	0	0	0				0	144,900	144,900		
		80,000	70,700	0	0	0	0	0	0	70,700				9,300	472,800	482,100		
		370,000	370,000	0	0	0	0	0	0	370,000				0	33,500	33,500		
Successor Agency Group																		
		588,800	212,800	0	0	0	0	374,700	0	587,500				1,300	1,300	2,600		
		589,900	417,400	0	181,200	0	0	0	0	598,600				1,300	(6,243,400)	(6,242,100)		
		54,200	52,900	0	0	0	0	0	0	52,900				1,300	(816,700)	(815,400)		
		70,800	69,500	0	0	0	0	0	0	69,500				1,300	(4,776,000)	(4,774,700)		

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Fund Summary - Fiscal Year 2013/14	Sources	Uses										Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 7/1/13	Ending Avail. Fund/Cash Balance 6/30/14	
		Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses					
Successor Agency Group - continued															
SA - East Visalia Low/Mod	1952	16,900	16,900	0	0	0	0	0	0	0	0	0	16,900	0	2,400
SA - Money Low/Mod	1954	31,100	31,100	0	0	0	0	0	0	0	0	0	31,100	0	1,100
SA - Down town Low/Mod	1956	8,600	8,600	0	0	0	0	0	0	0	0	0	8,600	0	4,000
SA - Central Low/Mod	1958	21,000	21,000	0	0	0	0	0	0	0	0	0	21,000	0	10,200
SA - Revolving	1841	0	334,000	(328,600)	0	0	0	0	0	0	0	0	5,400	(5,400)	0
Subtotal - SA	RDA	1,391,300	1,164,200	(328,600)	181,200	0	374,700	0	1,391,500	(200)			1,391,500	(200)	(11,817,300)
Total Special Revenue Funds		17,408,322	10,417,793	(355,300)	181,200	4,645,400	889,900	0	15,778,993	1,629,329			15,778,993	1,629,329	1,752,100
Debt Service Funds															
Los Rios	2011	64,700	3,700	0	53,800	0	0	0	0	0	0	0	57,500	7,200	145,800
Village West	2012	8,300	100	0	7,600	0	0	0	0	0	0	0	7,700	600	13,100
East RDA Bond	2951	0	0	0	328,100	0	(328,100)	0	0	0	0	0	0	0	0
V/PFA Bond	2965	0	0	0	373,740	0	(373,740)	0	0	0	0	0	0	0	0
Total Debt Service Funds		73,000	3,800	0	763,240	0	(701,840)	0	65,200	7,800			65,200	7,800	166,700
Business Type Funds															
Building Safety	4001	1,794,300	1,544,200	(19,400)	0	0	0	0	1,503,900	290,400			1,503,900	290,400	1,019,400
Visalia Baseball	4005	124,400	284,000	0	0	0	(139,600)	0	124,400	0			124,400	0	0
Animal Control	4006	389,500	864,700	0	0	0	(475,200)	0	389,500	0			389,500	0	0
Airport	4011	2,414,300	2,499,900	(50,800)	0	510,000	0	0	2,340,700	73,600			2,340,700	73,600	(95,600)
Convention Center	4131	3,369,900	4,950,400	(4,100)	1,722,500	50,000	(2,883,800)	0	3,304,900	66,000			3,304,900	66,000	10,000
Valley Oak Golf	4211,3	2,492,900	2,315,900	0	33,300	300,000	0	0	2,435,500	57,400			2,435,500	57,400	(3,783,900)
Solid Waste	4411	19,095,400	18,099,600	(1,979,000)	0	1,462,500	0	0	16,532,100	2,563,300			16,532,100	2,563,300	11,324,230
Transit	4511	11,510,900	11,760,900	(496,700)	0	376,200	0	0	10,156,700	1,354,200			10,156,700	1,354,200	7,880,300
Waste Water Group															
Operations*	4311,3,4,5	19,656,800	11,340,200	(47,200)	0	1,631,600	0	0	10,509,400	9,147,400			10,509,400	9,147,400	29,842,900
Storm Sewer Maintenance	4812	1,277,900	1,728,400	0	0	197,500	0	0	1,499,700	(221,800)			1,499,700	(221,800)	94,300
Kaweah Lake	1223	266,500	7,400	0	0	0	0	0	7,400	259,100			7,400	259,100	485,600
Trunkline	1231	790,500	41,200	0	0	5,120,000	0	0	5,161,200	(4,370,700)			5,161,200	(4,370,700)	2,839,800
Sewer Connection	1232	291,400	12,300	0	0	0	0	0	12,300	279,100			12,300	279,100	(4,347,600)
Storm Sewer Deficiency	1222	354,300	28,990	0	0	35,000	0	0	63,990	290,310			63,990	290,310	(1,022,072)
Groundwater Recharge	1224	829,500	155,300	0	0	670,000	0	0	825,300	4,200			825,300	4,200	(4,700)
Subtotal - Waste Water		23,466,900	13,313,790	(47,200)	0	7,654,100	0	0	18,079,290	5,387,610			18,079,290	5,387,610	23,799,338
Total Business Type Funds		64,658,500	55,553,390	(2,597,200)	1,755,800	10,352,800	(3,498,600)	0	54,866,990	9,791,510			54,866,990	9,791,510	40,582,768
Internal Service Funds															
Fleet Services	5011	20,600	4,851,400	(4,598,100)	0	42,000	0	0	222,300	(201,700)			222,300	(201,700)	515,232
Vehicle Replacement	5012	53,200	780,000	(914,700)	0	1,265,700	0	0	358,100	(304,900)			358,100	(304,900)	3,476,500
Vehicle Replacement - Police Meas T	5013	4,400	180,700	(179,900)	0	273,500	0	0	94,400	(90,000)			94,400	(90,000)	624,900
Vehicle Replacement - Fire Meas T	5014	1,400	32,300	(32,200)	0	0	0	0	(31,900)	33,300			(31,900)	33,300	189,300
Information Services	5111	24,300	2,266,000	(2,461,100)	0	473,600	0	0	(68,100)	92,400			(68,100)	92,400	716,400
Risk Management - Property	5511	13,100	1,582,300	(1,498,800)	0	0	0	0	83,500	(70,400)			83,500	(70,400)	1,525,800
Risk Management - Health	5512	53,400	10,878,500	(10,483,300)	0	0	0	0	395,200	(341,800)			395,200	(341,800)	(437,500)
Risk Management - Workers Comp.	5513	63,200	1,148,200	(1,419,900)	0	0	0	0	(271,700)	334,900			(271,700)	334,900	6,038,100
Compensated Absences	5711	0	0	0	0	0	0	0	0	0			0	0	3,463,700
Total Internal Service Funds		233,600	21,719,400	(21,568,000)	0	2,054,800	0	0	781,800	(546,200)			781,800	(546,200)	16,255,632
Grand Total - 2013/14		\$146,534,945	\$167,414,235	\$(42,314,700)	\$3,215,440	\$25,651,411	\$(4,936,440)	\$	\$135,863,746	\$10,671,199			\$135,863,746	\$10,671,199	\$72,774,413

*Note - The Wastewater Fund includes a capital project to upgrade the plant to meet the Regional Water Quality Board requirements.

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Discussion on the budgeted increases or decreases to available fund / cash

Funds		<u>7/1/12</u> <u>(000's)</u>	<u>6/30/14</u> <u>(000's)</u>	<u>2 yr Change</u> <u>for FY's 12-14</u>		
				\$	%	
<u>General Fund</u>	0011	\$ -	\$ -	\$ -	0%	
Motor Vehicle In-Lieu	0012	0	(8)	(8)	0%	No significant change.
Civic Center Reserve	0013	8,999	8,464	(535)	-6%	No capital projects currently budgeted. Fund accumulating revenues for future capital project.
Sports Complex Reserve	0014	1,371	1,009	(362)	-26%	Budgeted for Phase 4 build of Sports Park.
Recreation Park Stadium Reserve	0017	267	267	0	0%	No change.
Emergency Reserve		3,075	3,075	(0)	0%	Emergency Reserves will be used to bridge budget shortfalls.
Total General Fund		<u>13,713</u>	<u>12,807</u>			
<u>Capital Project Funds</u>						
Softball Facility	1011	(8)	(2)	6	-73%	Fund repaying General Fund advance for capital project.
Civic Center Complex Impact Fee	1041	3,148	3,613	465	15%	Fund accumulating revenues for future capital project.
Corporation Yard Impact Fee	1043	500	533	34	7%	Fund accumulating revenues for future capital project.
Library Impact Fee	1045	(288)	(286)	2	-1%	Fees will repay general fund loan for rehabilitation project.
Police Impact Fees	1051	(2,094)	(1,961)	133	-6%	Impact Fees will repay G.F. loan approx. in FY 2022-23. Report on Public Safety building later.
Fire Impact Fees	1061	(3,015)	(2,749)	266	-9%	Impact Fees will repay G.F. loan in approx. FY 2026-27. Report on Public Safety Building later.
Gas Tax	1111	517	15	(502)	-97%	Projected completion of large maintenance projects including Cape Seal and Major Overlay.
Park and Rec Facilities	1211	5,997	5,933	(64)	-1%	No significant change. (Positive Cash Balance)
Storm Sewer Construction	1221	(1,212)	(445)	767	-63%	Fund repaying General Fund advance for capital projects. Developer reimbursement agreements. Repayment of advance projected to begin in 2014/15.
Transportation Impact Fees	1241	(4,727)	(5,820)	(1,093)	23%	projected completion of capital projects including
State Transportation	1611	97	19	(78)	-80%	Demaree/Goshen Signal Upgrades.
Parking District	6111	<u>1,759</u>	<u>2,361</u>	602	34%	Making debt service payments on West Acequia Parking Garage. Accumulating revenues for future capital projects.
Total Capital Project Funds		<u>673</u>	<u>1,211</u>			
<u>Special Revenue Funds</u>						
Sales Tax, Police	1121	113	194	81	72%	911 Communication Center
Sales Tax, Fire	1122	5,956	5,751	(205)	-3%	S.W. Fire Station fund accumulating revenues for future projects.
Measure R, Local Projects	1131	(1,082)	1,098	2,180	-202%	Assist fund 1133 with regional projects
Measure R, Bike and Trail	1132	-	-	-	0%	No significant change.
Measure R, Regional Projects	1133	-	-	-	0%	No significant change.
Waterways Maintenance	1251	776	756	(20)	-3%	Dropping revenue from development decrease and decreased fees.
Waterways	1261	(174)	12	186	-107%	Dropping revenue from development decrease and decreased fees.

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<u>Special Revenue Funds (continued)</u>	<u>7/1/12</u>		<u>6/30/14</u>		<u>2 yr Change</u>	
	<u>(000's)</u>		<u>(000's)</u>		<u>for FY's 12-14</u>	
Special Service Districts, NE	1511	(185)	(285)	(100)	54%	Expenses are in excess of revenues. City developing plan.
Spec. Serv. Dist. Open Space	1512	(186)	(247)	(61)	33%	Expenses are in excess of revenues. City developing plan.
Spec. Serv. Dist. LLMAD	1513	2,803	4,238	1,435	51%	Fund accumulating revenues for future street projects.
Northeast Capital Improvements	1711	13	17	4	34%	Fund accumulating revenues for future capital projects.
Narcotics and Asset Forfeiture	6211,2	35	115	80	229%	Funding for future capital assets
Police Grants	6311,2,4	128	113	(15)	-12%	No significant change.
CDBG - Housing	1811	475	460	(15)	-3%	No significant change.
Home Program	1831	(120)	(120)	0	0%	No significant change.
Substandard Housing & Abatement	1861	563	804	241	43%	Increasing revenues Program going away in FY 13/14. Using fund balance in FY 12/13
Neighborhood Stabilization	1871	1,445	145	(1,300)	-90%	
Vehicle Abatement	1881	461	482	21	5%	No significant change.
Property Based Improv. District	1982,3	198	34	(164)	-83%	These funds are being held in trust for Downtown Visalians & Alliance (PBID)
<u>Successor Agency Group</u>						
SA - East Visalia	1951	-	3	3	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Mooney	1953	-	(6,242)	(6,242)	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Downtown	1955	-	(815)	(815)	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Central	1957	-	(4,775)	(4,775)	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - East Visalia Low/Mod	1952	-	2	2	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Mooney Low/Mod	1954	-	1	1	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Downtown Low/Mod	1956	-	4	4	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Central Low/Mod	1958	-	10	10	0%	New fund used as successor agency to pay back debt. RDA eliminated.
SA - Revolving	1841	-	(5)	(5)	0%	No change.
Subtotal - RDA		<u>0</u>	<u>(11,817)</u>			
Total Special Revenue Funds		<u>11,218</u>	<u>1,750</u>			
<u>Debt Service Funds</u>						
Los Rios	2011	135	153	18	14%	No significant change.
Village West	2012	13	14	1	5%	No significant change.
East RDA Bond	2951	-	-	-	0%	No change.
VPFA Bond	2965	-	-	-	0%	No change.
Total Debt Service Funds		<u>148</u>	<u>167</u>			
<u>Business Type Funds</u>						
Building Safety	4001	715	1,310	595	83%	Available cash will be used to pay off General Fund loan. Operations are funded by annual transfers from the General Fund
Visalia Baseball	4005	-	-	-	0%	Operations are funded by annual transfers from the General Fund
Animal Control	4006	-	-	-	0%	Operations are funded by annual transfers from the General Fund
Airport	4011	(402)	(22)	380	-95%	Available cash will be used to pay off General Fund loan. Operations and debt payments funded by annual transfers from the General Fund
Convention Center	4131	-	75	75	0%	
Valley Oak Golf	4211,3	(3,900)	(3,784)	116	-3%	Available cash will be used to pay off General Fund loan.
Solid Waste	4411	7,026	11,324	4,298	61%	Fund accumulating revenue for future capital projects
Transit	4511	4,620	7,880	3,260	0%	Fund accumulating revenue for future capital projects

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<i>Business Type Funds (continued)</i>		<u>7/1/12</u>	<u>6/30/14</u>	<u>for FY's 12-14</u>		
		<u>(000's)</u>	<u>(000's)</u>	<u>\$</u>	<u>%</u>	
<i>Waste Water Group</i>						
Operations	1311,3,4,5	20,424	29,843	9,419	46%	\$76m in state required clean water capital costs to the treatment facility. Will issue bonds.
Storm Sewer Maintenance		4812	(128)	(328)	-164%	Expenses are in excess of revenues. Working to reduce deficit.
Kaweah Lake		1223	184	511	277%	Fund used to pay one-time capital project and operational costs at Kaweah Lake. Fund accumulating revenue for future capital projects.
Trunkline		1231	(1,531)	(4,182)	-158%	Projected funding of trunkline projects including Mineral King trunkline and North Shirk sewer line extension.
Sewer Connection		1232	(4,903)	555	-11%	No significant change.
Storm Sewer Deficiency		1222	3	(735)	-24500%	Projected GF advance to fund match for Prop 84 Lower Kaweah River grant and EDA Downtown Storm grant.
Groundwater Recharge		1224	(407)	406	-100%	Fund accumulated revenue to purchase land for recharge
Subtotal - Waste Water		<u>18,153</u>	<u>23,798</u>			
Total Business Type Funds		<u>26,211</u>	<u>40,581</u>			
<i>Internal Service Funds</i>						
Fleet Services		5011	746	(432)	-58%	Operating expenditures
Vehicle Replacement		5012	4,256	(779)	-18%	Replacement of large equipment, including two fire engines.
Vehicle Replacement - Meas T PD		5013	531	94	18%	Fund accumulating revenue for future capital replacements.
Vehicle Replacement - Meas T Fire		5014	133	66	50%	Fund accumulating revenue for future capital replacements.
Information Services		5111	238	478	201%	Fund accumulating revenue for future capital replacements.
Risk Management - Property		5511	1,665	(139)	-8%	No significant change.
Risk Management - Health		5512	246	(684)	-278%	Budgeted reimbursements are less than projected expenditures. Reimbursements will change to reflect actual expenditures at the end of each fiscal year.
Risk Management - Workers Comp.		5513	5,703	670	12%	Safety Program moved to GF.
Compensated Absences		5711	<u>3,464</u>	0	0%	No change.
Total Internal Service Funds		<u>16,983</u>	<u>16,256</u>			
Grand Total		<u>\$68,946</u>	<u>\$ 72,772</u>	<u>\$ 3,826</u>	6%	

FUND DESCRIPTIONS

FUND STRUCTURE

The accounts of the government are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds maintained, is consistent with legal and managerial requirements. The City has the following fund types:

- General Fund
- Capital Project Funds
- Special Revenue Funds
- Debt Service Funds
- Business-Type Funds
- Internal Service Funds

GENERAL FUND

General Fund – 0011, 0012, 0013, 0014, 0016, 0017, 0018, 0019, 0022

The General Fund is used for all the general revenues of the City not specifically levied or collected for other City funds and the related expenditures. The general fund accounts for all financial resources of a governmental unit which are not accounted for in another fund. The primary revenue sources are Sales Tax, Property Tax and Vehicle License Fees.

CAPITAL PROJECT FUNDS

Capital Project Funds are utilized to account for revenues whose primary purpose is the acquisition or construction of major capital facilities.

Softball Facility Development – Fund 1011

Established to account for the financing and improvement and/or development of community softball facilities. Revenues are provided by fees charged to existing softball facility users specifically for future development or improvement.

Public Facility Impact Fee – Funds 1041, 1043 and 1045

Established to defray the cost of public facilities needed (Civic Center, Corporation Yard and Library) as a result of new development projects. Funding is provided by fees charged to new developments.

Public Safety Impact Fee – Funds 1051 (Police) and 1061 (Fire)

Established to defray the costs of police public safety facilities needed as a result of new development projects. Funding provided by impact fees charged to new developments. Funds are to only be used for new facilities, equipment, and not for operation and maintenance.

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Gas Tax – Fund 1111

Established to account for the construction and improvement of streets and roads. Financing is provided by grant funds received from state sales taxes on gasoline. Monies are derived from Sections 2105, 2106, and 2107 of the Streets and Highways Code. These revenues come from a gas tax placed on motor vehicle fuels. Allocations are generally distributed on a population basis. This fund also receives money from the State Transportation Program that is distributed to each region based on population and road miles. Funds are to be used only for construction, improvements and maintenance of streets and roads.

Park & Recreational Facilities – Fund 1211

Established to account for the acquisition and development of park and open space. Developers pay impact fees paid in lieu of providing parks and open space. Funds are to be used only for open space acquisition and providing park and other recreational facilities.

Transportation Impact – Fund 1241

Established to account for the expenditures for streets, roads, and bike paths. Revenues are provided by impact fees from new developments. Funds can only be used for new street improvements related to growth.

State Transportation – Fund 1611

Established to account for the expenditures for streets, roads, transit, and bike facilities. Revenues are derived from 1/4 cent of statewide sales tax collected and returned to each County in compliance with the Local Transportation Development Act. First priority of funds is public transit (buses); remaining monies, as well as various discretionary revenues, may be used for road and street purposes, including bike/pedestrian facilities. This fund also receives monies from Tulare County Association of Government (TCAG), State Transportation Improvement Program (STIP), and Congestion Mitigation and Air Quality (CMAQ). These monies are to be used only for approved transportation projects.

Traffic Congestion Relief (AB2928) – Fund 1613

Established for the street and highway pavement maintenance, rehabilitation and reconstruction. Revenues are derived from money received from sales tax on gasoline from the State Transportation Congestion Relief Program. This money must be used only for street and highway pavement maintenance, rehabilitation and reconstruction of necessary associated facilities such as drainage and traffic control devices. Rehabilitation or reconstruction may include widening to bring the roadway width to meet standards.

Parking District – Fund 6111

Established to account for acquisition and development of downtown parking facilities. Revenues are derived from in-lieu fees charged on occupants of new development and expanded uses within the central business district that do not provide the required number of off-street parking spaces. The in-lieu fee is assessed in the amount of \$3,400 per required space at the time of building permit issuance. In addition to the in-lieu fees, this fund receives funding from grants, contributions, and Section 108 Loans.

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SPECIAL REVENUE FUNDS

These funds account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes.

Measure T - Police ¼% Sales Tax – Fund 1121

In March of 2004, the citizens of Visalia authorized a ¼ sales tax for public safety. The sales tax is shared 60% for police and 40% for fire and is tracked in 2 separate funds. This fund is Police's portion of the Public Safety Sales Tax revenue and is governed by a plan. Annually, the City Manager certifies the plan to the City Council stating the uses of the monies follow the plan guidelines as presented to the voters. The principal use of these monies is for police operations. An economic uncertainty reserve is funded annually, the balance of which is to be 25% of annual revenues.

Measure T - Fire ¼% Sales Tax – Fund 1122

In March of 2004, the citizens of Visalia authorized a ¼ sales tax for public safety. The sales tax is shared 60% for police and 40% for fire and is tracked in 2 separate funds. This fund is Fire's portion of the Public Safety Sales Tax revenue and is governed by a plan. Annually, the City Manager certifies the plan to the City Council stating the uses of the monies follow the plan guidelines as presented to the voters. The principal use of these monies is for fire operations. An economic uncertainty reserve is funded annually, the balance of which is to be 25% of annual revenues.

Measure R - ½% Sales Tax – Transportation Programs – Local - Fund 1131

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This portion, 35% of the total, is for local transportation projects.

Measure R - ½% Sales Tax – Transportation Programs – Transit / Bike / Pedestrian - Fund 1132

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This portion, approximately 15% of the total, is for transit, bike and pedestrian transportation projects.

Measure R - ½% Sales Tax – Transportation Programs – Regional - Fund 1133

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This City receives monies for regional projects based upon a voter approved project list.

Storm Sewer Construction – Fund 1221

Established to account for the acquisition and installation of storm drain systems. Financing is provided by a specific storm sewer impact fee charged at the time of new developments. Funds are to be used only for construction of new storm sewer lines to implement the Storm Sewer Master Plan.

Storm Sewer Deficiency – Fund 1222

Established to account for operating charges to users to improve the storm sewer system. Revenue is derived from a portion of the monthly storm sewer user's fees. This fund receives \$.67 of the \$2.47 monthly storm sewer fee. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Sewer Master Plan.

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Kaweah Lake – Fund 1223

Kaweah Lake Project revenues are derived from a portion of the monthly storm sewer user's fees. This fund receives \$.48 of the \$2.47 monthly storm sewer fee and funds are to be only used for the enlargement & maintenance of Kaweah Lake.

Groundwater Recharge – Fund 1224

Established to account for a small monthly operating charge levied against users of the system. Revenue is derived from a portion of the monthly City utility bill. The fees for this fund are based on the size of the water service line that range from \$.35 to \$39.65 a month. In 2002, City Council adopted the additional fee as part of an agreement with Tulare Irrigation District and Kaweah Delta Water Conservation District for the acquisition of water and other activities to improve groundwater levels and increase supply of water to the City.

Wastewater Trunkline – Fund 1231

Established to account for major trunk line extensions, part of the wastewater collection system. Revenues are derived from Sanitary Sewer and Trunk Line Connection Fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance.

Sewer Connection – Fund 1232

Established to account for impact fees for residential and commercial development impact fees. Revenues are derived from Treatment Plant connection fees. They are to be used only for Treatment Plant expansions. Funds are not to be used for operation and maintenance.

Waterways – Fund 1251

Established to account for acquisition and landscaping of development buffers along designated waterways. Revenues are derived from a combination of monthly storm sewer fees and developer impact fees. This fund receives \$.48 of the \$2.47 monthly fee that is charged through the utility bill. Funds are restricted for acquisition of development setbacks along waterways designated in the Visalia General Plan and restoration of riparian vegetation.

Waterways Maintenance – Fund 1261

Established to account for the maintenance of the setback areas along designated waterways.

Special Service District: Northeast – Fund 1511

Established to account for the maintenance of landscape in the Northeast portion of the City. Revenue is collected from fees charged in that district.

Special Service District: Open Space – Fund 1512

Established to account for the maintenance of landscape districts throughout the City. Revenue is collected from fees charged throughout the City. The fees are collected and expended by district.

Special Service District: Lighting & Landscape Maintenance Assessment Districts – Fund 1513

Established to account for the maintenance of landscape districts throughout the City. Revenue is collected from fees charged throughout the City. The fees are collected and expended by district.

Prop 1B – Streets - 1614

Established to account for the maintenance and improvements of local roads. Funding provided by a statewide bond approved by the voters in 2007.

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Prop 1B – Transit - 1615

Established to account for transit activities. Funding provided by a statewide bond approved by the voters in 2007.

Northeast Area Capital Improvement – Fund 1711

Funded by fees collected on Northeast properties at time of building permit issuance. Monies can only be used for improvements specified in the Northeast Area Master Plan.

Narcotics Forfeiture – Funds 6211, 6212, 6213 and 6214

Established to account for revenues received from narcotics seizures of cash and property as authorized by the Health and Safety Code. Monies deposited in this fund are invested until a court determines whether the money must be returned to the previous owner or the funds are forfeited to the City which may use the seized funds for purposes.

Community Service Grants – Funds 6311 and 6314

Established to account for federal funds received for the purpose of providing Community Policing, bicycle and foot patrol in business districts in the City of Visalia.

Community Development Block Grant (CDBG) – Fund 1811

Established to account for the annual grant proceeds from HUD to improve housing and community projects in qualifying areas of the City. Revenues provided are an entitlement through the Department of Housing and Urban Development (HUD). The CDBG program is authorized under Title 1 of the National Affordable Housing Act. The primary objective of the CDBG program is the development of a viable urban community through the provision of decent housing, a suitable living environment and economic opportunity, principally for low and moderate income persons.

Cal Home Program – Fund 1818

Grant from the California Department of Housing and Community Development to administer a mortgage assistance program.

HOME Program – Fund 1831

Established to account for Housing and Urban Development HOME grants. These funds are used to improve housing in Visalia for those meeting the grant's requirements.

Substandard Housing and Abatement – Fund 1861

Established as separate fund to account for code enforcement working with police to address substandard housing by removing the criminal element and holding property owners accountable for the condition of structures on the property.

Neighborhood Stabilization – Fund 1871

Established as separate fund to account for Federal money received to purchase foreclosed properties rehabilitate them and sell them to low to moderate income families.

Vehicle Abatement – Fund 1881

Established as a separate fund to account for abandoned vehicle abatement.

Property Based Improvement District (PBID) – Fund 1983, 1984

Established to account for assessments levied on downtown property owners and used to improve the downtown district.

Redevelopment Successor Agency's

Funds were established to account for the transferring of all assets and liabilities from the City of Visalia's Redevelopment Districts as set forth in State law ABx1 26, which dissolved all redevelopment in California. The Successor Agency's purpose is to continue to pay the debt of the former Redevelopment District, dispose of the assets, and file reports. Essentially, the Successor Agency's are to wind down all redevelopment activity returning the tax increment to the underlying taxing agencies.

East – Successor Agency – Fund 1951

Established to dissolve the East Visalia Redevelopment Agency which was established in August of 1986. The former district is roughly bounded by the cross streets of Houston, Ben Maddox, Mineral King, and Santa Fe.

Mooney – Successor Agency – Fund 1953

Established to dissolve the Mooney Boulevard Redevelopment Agency which was established in August of 1987. The former district is roughly bounded along Mooney Boulevard with an amendment added to the district in 1990.

Downtown – Successor Agency – Fund 1955

Established to dissolve the Downtown Redevelopment Agency which was established in May 1970. The former district is roughly bounded by the streets Center, Church, Garden and Acequia in the downtown area.

Central – Successor Agency – Fund 1957

Established to dissolve the Central Redevelopment Agency which was established in August of 1989. The former district is roughly bounded by the cross streets of Houston, Ben Maddox, Walnut, and Mooney Boulevard, excluding the area bounded by Church, Center, Garden and Acequia.

20% Housing Successor Agency – Funds 1952, 1954, 1956 and 1958

Established to manage the assets of the former Low/Moderate Income Housing Funds (20% RDA). The former Redevelopment Agencies had to deposit 20% of any tax increment funds into a Low and Moderate Income Housing fund. The funds were used to improve housing in the community, both within and outside of the project areas.

Successor Agency Revolving – Fund 1841

This fund accounts for the administrative activities of the Agency. All costs are allocations to the various project funds.

DEBT SERVICE FUNDS

The Debt Service funds are used to account for financial resources to be used for the payment of principal and interest on long-term debt.

Help Loan (CHFA) – Fund 2941

Established to account for a State grant from the California Housing Finance Authority to provide low and moderate income housing assistance.

East Visalia Redevelopment Tax Allocation Bond – Fund 2951

Established to account for the payment of the East Visalia Redevelopment Tax Allocation Bonds.

Visalia Public Financing Authority Bond (VPFA) – Fund 2965

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Established to account for the payment of the VPFA 2005 Refunding Certificates of Participation.

DEBT SERVICE FUNDS – WITHOUT CITY COMMITMENT

Although the City assisted in the issuance of the following debts, it is not obligated in any way to repay these debt and is not reflected the debt in its financial statements.

Los Rios – Fund 2011

Established to account for property assessments levied to pay for improvements in a specific subdivision. The development of this subdivision included special amenities which are being paid for through a debt financing. The City acts only as a collection and paying agent for this debt but has no legal obligation beyond the collection of the assessments and the payment of those collections against outstanding debt.

Village West – Fund 2012

Established to account for property assessments levied to pay for street improvements in a specific subdivision. The City issued a \$72,020 bond for the unpaid assessments levied upon the special assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6% and mature in 2022 and were for the construction of the improvements.

Orchard Walk Underground – Fund 2013

Established to account for property assessments levied to pay for underground utilities in a specific area. The City issued a \$675,000 bond for the unpaid assessments levied upon the special assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6.75% and mature in 2025 and were for underground improvements.

BUSINESS TYPE FUNDS

These funds account for City operations financed and operated in a manner similar to a private business enterprise. The intent of the City is that the costs and expenses, including depreciation, of providing goods or services be primarily financed or recovered through user charges. All operational activities, providing goods or services including but not limited to administration, operations, maintenance, financing and related debt services, billing and collections are accounted for in the respective funds. Operating and capital expenditures are only to be spent on the specific activities of the individual funds.

Building Safety – Fund 4001

Established to account for the Building Safety operations of the City. Revenues are provided by fees charged for a Building Permit.

Baseball – Fund 4005

Established to account for the operations of a professional baseball team that operates in the City.

Animal Control – Fund 4006

Established to account for the operations of the Animal Control Facility that operates in the City.

Airport – Fund 4011

Established to account for the operations of the Visalia Municipal Airport. The Federal Aviation Administration Airport Improvement Program (FAA-AIP) provides 90% grant funding for approved capital projects. This fund also receives revenues from airport user fees, such as aviation fuel sales,

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hangar rentals and leases of land and buildings. These revenues are also used for the Airport's 10% match on FAA grant funded projects.

Convention Center – Fund 4131

Established to account for operations of the Convention Center. Revenues are provided by fees charged for the Convention Center services and by operating transfers from the General fund.

Valley Oak Golf – Funds 4211 and 4213

Established to account for the operations of the Valley Oaks Golf Course. Revenue is provided by fees charged to the golf course users.

Solid Waste – Fund 4411

Established to account for the operations of collecting and disposing of solid waste. Revenue is provided by user charges and limited grant funding.

Wastewater Operations – Funds 4311, 4313, 4314 and 4315

Established to account for the treatment and disposal of wastewater. Revenue is provided by user charges, impact fees and limited grant funding. The Waste Water treatment plant is located west of the Airport and across Highway 99.

Transit – Fund 4511

Established to account for the operations of the City's transit activities. Revenue is provided by state transportation funds, federal grants and passenger fares.

Storm Sewer Maintenance – Fund 4812

Established to account for the operations of the City's storm and sewer drain activity. Revenue is provided by charges to users.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for activities and services performed by a designated department within the City to another department in the City on a cost reimbursement basis.

Fleet Services – Fund 5011

Established to account for the maintenance and fueling of assigned vehicles and related equipment in use by the various City Departments and for specification writing on vehicle acquisitions or replacements.

Vehicle Replacement – Fund 5012

Established to account for the acquisition of City vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement fund.

Vehicle Replacement – Measure T Police – Fund 5013

Established to account for the acquisition of Police Measure T vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement Measure T Police fund.

Vehicle Replacement – Measure T Fire – Fund 5014

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Established to account for the acquisition of Fire Measure T vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement Measure T Fire fund.

Information Services – Fund 5111

Established to account for the acquisition, maintenance and upgrade of the City's computer operations. Computer users are charged a fee for the systematic replacement of computer and communication equipment and technology, including Geographic Information Systems and Telephone Services.

FUND SUMMARIES

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GENERAL FUND SUMMARY

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GENERAL FUND SUMMARY	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
RESOURCES	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
REVENUES						
Non Departmental	41,997,224	44,570,773	48,415,318	45,444,800	53,898,100	47,031,100
Administration	89,704	59,305	41,400	61,500	67,500	67,500
Administrative Services	237,203	198,986	211,800	213,400	213,300	213,300
Community Development	2,794,723	2,267,266	2,975,070	2,896,000	2,812,600	2,988,200
Fire	592,407	790,132	652,711	649,300	796,700	796,700
Parks and Recreation	1,269,705	1,370,920	1,282,190	1,271,700	1,825,800	1,306,900
Police	3,402,902	3,258,621	2,807,121	3,008,900	2,448,300	2,310,500
Public Works	(30,467)	72,775	96,450	179,600	124,900	124,900
TOTAL REVENUES	50,353,401	52,588,778	56,482,060	53,725,200	62,187,200	54,839,100
REIMBURSEMENTS						
Non Departmental	-	329,496	329,540	329,500	328,300	328,100
Administration	3,648,312	3,510,187	3,986,640	3,987,000	3,516,400	3,523,500
Administrative Services	4,228,782	4,176,473	4,333,750	4,349,732	4,119,400	4,119,400
Community Development	3,854,055	3,863,432	3,844,720	3,306,756	3,675,800	3,715,000
Fire	69,996	69,996	70,000	70,000	121,600	121,600
Parks and Recreation	3,873,508	3,644,282	3,616,540	3,601,900	3,803,800	3,803,500
Police	66,822	-	-	-	-	-
Public Works	2,114,708	2,603,143	2,311,890	1,984,700	2,163,100	2,163,100
TOTAL REIMBURSEMENTS	17,856,183	18,197,009	18,493,080	17,629,588	17,728,400	17,774,200
TOTAL RESOURCES	68,209,584	70,785,787	74,975,140	71,354,788	79,915,600	72,613,300
EXPENDITURES						
SALARIES AND BENEFITS						
Administration	1,538,560	1,566,558	1,596,680	1,523,220	1,597,300	1,480,300
Administrative Services	2,000,980	2,023,103	2,052,930	1,982,960	1,976,700	2,017,100
Community Development	4,330,429	4,035,058	4,257,510	4,268,320	4,344,400	4,447,500
Fire	9,013,808	9,272,619	9,325,050	9,303,720	8,973,700	9,119,300
Parks and Recreation	3,927,923	3,744,707	3,934,080	3,802,320	3,855,600	3,879,000
Police	19,627,254	19,967,615	19,647,380	19,954,720	20,202,600	20,464,700
Public Works	1,097,715	1,307,486	1,321,650	1,185,300	1,374,000	1,396,900
TOTAL SALARIES AND BENEFITS EXPENDITURES	41,536,669	41,917,146	42,135,280	42,020,560	42,324,300	42,804,800
OPERATING EXPENDITURES						
Non Departmental	701,132	4,368,349	789,170	619,096	700,100	1,031,100
Administration	2,986,169	2,748,119	2,860,690	2,762,500	2,426,200	2,420,400
Administrative Services	1,072,147	1,316,722	1,140,240	1,365,900	1,259,600	1,258,600
Community Development	1,998,074	677,263	572,980	723,100	625,400	736,900
Fire	873,298	1,139,511	977,300	917,800	1,060,900	1,034,900
Parks and Recreation	3,053,332	2,736,095	2,672,930	3,036,000	3,208,200	3,294,500
Police	2,069,632	2,360,857	1,921,186	2,007,200	2,294,300	2,110,300
Public Works	307,011	1,629,010	1,535,300	1,713,500	1,453,700	1,492,300
TOTAL OPERATING EXPENDITURES	13,060,795	16,975,926	12,469,796	13,145,096	13,028,400	13,379,000
SERVICES PROVIDED						
Non Departmental	203	-	-	-	-	-
Administration	220,951	227,184	192,170	425,504	141,300	203,800
Administrative Services	56,485	18,327	17,030	27,300	29,900	29,900
Community Development	172,967	229,599	244,770	238,000	250,800	250,800
Fire	68,184	119,868	73,350	114,600	119,900	119,900
Parks and Recreation	88,800	118,352	119,230	121,600	119,200	119,700
Police	444,602	501,460	391,900	551,800	501,800	501,800
Public Works	40,687	68,005	64,220	67,400	68,100	68,100
TOTAL SERVICES PROVIDED	1,092,879	1,282,795	1,102,670	1,546,204	1,231,000	1,294,000
ALLOCATIONS						
Non Departmental	-	-	-	-	24,300	24,300
Administration	770,166	787,989	1,072,330	1,055,500	504,000	504,000
Administrative Services	1,021,597	943,206	1,087,860	1,091,300	1,016,500	1,016,500
Community Development	2,234,433	2,335,427	2,662,580	2,581,000	2,163,300	2,163,300
Fire	1,150,913	1,195,230	1,193,420	1,284,500	1,300,900	1,300,900
Parks and Recreation	2,205,745	2,002,379	2,191,800	2,100,800	1,965,400	1,965,400
Police	2,761,446	3,026,196	3,012,360	3,182,700	3,254,000	3,254,000
Public Works	1,009,921	1,145,882	885,430	950,000	859,600	859,600
TOTAL ALLOCATIONS	11,154,221	11,436,309	12,105,780	12,245,800	11,088,000	11,088,000
TOTAL EXPENDITURES	66,844,564	71,612,176	67,813,526	68,957,660	67,671,700	68,565,800
CAPITAL IMPROVEMENTS	2,245,352	1,860,933	6,849,388	1,155,400	8,329,600	-
INTERFUND TRANSFERS	3,272,500	3,274,300	3,675,890	3,274,300	3,914,300	4,047,500
SURPLUS/(SHORTFALL)	(4,152,832)	(5,961,622)	(3,363,664)	(2,032,572)	(0)	(0)

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GENERAL FUND REVENUE

GENERAL FUND REVENUES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
REVENUES:						
NON-DEPARTMENTAL						
PROP-CURRENT SECURED	7,885,607	7,919,233	8,090,100	8,060,000	8,260,000	8,342,600
PROP-CURRENT UNSECURED	428,590	464,242	464,600	482,000	482,000	486,800
PROP-PRIOR SEC & UNSECURED	16,273	167,614	352,310	200,000	300,000	303,000
PYMT IN LIEU OF TAXES	19,769	20,506	207,100	20,000	20,000	20,200
PROP-CURR SEC-SUPPLEMTL	235,931	171,603	137,500	170,000	170,000	171,700
PROP-PRIOR SEC&UNSEC SU	2,374	38,944	33,670	25,000	25,000	25,300
REAL PROP TRANSFER TAX	274,415	226,786	202,000	220,000	242,000	266,200
PROP-AIRCRAFT	132,063	91,420	95,950	91,500	91,500	92,400
PROP TAX "VLF SWAP"	8,930,548	8,902,321	8,991,320	8,787,000	8,787,000	8,874,900
TOTAL PROPERTY TAXES	17,925,570	18,002,669	18,574,550	18,055,500	18,377,500	18,583,100
SALES & USE TAXES	14,220,827	15,190,095	14,904,940	15,900,100	16,421,600	16,984,500
FRANCHISE TAX	1,919,594	2,092,613	2,101,580	2,155,400	2,371,100	2,442,200
TRANSIENT LODGING	1,827,405	1,920,021	1,991,100	1,900,000	2,000,000	2,080,000
BUS LIC TAX-GENERAL	-	-	-	-	-	-
BUS LIC TAX-DOWNTOWN	-	-	-	-	-	-
ERAF S & U TAX "TRIPLE	4,264,324	4,615,838	4,754,310	5,370,000	5,531,100	5,773,000
TOTAL OTHER TAXES	22,232,150	23,818,567	23,751,930	25,325,500	26,323,800	27,279,700
MOTOR VEH LIC IN LIEU TAX	252,688	315,519	294,470	-	-	-
HOMEOWNERS PROP TAX REL	118,720	111,407	113,630	111,500	111,500	112,600
OFF-HIGHWAY IN LIEU TAX	-	-	1,700	-	-	-
FEDERAL GRANTS	181,437	152,460	703,195	150,000	1,997,600	-
STATE GRANTS	443,640	1,009,037	1,675,613	500,000	5,114,500	-
ENTITLEMENT GRANTS	-	-	1,040,000	25,000	175,000	-
ST MAINT FEE IN LIEU SUB	445,452	515,052	518,240	518,200	539,100	539,100
TOTAL SUBVENTIONS & GRANTS	1,441,937	2,103,475	4,346,848	1,304,700	7,937,700	651,700
PARKING FINES	-	-	188,800	-	-	-
ADMINISTRATIVE CITATION	22,880	21,668	22,340	21,500	21,500	21,500
PENALTY/OCCUPANCY	1,404	6,059	1,840	4,300	4,300	4,300
ADMIN FEE - RECREATION	1,080	1,545	1,040	1,100	1,100	1,100
ADMIN FEES-BUS TAX	39,698	40,264	44,420	38,000	38,000	38,000
TOTAL FINES & FEES	65,062	69,536	258,440	64,900	64,900	64,900
INVESTMENT EARNINGS	34,760	4,209	52,140	4,000	4,000	4,100
INTEREST EARNINGS	156,973	84,595	218,630	84,600	84,600	86,300
INTERFUND LOAN INTEREST	292,098	284,391	312,500	284,400	284,400	290,100
NON OPERATING TOTAL	483,831	373,195	583,270	373,000	373,000	380,500
RENTS & CONCESSIONS	18,670	-	20,200	-	-	-
BL-APPLICATION FEE	250	493	400	300	300	300
A/R-B/L PENALTY	52,955	65,908	56,100	60,000	60,000	60,000
MISC REVENUE	(324,384)	13,177	6,310	7,400	7,400	7,400
REIMBURSEMENT-OFFICE SUB	3,765	3,300	4,200	3,300	3,300	3,300
REIMB CITY EXPENSES	14,868	-	-	-	-	-
CONTRIBUTION REVENUE	-	8,564	-	-	200,000	-
SALE OF LAND	-	1	-	-	-	-
FEDERAL GRANTS	-	111,890	812,970	250,000	550,000	-
STATE GRANTS	87,205	-	-	-	-	-
ALLOCATED INVESTMENT GA	(1,082)	-	-	-	-	-
ALLOC INTEREST FAIR MAR	(2,682)	-	-	-	-	-
FIRE SFTY INSPECTION	(200)	-	-	-	-	-
BUILDING LEASE	1	1	-	100	100	100
CASH (OVER)/SHORT	(692)	(3)	100	100	100	100
MISC TOTAL	(151,326)	203,331	900,280	321,200	821,200	71,200
NON-DEPARTMENTAL TOTAL	41,997,224	44,570,773	48,415,318	45,444,800	53,898,100	47,031,100

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GENERAL FUND REVENUES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
ADMINISTRATION						
REIMB-STATE MISC	-	44	-	-	-	-
REIMB-FEDERAL MISC	-	171	-	-	-	-
REIMB CITY EXPENSES	44,298	10,030	5,900	24,500	24,500	24,500
CELL PHONE REIMBURSEMEN	789	-	-	-	-	-
RENTS & CONCESSIONS	175	500	-	-	-	-
VI-CYCLES	725	850	700	200	700	700
INTEREST EARNINGS	420	420	400	400	-	-
DONATIONS/CONTRIBUTIONS	1,550	1,291	200	1,000	1,000	1,000
REIMB-MANDATED COSTS SU	-	2,455	-	-	-	-
MISC REVENUE	41,747	43,544	34,200	35,400	41,300	41,300
ADMINISTRATION TOTAL	89,704	59,305	41,400	61,500	67,500	67,500
ADMINISTRATIVE SERVICES						
RENTS & CONCESSIONS	55,336	52,880	53,500	52,600	52,600	52,600
EARNINGS CREDIT CBB	329	298	300	8,000	8,000	8,000
PASSPORT SERVICE FEES	30,125	27,925	22,000	30,000	30,000	30,000
AUCTION SALES	115	319	100	-	-	-
SERVICES PROVIDED	-	-	-	19,200	19,200	19,200
SALES OF MAPS & PUBLICA	-	-	-	100	-	-
REIMB-MANDATED COSTS SU	3,349	-	-	-	-	-
INTEREST EARNINGS	120,675	87,286	117,500	87,000	87,000	87,000
MISC REVENUE	15,824	14,969	8,000	5,400	5,400	5,400
SPECIAL EVENTS PREMIUM	299	-	-	-	-	-
REIMB-STATE MISC	-	4,003	-	-	-	-
REIMB-FEDERAL MISC	-	1,359	-	-	-	-
SPEC ASSESS SERVICE FEE	35	1,190	-	1,000	1,000	1,000
BAD CHECK FEE	1,505	900	2,000	1,000	1,000	1,000
HANDLNG FEE-PYRL GARNSH	902	947	1,100	1,000	1,000	1,000
PYRL VOLUNTARY DED FEES	6,607	6,450	7,000	7,600	7,600	7,600
TONER/PHONE RECYCLING	35	131	-	-	-	-
CASH (OVER)/SHORT	27	1	-	-	-	-
INTEREST EARNINGS	2,040	328	300	500	500	500
ADMINISTRATIVE SERVICES TOTAL	237,203	198,986	211,800	213,400	213,300	213,300
COMMUNITY DEVELOPMENT						
PROGRAMMATIC SIGN PERMI	-	981	-	1,000	1,000	1,000
MINOR CONDITIONAL USE P	4,746	678	-	4,000	8,300	9,100
TEMP USE PERMIT	15,100	9,472	5,500	12,800	4,600	4,600
VAR APPLICATION FEE	13,944	20,923	23,960	16,000	11,400	12,600
CHANGE OF ZONE/SPCL EXC	-	13,272	6,640	-	6,600	6,600
COND USE PERMIT APP	8,796	21,547	20,660	35,000	40,700	44,800
HOME OC/TEMP USE PERMIT	35,256	40,287	33,640	42,000	36,000	36,000
DRAFT ENVIRON IMP FEE	-	52,355	52,360	115,000	-	107,300
ENV ASSESSMENT EVAL FEE	15,922	10,173	11,350	19,300	18,700	20,600
ANNEXATIONS	17,216	63	1,000	-	7,000	7,000
LOT LINE ADJUSTMENT FEE	8,320	3,120	2,080	5,000	4,000	4,400
GEN PLAN AMEND/SPEC PLN	31	12,833	9,460	4,900	5,400	5,900
ADMINISTRATIVE ADJUST F	1,792	512	-	1,800	2,000	2,200
APPROVED CUP AMENDMENTS	9,182	1,356	1,000	16,900	7,700	8,500
TIME EXTENSIONS	576	384	500	500	600	600
SPECIFIC PLAN	-	4,531	-	-	-	19,200
TENATIVE SUBDV FILG FEE	(5,405)	7,044	7,040	-	12,900	12,900
APPEAL	702	774	700	500	1,200	1,200
TENATIVE PARCEL MAP FLG	21,222	5,234	10,470	28,000	5,200	5,200
SALES OF MAPS & PUBLICA	391	224	250	-	-	-
CELL PHONE REIMBURSEMEN	6,676	-	-	-	500	500
MISC REVENUE	4,898	14,226	330	2,700	2,200	2,200
CASH (OVER)/SHORT	2	1	-	-	-	-
BUS LIC TAX-GENERAL	2,068,324	1,615,981	2,336,100	1,886,000	1,924,000	1,962,300
BUS LIC TAX-DOWNTOWN	2,543	-	2,630	-	-	-
AR-B/L PENALTY	-	-	-	40,000	40,000	40,000
BL-APPLICATION FEE	34,499	34,608	35,000	42,700	43,500	44,400
BL-DUPLICATE CERTIFICAT	-	-	-	100	100	100
APPEAL FEE - CODE ENFOR	140	300	200	200	200	200
ADMINISTRATIVE FINES	43,600	107,488	100,000	100,000	100,000	100,000
PENALTY/LATE CHARGE	19	3,426	6,000	100	100	100
ADMIN FEE-CODE ENFORCEM	12,511	4,110	6,830	4,000	4,000	4,000
UNIFORM FIRE CODE FEE	-	-	-	-	27,600	27,600
COMPLIANCE INSPECTION F	151,934	34,137	33,440	150,000	150,000	150,000
REIMB-STATE MISC	-	12	-	-	-	-
REIMB-FEDERAL MISC	-	48	-	-	-	-
ENCROACHMENT PERMITS	29,598	16,989	20,570	15,300	13,000	13,000

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND REVENUES						
COMMUNITY DEVELOPMENT - Cont'd						
ENG LATERAL INSPECTION	-	76	-	1,500	1,000	1,000
SUBDIV CHKING & INSPCT	14,774	6,574	15,000	8,600	8,000	8,000
PAR MAP CHKG&INSPC FEE	1,502	7,162	-	8,500	17,000	17,000
SIDWLK/APPRCH INSPC FEE	880	12,480	10,370	65,000	58,000	58,000
PARKING LOT INSPEC FEE	55,437	36,378	51,720	48,000	25,000	25,000
FINAL SUBDVSN FILG FEES	2,946	-	2,000	3,000	3,200	3,200
FINAL PARCELMAP FLG FEE	1,030	2,110	1,000	3,000	6,000	6,000
SPEC SERV DISTRICT FEES	1,333	525	1,000	1,500	1,500	1,500
REIMB ENG PLAN CHECK	-	-	-	7,700	13,500	13,500
INSPECTOR OVERTIME FEE	-	1,046	1,050	-	-	-
SALE OF VEHICLES	1,500	-	-	-	-	-
COS PARKING PERMIT #1	125	125	100	400	400	400
VEHICLE CODE FINES	192,584	152,028	150,000	200,000	200,000	200,000
SUBROGATION RECOVERY	20,077	11,673	15,120	5,000	500	500
COMMUNITY DEVELOPMENT TOTAL	2,794,723	2,267,266	2,975,070	2,896,000	2,812,600	2,988,200
FIRE						
PROP 172 PS-SALES TAX	166,819	189,030	180,500	175,000	175,000	175,000
REIMB-STATE MISC	-	12,427	-	-	-	-
REIMB-FEDERAL MISC	-	49,712	-	-	-	-
BICYCLE LICENSES	16	4	-	-	-	-
FIRE STRIKE TEAM FEES	88,857	21,612	40,000	20,000	20,000	20,000
HAZ MAT CLEANUP	-	150	-	-	-	-
FIRE REPORTS	132	132	100	100	100	100
FIRE TRAINING FACILITIE	-	40	-	-	-	-
CELL PHONE REIMBURSEMEN	3,233	-	-	-	-	-
MISC REVENUE	23,014	8,386	11,270	41,000	41,000	41,000
TEMP DISABILITY	22,143	17,748	2,000	20,000	20,000	20,000
SUBROGATION RECOVERY	1,768	-	-	-	-	-
FIRST RESPONDER	-	-	-	-	200,000	200,000
SALE OF VEHICLES	-	700	-	-	-	-
REIMB-STATE MISC	-	73	-	3,500	3,500	3,500
REIMB-FEDERAL MISC	-	298	-	-	-	-
CASH (OVER)/SHORT	5	(5)	-	-	-	-
UNIFORM FIRE CODE FEE	16,884	36,350	15,380	85,000	32,400	32,400
FIRE SFTY INSPECTION	100	454	100	300	300	300
WEED AND LOT CLEARING	204,509	255,498	285,850	247,700	247,700	247,700
ADMIN FEE - WEED & LOT	11,852	14,359	11,230	10,000	10,000	10,000
STATE GRANTS	7,888	124,407	-	-	-	-
FEDERAL GRANTS	-	-	6,811	-	-	-
FIRE TRAINING FACILITIE	1,995	3,270	2,000	2,000	2,000	2,000
HAZ MAT REPONSE	43,192	55,487	97,470	44,700	44,700	44,700
FIRE TOTAL	592,407	790,132	652,711	649,300	796,700	796,700
PARKS & RECREATION						
STATE GRANTS	77,590	63,810	-	-	517,000	-
INVESTMENT EARNINGS	1,136	-	-	-	-	-
ALLOCATED INVESTMENT GA	(33)	-	-	-	-	-
ALLOC INTEREST FAIR MAR	(81)	-	-	-	-	-
CELL PHONE REIMBURSEMEN	3,616	-	-	-	-	-
DONATIONS/CONTRIBUTIONS	115	36,500	20,800	15,600	1,000	600
REIMB-STATE MISC	-	652	-	-	-	-
REIMB-FEDERAL MISC	-	2,395	-	-	-	-
MISC REVENUE	3,884	2,735	400	3,900	900	900
UTILITY (ELECTRIC) FEE	-	4,222	25,900	7,000	7,000	7,000
SUBROGATION RECOVERY	-	2,835	-	1,600	1,600	1,600
PARK RENTALS	95,312	75,187	63,980	88,700	88,500	88,500
FACILITIES RENTAL	106,287	130,356	150,020	121,500	148,000	148,000
EQUIPMENT RENTAL	-	-	-	25,000	-	-
SALES FOR ADS/BROCHURES	4,870	8,350	8,000	5,000	8,000	8,000
MISC REVENUE	493	228	1,200	300	200	200
CASH (OVER)/SHORT	(264)	342	110	100	-	-
COMMUNITY PROGRAMS	349,906	410,441	410,580	373,900	418,500	418,500
AQUATICS	104,759	114,743	120,000	115,000	115,000	115,000
TEEN PROGRAMS	11,837	10,243	9,780	9,600	10,000	10,000
SPECIAL EVENTS	51,230	69,428	54,440	64,400	64,300	62,800
YOUTH SPORTS	127,299	122,963	120,000	134,200	128,000	128,000
LIGHTS-TENNIS COURTS	760	332	-	100	-	-
SALES FOR ADS/BROCHURES	-	10	-	-	-	-
RIVERWAY SPORTS PARK	-	102	-	-	-	-
RIVERWAY SPORTS PARK	32,679	48,860	30,400	46,700	55,000	55,000
PLAZA CONCESSIONS	9,865	10,362	9,950	13,000	10,000	10,000
ADULT SPORTS	192,182	199,006	182,350	190,000	199,000	199,000
SENIOR MEALS	57,166	33,151	36,340	32,600	35,000	35,000
FUNDRAISING	1,561	606	340	800	-	-
SCHOOL REIMB-YOUTH PROG	37,536	23,061	37,600	22,700	18,800	18,800
PARKS & RECREATION TOTAL	1,269,705	1,370,920	1,282,190	1,271,700	1,825,800	1,306,900

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GENERAL FUND REVENUES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
POLICE						
FEDERAL GRANTS	487,053	335,831	115,391	173,200	77,200	-
STATE GRANTS	565,207	421,606	438,780	400,000	45,000	-
COUNTY GRANTS	24,105	122,575	9,350	75,000	75,000	75,000
RESTRAINING ORDER ADMIN	-	4,890	11,480	2,000	3,500	3,500
REIMB-MANDATED COSTS SU	9,771	129,302	-	20,000	20,000	20,000
ALARM PERMITS	80,453	55,838	56,840	75,000	75,000	75,000
DUI TESTING FEES-TUL CO	18,483	6,311	18,500	15,000	15,000	15,000
BOOKING FEES	2,980	1,502	3,000	-	-	-
COST RECOVERY-DUI	12,940	13,902	9,270	13,400	13,400	13,400
HAZARDOUS WASTE STANDBY	157	-	-	-	-	-
FALSE ALARM FEES	2,380	4,203	1,780	2,500	2,500	2,500
SPEC POLICE SERV-OTHER	64,316	61,179	62,810	63,500	63,500	63,500
PD-FINGERPRINTS TAXABLE	4,418	3,415	3,130	3,900	3,900	3,900
SALES OF REAL/PERS PROP	5,370	5,088	4,030	15,100	100	100
CELL PHONE REIMBURSEMEN	31,578	-	-	-	-	-
PD SEIZED EVIDENCE MONE	43,496	35,582	32,490	30,000	30,000	30,000
MISC REVENUE	23,595	11,496	8,290	32,500	32,500	32,500
CASH (OVER)/SHORT	60	(34)	-	100	100	100
TEMP DISABILITY	49,092	64,433	24,800	130,000	25,000	25,000
SUBROGATION RECOVERY	13,683	2,215	3,390	5,500	1,000	1,000
SALE OF EQUIPMENT	-	26,916	-	-	-	-
SALE OF VEHICLES	-	4,300	-	4,000	-	-
PROP 172 PS-SALES TAX	250,229	255,207	269,200	260,000	260,000	260,000
MOTOR VEH LIC IN LIEU T	-	-	-	100	100	100
SPEC POL SERV-268 POST	84,784	81,569	112,000	82,700	105,100	89,500
ADMIN FEE-THUNDERBOLT	177	-	100	-	-	-
SECURITY SERVICE-POLICE	18,544	4,568	17,400	15,000	15,000	15,000
VEHICLE RELEASE FEE	161,219	154,149	144,710	122,500	122,500	122,500
REIMBURSEMENT-OFFICE SUB	(150)	(900)	900	(400)	(400)	(400)
DONATIONS/CONTRIBUTIONS	912	22,294	12,000	20,000	15,000	15,000
ABANDONED VEHICLE TRUST	13,616	80,428	80,270	80,000	80,000	80,000
VEHICLE CODE FINES	192,584	152,013	131,860	146,700	146,700	146,700
PARKING FINES	574,855	641,104	660,000	638,800	638,800	638,800
OTHER FINES	11,394	8,206	9,500	5,500	5,500	5,500
TRAFFIC SCHOOL	80,106	52,616	47,430	66,400	66,400	66,400
RED LIGHT VIOLATIONS	35,596	32,671	28,480	30,000	30,000	30,000
LITTER FINES	675	829	500	900	900	900
CRIME PREVENTION FINES	1,348	1,057	1,620	1,000	1,000	1,000
PROOF OF CORRECTION	46,729	41,993	34,970	33,400	33,400	33,400
ROTATIONAL TOW FEES	-	99,400	132,000	123,500	123,500	123,500
SCHOOL REIMB-YOUTH PROG	491,012	320,852	320,850	322,100	322,100	322,100
RENTS & CONCESSIONS	135	15	-	-	-	-
POLICE TOTAL	3,402,902	3,258,621	2,807,121	3,008,900	2,448,300	2,310,500
PUBLIC WORKS						
MISC REVENUE	-	-	-	2,500	2,500	2,500
SUBROGATION RECOVERY	300	31,852	-	127,400	87,400	87,400
REIMB-STATE MISC	-	2,981	-	-	-	-
REIMB-FEDERAL MISC	-	11,928	-	-	-	-
HIGHWAY MAINT CHARGES	-	-	64,400	-	-	-
ENCROACH PRMT-MAINT FEE	13,399	25,819	31,660	49,700	35,000	35,000
SERVICES PROVIDED	(47,256)	-	-	-	-	-
CELL PHONE REIMBURSEMEN	3,090	-	-	-	-	-
SCRAP METAL RECYCLING	-	195	390	-	-	-
PUBLIC WORKS TOTAL	(30,467)	72,775	96,450	179,600	124,900	124,900
TOTAL REVENUES	\$50,353,401	\$52,588,778	\$56,482,060	\$53,725,200	\$54,890,900	\$54,937,000

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MEASURE T FUNDS SUMMARY

MEASURE T - POLICE FUND (1121)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	2,654,921	2,742,462	2,757,200	2,828,400	2,913,300	2,927,400
STATE GRANTS	-	30,313	-	22,000	22,000	22,000
INVESTMENT EARNINGS	10,550	1,174	20,000	-	-	-
ALLOCATED INVESTMENT GA	(322)	-	-	-	-	-
ALLOC INTEREST FAIR MAR	(797)	(5)	-	-	-	-
MISC REVENUE	-	21	-	-	-	-
REIMB CITY EXPENSES	1,378	-	-	-	-	-
TEMP DISABILITY	-	-	-	42,200	-	-
TOTAL REVENUES	2,665,730	2,773,965	2,777,200	2,892,600	2,935,300	2,949,400
TOTAL RESOURCES	2,665,730	2,773,965	2,777,200	2,892,600	2,935,300	2,949,400
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,973,257	3,151,801	3,393,100	2,973,020	2,614,800	2,676,600
OPERATING EXPENDITURES	69,704	70,729	92,700	69,500	70,600	70,600
ALLOCATIONS	181,472	189,822	171,300	171,400	199,000	199,000
TOTAL OPERATING EXPENDITURES	3,224,433	3,412,352	3,657,100	3,213,920	2,884,400	2,946,200
CAPITAL IMPROVEMENT PROJECTS	1,687	178,678	926,409	-	-	-
TOTAL EXPENDITURES	3,226,120	3,591,030	4,583,509	3,213,920	2,884,400	2,946,200
SURPLUS/(SHORTFALL)	(560,390)	(817,065)	(1,806,309)	(321,320)	50,900	3,200

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MEASURE T - FIRE FUND (1122)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	1,769,947	1,828,308	1,838,200	1,835,400	1,890,500	1,956,700
INVESTMENT EARNINGS	71,981	87,725	125,000	90,000	90,000	90,000
ALLOCATED INVESTMENT GA	(2,178)	-	9,100	-	-	-
ALLOC INTEREST FAIR MAR	(5,397)	(19,973)	25,500	-	-	-
MISC REVENUE	1,281	14	-	-	-	-
TEMP DISABILITY	596	-	-	-	-	-
TOTAL REVENUES	1,836,230	1,896,074	1,997,800	1,925,400	1,980,500	2,046,700
REIMBURSEMENTS	-	-	-	-	26,700	26,700
TOTAL RESOURCES	1,836,230	1,896,074	1,997,800	1,925,400	2,007,200	2,073,400
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	498,514	545,484	537,400	714,860	1,807,100	2,074,800
OPERATING EXPENDITURES	44,824	57,309	63,300	48,200	79,000	88,000
ALLOCATIONS	76,255	73,049	74,050	74,000	67,000	67,000
TOTAL OPERATING EXPENDITURES	619,593	675,842	674,750	837,060	1,953,100	2,229,800
CAPITAL IMPROVEMENT PROJECTS	5,132	17,154	2,791,941	650,000	101,480	-
TOTAL EXPENDITURES	624,725	692,996	3,466,691	1,487,060	2,054,580	2,229,800
SURPLUS/(SHORTFALL)	1,211,505	1,203,078	(1,468,891)	438,340	(47,380)	(156,400)

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REDEVELOPMENT SUMMARY

	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>RDA - EAST VISALIA</u>						
REVENUES						
PROP-CURRENT SECURED	1,258,141	1,243,978	1,209,000	495,290	-	-
PROP-CURRENT UNSECURED	65,166	69,532	-	69,224	-	-
PROP-PRIOR SEC & UNSEC	2,179	25,485	-	880	-	-
PROP-CURR SEC-SUPPLEMTL	10,879	(403)	-	-	-	-
PROP-PRIOR SEC & UNSEC SU	-	119	-	-	-	-
HOMEOWNERS PROP TAX REL	17,034	16,264	15,000	8,095	-	-
RENTS & CONCESSIONS	12,208	8,889	16,000	5,185	-	-
INTEREST EARNINGS	26,604	20,904	28,000	16,820	-	-
MISC REVENUE	18,217	14,405	-	-	-	-
MISC REVENUE-A/R CLEA	-	748,687	-	-	-	-
TOTAL REVENUES	1,410,428	2,147,860	1,268,000	595,494	-	-
TOTAL RESOURCES	1,410,428	2,147,860	1,268,000	595,494	-	-
EXPENDITURES						
OPERATING EXPENDITURES	772,226	722,097	746,190	32,077	-	-
ALLOCATIONS	89,042	79,991	88,980	23,322	-	-
TOTAL OPERATING EXPENDITURES	861,268	802,088	835,170	55,399	-	-
TOTAL EXPENDITURES	861,268	802,088	835,170	55,399	-	-
SURPLUS/(SHORTFALL)	549,160	1,345,772	432,830	540,095	-	-
<u>RDA - MOONEY BLVD</u>						
REVENUES						
PROP-CURRENT SECURED	1,936,826	1,913,428	1,889,000	557,022	-	-
PROP-CURRENT UNSECURED	78,331	82,772	-	80,389	-	-
PROP-PRIOR SEC & UNSEC	2,715	30,634	-	1,044	-	-
PROP-CURR SEC-SUPPLEMTL	14,209	(40,044)	-	-	-	-
PROP-PRIOR SEC & UNSEC SU	611	4,858	-	-	-	-
HOMEOWNERS PROP TAX REL	20,493	19,362	13,500	9,401	-	-
INVESTMENT EARNINGS	12,663	14,470	-	7,235	-	-
INTEREST EARNINGS	68,490	40,595	-	275	-	-
ALLOC INTEREST FAIR MAR	(1,314)	(4,000)	-	-	-	-
MISC REVENUE	1,815	1,826	-	1,815	-	-
PROP-CURRENT SECURED	246,406	244,905	-	84,415	-	-
PROP-CURRENT UNSECURED	8,339	8,945	-	9,136	-	-
PROP-PRIOR SEC & UNSEC	324	3,261	-	113	-	-
PROP-CURR SEC-SUPPLEMTL	(16,453)	1,301	-	-	-	-
HOMEOWNERS PROP TAX REL	2,190	2,093	-	1,069	-	-
INTEREST EARNINGS	1,447	687	-	32	-	-
TOTAL REVENUES	2,377,092	2,325,093	1,902,500	751,946	-	-
TOTAL RESOURCES	2,377,092	2,325,093	1,902,500	751,946	-	-
EXPENDITURES						
OPERATING EXPENDITURES	2,225,205	2,278,226	2,507,000	323,276	-	-
ALLOCATIONS	102,810	105,264	97,890	29,894	-	-
TOTAL OPERATING EXPENDITURES	2,328,015	2,383,490	2,604,890	353,170	-	-
TOTAL EXPENDITURES	2,328,015	2,383,490	2,604,890	353,170	-	-
SURPLUS/(SHORTFALL)	49,077	(58,397)	(702,390)	398,776	-	-

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>RDA - DOWNTOWN</u>						
REVENUES						
PROP-CURRENT SECURED	158,139	150,424	182,700	81,737	-	-
PROP-CURRENT UNSECURED	11,155	11,552	-	11,446	-	-
PROP-PRIOR SEC & UNSEC	425	4,363	-	146	-	-
PROP-CURR SEC-SUPPLEMTL	(2,253)	1,671	-	-	-	-
HOMEOWNERS PROP TAX REL	2,927	2,702	-	1,338	-	-
INVESTMENT EARNINGS	18,139	19,708	-	12,199	-	-
INTEREST EARNINGS	511	460	-	42	-	-
TOTAL REVENUES	189,043	190,880	182,700	106,908	-	-
TOTAL RESOURCES	189,043	190,880	182,700	106,908	-	-
EXPENDITURES						
OPERATING EXPENDITURES	122,908	120,370	118,300	59,779	-	-
ALLOCATIONS	90,724	81,704	89,520	23,630	-	-
TOTAL OPERATING EXPENDITURES	213,632	202,074	207,820	83,409	-	-
TOTAL EXPENDITURES	213,632	202,074	207,820	83,409	-	-
SURPLUS/(SHORTFALL)	(24,589)	(11,194)	(25,120)	23,499	-	-
<u>RDA - CENTRAL</u>						
REVENUES						
PROP-CURRENT SECURED	2,563,190	2,455,480	2,762,600	706,599	-	-
PROP-CURRENT UNSECURED	98,248	98,308	-	98,720	-	-
PROP-PRIOR SEC & UNSEC	3,640	38,423	-	1,240	-	-
PROP-CURR SEC-SUPPLEMTL	(94,303)	(52,468)	-	-	-	-
PROP-PRIOR SEC & UNSEC SU	977	26,164	-	-	-	-
HOMEOWNERS PROP TAX REL	25,745	22,997	-	11,542	-	-
INVESTMENT EARNINGS	58,421	67,901	-	56,162	-	-
INTEREST EARNINGS	12,647	5,969	-	-	-	-
ALLOC INTEREST FAIR MAR	(6,054)	(14,886)	-	-	-	-
PROJECT MATCHING REIMBS	19,612	-	-	-	-	-
TOTAL REVENUES	2,682,123	2,647,888	2,762,600	874,263	-	-
TOTAL RESOURCES	2,682,123	2,647,888	2,762,600	874,263	-	-
EXPENDITURES						
OPERATING EXPENDITURES	2,942,327	2,749,893	2,776,800	766,546	-	-
ALLOCATIONS	104,388	92,340	103,140	31,386	-	-
TOTAL OPERATING EXPENDITURES	3,046,715	2,842,233	2,879,940	797,932	-	-
TOTAL EXPENDITURES	3,046,715	2,842,233	2,879,940	797,932	-	-
SURPLUS/(SHORTFALL)	(364,592)	(194,345)	(117,340)	76,331	-	-

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>RDA - EAST VISALIA (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	338,350	338,744	302,300	143,372	-	-
PROGRAM INCOME	-	-	-	21,179	-	-
INVESTMENT EARNINGS	821	927	-	-	-	-
RENTS & CONCESSIONS	3,035	11,067	-	4,247	-	-
ALLOC INTEREST FAIR MAR	(89)	-	-	-	-	-
TOTAL REVENUES	342,117	350,738	302,300	168,798	-	-
TOTAL RESOURCES	342,117	350,738	302,300	168,798	-	-
EXPENDITURES						
OPERATING EXPENDITURES	309,777	5,273	12,800	189	-	-
ALLOCATIONS	67,193	60,213	73,210	42,865	-	-
TOTAL OPERATING EXPENDITURES	376,970	65,486	86,010	43,054	-	-
TOTAL EXPENDITURES	376,970	65,486	86,010	43,054	-	-
SURPLUS/(SHORTFALL)	(34,853)	285,252	216,290	125,744	-	-
<u>RDA - MOONEY BLVD (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	573,498	567,879	472,300	185,647	-	-
PROGRAM INCOME SUBVENTI	1,585	1,650	-	50,749	-	-
INVESTMENT EARNINGS	11,170	10,073	-	-	-	-
RENTS & CONCESSIONS	-	2,572	-	3,772	-	-
INTEREST EARNINGS	411	1,733	-	187	-	-
ALLOC INTEREST FAIR MAR	1,182	2,002	-	-	-	-
TOTAL REVENUES	587,846	585,909	472,300	240,355	-	-
TOTAL RESOURCES	587,846	585,909	472,300	240,355	-	-
EXPENDITURES						
OPERATING EXPENDITURES	550,797	206,479	39,900	22,748	-	-
ALLOCATIONS	66,942	60,258	69,180	42,690	-	-
TOTAL OPERATING EXPENDITURES	617,739	266,737	109,080	65,438	-	-
TOTAL EXPENDITURES	617,739	266,737	109,080	65,438	-	-
SURPLUS/(SHORTFALL)	(29,893)	319,172	363,220	174,917	-	-

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>RDA -DOWNTOWN (LOW/MOD)</u>						
REVENUES						
PROPCURRENT SECURED	42,599	42,678	45,700	23,667	-	-
PROGRAM INCOME	-	-	-	20,120	-	-
INVESTMENT EARNINGS	609	118	-	-	-	-
ALLOC INTEREST FAIR MAR	66	-	-	-	-	-
TOTAL REVENUES	43,274	42,796	45,700	43,787	-	-
TOTAL RESOURCES	43,274	42,796	45,700	43,787	-	-
EXPENDITURES						
OPERATING EXPENDITURES	59,296	14,444	21,700	6,750	-	-
ALLOCATIONS	64,305	57,865	54,720	48,240	-	-
TOTAL OPERATING EXPENDITURES	123,601	72,309	76,420	54,990	-	-
TOTAL EXPENDITURES	123,601	72,309	76,420	54,990	-	-
SURPLUS/(SHORTFALL)	(80,327)	(29,513)	(30,720)	(11,203)	-	-
<u>RDA -CENTRAL (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	649,375	647,226	690,600	204,525	-	-
PROGRAM INCOME SUBVENTI	4,226	5,146	-	23,412	-	-
INTEREST EARNINGS	10,176	12,294	-	-	-	-
ALLOC INTEREST FAIR MAR	(100)	-	-	-	-	-
TOTAL REVENUES	663,677	664,666	690,600	227,937	-	-
TOTAL RESOURCES	663,677	664,666	690,600	227,937	-	-
EXPENDITURES						
OPERATING EXPENDITURES	936,324	19,773	34,100	384,365	-	-
ALLOCATIONS	70,081	62,112	80,440	42,592	-	-
TOTAL OPERATING EXPENDITURES	1,006,405	81,885	114,540	426,957	-	-
TOTAL EXPENDITURES	1,006,405	81,885	114,540	426,957	-	-
SURPLUS/(SHORTFALL)	(342,728)	582,781	576,060	(199,020)	-	-

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
Successor - EAST VISALIA						
REVENUES						
PROP-CURRENT SECURED	-	-	-	488,900	562,200	559,400
PROGRAM INCOME	-	-	-	29,400	29,400	29,400
TOTAL REVENUES	-	-	-	518,300	591,600	588,800
TOTAL RESOURCES	-	-	-	518,300	591,600	588,800
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	183,000	186,000	186,000
SERVICES PROVIDED	-	-	-	25,100	10,400	10,400
ALLOCATIONS	-	-	-	2,000	16,400	16,400
TOTAL OPERATING EXPENDITURES	-	-	-	210,100	212,800	212,800
TOTAL EXPENDITURES	-	-	-	210,100	212,800	212,800
SURPLUS/(SHORTFALL)	-	-	-	308,200	378,800	376,000
Successor - MOONEY						
REVENUES						
PROP-CURRENT SECURED	-	-	-	769,500	599,900	599,900
INTEREST EARNINGS	-	-	-	-	-	-
TOTAL REVENUES	-	-	-	769,500	599,900	599,900
TOTAL RESOURCES	-	-	-	769,500	599,900	599,900
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	737,600	6,783,000	538,300
SERVICES PROVIDED	-	-	-	26,100	10,400	10,400
ALLOCATIONS	-	-	-	5,800	49,900	49,900
TOTAL OPERATING EXPENDITURES	-	-	-	769,500	6,843,300	598,600
TOTAL EXPENDITURES	-	-	-	769,500	6,843,300	598,600
SURPLUS/(SHORTFALL)	-	-	-	-	(6,243,400)	1,300

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
Successor - DOWNTOWN						
REVENUES						
PROP-CURRENT SECURED	-	-	-	90,100	54,200	54,200
TOTAL REVENUES	-	-	-	90,100	54,200	54,200
TOTAL RESOURCES	-	-	-	90,100	54,200	54,200
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	62,600	856,400	38,400
SERVICES PROVIDED	-	-	-	25,000	10,400	10,400
ALLOCATIONS	-	-	-	2,200	4,100	4,100
TOTAL OPERATING EXPENDITURES	-	-	-	89,800	870,900	52,900
TOTAL EXPENDITURES	-	-	-	89,800	870,900	52,900
SURPLUS/(SHORTFALL)	-	-	-	300	(816,700)	1,300
Successor - CENTRAL						
REVENUES						
PROP-CURRENT SECURED	-	-	-	768,600	70,800	70,800
TOTAL REVENUES	-	-	-	768,600	70,800	70,800
TOTAL RESOURCES	-	-	-	768,600	70,800	70,800
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	735,800	4,778,300	1,000
SERVICES PROVIDED	-	-	-	25,100	10,400	10,400
ALLOCATIONS	-	-	-	7,700	58,100	58,100
TOTAL OPERATING EXPENDITURES	-	-	-	768,600	4,846,800	69,500
TOTAL EXPENDITURES	-	-	-	768,600	4,846,800	69,500
SURPLUS/(SHORTFALL)	-	-	-	-	(4,776,000)	1,300

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
Successor - EAST VISALIA (LOW/MOD)						
REVENUES						
PROGRAM INCOME	-	-	-	-	9,000	9,000
RENTS & CONCESSIONS	-	-	-	4,800	7,900	7,900
TOTAL REVENUES	-	-	-	4,800	16,900	16,900
TOTAL RESOURCES	-	-	-	4,800	16,900	16,900
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	600	10,200	10,200
SERVICES PROVIDED	-	-	-	2,900	3,000	5,400
ALLOCATIONS	-	-	-	1,300	1,300	1,300
TOTAL OPERATING EXPENDITURES	-	-	-	4,800	14,500	16,900
TOTAL EXPENDITURES	-	-	-	4,800	14,500	16,900
SURPLUS/(SHORTFALL)	-	-	-	-	2,400	-
Successor - MOONEY (LOW/MOD)						
REVENUES						
PROGRAM INCOME	-	-	-	4,400	31,100	31,100
TOTAL REVENUES	-	-	-	4,400	31,100	31,100
TOTAL RESOURCES	-	-	-	4,400	31,100	31,100
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	300	700	700
SERVICES PROVIDED	-	-	-	2,900	21,000	22,100
ALLOCATIONS	-	-	-	1,200	8,300	8,300
TOTAL OPERATING EXPENDITURES	-	-	-	4,400	30,000	31,100
TOTAL EXPENDITURES	-	-	-	4,400	30,000	31,100
SURPLUS/(SHORTFALL)	-	-	-	-	1,100	-

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	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
Successor - DOWNTOWN (LOW/MOD)						
REVENUES						
PROGRAM INCOME	-	-	-	3,200	8,600	8,600
TOTAL REVENUES	-	-	-	3,200	8,600	8,600
TOTAL RESOURCES	-	-	-	3,200	8,600	8,600
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	-	100	100
SERVICES PROVIDED	-	-	-	2,900	3,900	7,900
ALLOCATIONS	-	-	-	300	600	600
TOTAL OPERATING EXPENDITURES	-	-	-	3,200	4,600	8,600
TOTAL EXPENDITURES	-	-	-	3,200	4,600	8,600
SURPLUS/(SHORTFALL)	-	-	-	-	4,000	-
Successor - CENTRAL (LOW/MOD)						
REVENUES						
PROGRAM INCOME	-	-	-	3,900	21,000	21,000
TOTAL REVENUES	-	-	-	3,900	21,000	21,000
TOTAL RESOURCES	-	-	-	3,900	21,000	21,000
EXPENDITURES						
OPERATING EXPENDITURES	-	-	-	240,000	100	100
SERVICES PROVIDED	-	-	-	2,900	9,800	20,000
ALLOCATIONS	-	-	-	1,000	900	900
TOTAL OPERATING EXPENDITURES	-	-	-	243,900	10,800	21,000
TOTAL EXPENDITURES	-	-	-	243,900	10,800	21,000
SURPLUS/(SHORTFALL)	-	-	-	(240,000)	10,200	-

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BUSINESS TYPE FUNDS SUMMARY

BUILDING SAFETY (FUND 4001)	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
RESOURCES	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
REVENUES						
CONSTRUCTION PERMITS	1,521,667	1,485,106	1,514,700	1,337,000	1,752,000	1,752,000
ENCROACHMENT PERMITS	195	-	300	-	-	-
STRONG MOTION FEE (5%)	932	976	700	900	900	1,000
CBSC FEE-CALIFORNIA BUI	599	581	600	600	600	600
ADMIN FEE-CODE ENFORCEM	262	1,047	300	600	300	300
INVESTMENT EARNINGS	-	(24)	-	-	-	-
FIRE SFTY INSPECTION	-	50	2,600	600	300	300
BLDG SFTY-SERV FEE-SCHL	19,055	15,386	18,200	14,900	16,500	16,700
SIDWLK/APPRCH INSPC FEE	29,222	15,840	30,400	19,000	20,500	20,700
APPEAL	-	1,013	-	1,200	500	1,000
TEMP CERT OF OCCUP	-	262	-	-	-	-
SALES OF MAPS & PUBLICA	243	1,696	100	600	1,300	1,300
CELL PHONE REIMBURSEMEN	139	-	-	-	-	-
MISC REVENUE	1,030	696	100	400	400	400
CASH (OVER)/SHORT	-	-	-	100	-	-
SUBROGATION RECOVERY	-	1,153	-	-	-	-
TOTAL REVENUES	1,573,344	1,523,782	1,568,000	1,375,900	1,793,300	1,794,300
REIMBURSEMENTS	108,820	168,905	114,310	56,500	19,400	19,400
TOTAL RESOURCES	1,682,164	1,692,687	1,682,310	1,432,400	1,812,700	1,813,700
EXPENDITURES						
SALARIES AND BENEFITS	953,810	909,219	959,200	808,920	775,400	789,700
OPERATING EXPENDITURES	101,915	182,104	84,900	120,600	131,600	132,200
SERVICES PROVIDED	420,847	169,470	172,810	169,400	140,300	140,300
ALLOCATIONS	456,026	557,809	570,500	558,000	477,100	477,100
TOTAL OPERATING EXPENDITURES	1,932,598	1,818,602	1,787,410	1,656,920	1,524,400	1,539,300
CAPITAL IMPROVEMENTS						
CAPITAL IMPRVMT PROGRAM	5,398	3,628	4,159	4,200	-	-
TOTAL CAPITAL IMPROVEMENTS	5,398	3,628	4,159	4,200	-	-
TOTAL EXPENDITURES	1,937,996	1,822,230	1,791,569	1,661,120	1,524,400	1,539,300
SURPLUS/(SHORTFALL)	(255,832)	(129,543)	(109,259)	(228,720)	288,300	274,400

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VISALIA BASEBALL (FUND 4005)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
RENTS & CONCESSIONS	5,750	85,340	80,000	71,600	90,000	90,000
UTILITY (ELECTRIC) FEE	-	31,661	32,000	31,800	33,100	34,400
TOTAL REVENUES	5,750	117,001	112,000	103,400	123,100	124,400
TOTAL RESOURCES	5,750	117,001	112,000	103,400	123,100	124,400
EXPENDITURES						
OPERATING EXPENDITURES	157,275	286,095	282,510	214,100	237,600	240,700
ALLOCATIONS	2,438	8,340	1,750	8,200	23,300	23,300
TOTAL OPERATING EXPENDITURES	159,713	294,435	284,260	222,300	260,900	264,000
CAPITAL IMPROVEMENTS	-	31,472	-	-	-	-
TOTAL EXPENDITURES	159,713	325,907	284,260	222,300	260,900	264,000
SURPLUS/(SHORTFALL)	(153,963)	(208,906)	(172,260)	(118,900)	(137,800)	(139,600)

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ANIMAL CONTROL (FUND 4006)	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
LICENSE FEE - SPCA	-	-	-	-	231,000	254,100
PERMIT FEES - ANIMAL CONTROL	-	-	-	-	2,000	2,000
KENNEL FEES - ANIMAL CONTROL	-	-	-	-	90,000	90,000
FACILITY FEE - SHELTER	-	-	-	-	40,000	41,000
VICIOUS HEARING FEE	-	-	-	-	2,000	2,000
INTEREST EARNINGS	-	-	-	-	400	400
TOTAL REVENUES	-	-	-	-	365,400	389,500
TOTAL RESOURCES	-	-	-	-	365,400	389,500
EXPENDITURES						
SALARIES AND BENEFITS	-	-	-	-	53,800	56,200
OPERATING EXPENDITURES	-	-	-	-	628,500	624,100
SERVICES PROVIDED	-	-	-	-	108,000	108,500
ALLOCATIONS	-	-	-	-	75,900	75,900
TOTAL OPERATING EXPENDITURES	-	-	-	-	866,200	864,700
TOTAL EXPENDITURES	-	-	-	-	866,200	864,700
SURPLUS/(SHORTFALL)	-	-	-	-	(500,800)	(475,200)

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AIRPORT (4011 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
INTEREST EARNINGS	261	-	-	-	-	-
T HANGAR RENTALS	256,390	274,688	275,000	276,200	283,900	291,000
AIRCRAFT TIE DOWNS	7,480	10,204	7,700	9,400	9,600	9,900
HERTZ/CONCESSIONS	-	-	400	-	-	-
LANDING FEES	15,776	11,004	14,700	14,600	14,600	14,600
TERMINAL RENTAL	32,233	33,039	32,900	32,300	33,100	34,000
F B O REVENES	123,646	127,390	125,600	130,600	163,000	166,500
CARGO	23,174	27,251	22,400	28,000	28,700	29,400
FUEL FLOWAGE	35,256	27,009	25,600	19,900	19,900	19,900
AUTO GAS SALES	-	-	-	-	-	-
AVIATION FUEL SALES	832,356	906,446	954,000	1,155,800	1,300,000	1,300,000
AVIATION INTO PLANE SAL	2,960	5,201	4,000	12,300	12,300	12,300
OIL SALES	1,302	1,192	1,800	1,900	1,900	1,900
PRIST SALES	293	1,265	1,600	1,200	1,200	1,200
CNG Sales	76	695	-	700	700	700
CHARTS AND MAPS	1,793	1,306	1,400	1,400	1,400	1,400
SOUVINERS	-	-	1,000	-	-	-
MISC SALES - AVIATION	2,192	4,025	1,500	600	600	600
MISC SALES-NON AVIATION	7,058	7,779	6,700	7,100	7,100	7,100
CELL PHONE REIMBURSEMENT	655	-	-	-	-	-
MISC REVENUE	150	281	-	200	200	200
CASH (OVER)/SHORT	(12)	(200)	-	-	-	-
SUBROGATION RECOVERY	-	595	-	800	800	800
INVESTMENT EARNINGS	-	-	9,100	-	-	-
INVESTMENT GAIN	-	-	-	-	-	-
FAIR MARKET VALUE-INTER	-	-	-	-	-	-
PENALTY EARNINGS	-	(641)	-	-	-	-
RENTS & CONCESSIONS	64,822	64,868	68,400	67,200	69,000	70,600
LEASE LAND-CITY INTERNL	84,984	84,984	84,980	85,000	88,800	91,200
MISC REVENUE	-	1,018	-	-	-	-
SALE OF EQUIPMENT	-	-	-	-	-	-
FEDERAL GRANTS	1,026,372	123,589	546,250	93,000	695,400	361,000
TOTAL REVENUES	2,519,217	1,712,988	2,185,030	1,938,200	2,732,200	2,414,300
REIMBURSEMENTS	30,829	27,191	20,100	27,200	50,800	50,800
TOTAL RESOURCES	2,550,046	1,740,179	2,205,130	1,965,400	2,783,000	2,465,100
EXPENDITURES						
SALARIES AND BENEFITS	466,622	435,343	425,400	422,720	391,500	395,100
OPERATING EXPENDITURES	922,672	1,008,286	885,700	1,279,800	1,271,700	1,274,700
SERVICES PROVIDED	70,764	70,348	70,110	70,300	37,100	37,100
ALLOCATIONS	822,476	700,244	841,730	700,500	732,600	732,600
TOTAL OPERATING EXPENDITURES	2,282,534	2,214,221	2,222,940	2,473,320	2,432,900	2,439,500
CAPITAL IMPROVEMENTS						
CAPITAL IMPRVMT PROGRAM	708,605	514,395	1,336,935	50,000	602,000	510,000
TOTAL CAPITAL IMPROVEMENTS	708,605	514,395	1,336,935	50,000	602,000	510,000
TOTAL EXPENDITURES	2,991,139	2,728,616	3,559,875	2,523,320	3,034,900	2,949,500
SURPLUS/(SHORFALL)	(441,093)	(988,437)	(1,354,745)	(557,920)	(251,900)	(484,400)

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CONVENTION CENTER (4131 FUND)	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
BUS LIC TAX-GENERAL	10,481	7,915	7,000	5,500	6,500	6,500
CATERING PERMITS	2,400	300	2,400	3,000	2,700	2,700
SERVICE FEES-TICKETS	2,151	2,255	1,800	2,400	2,400	2,400
RENTS & CONCESSIONS	34,000	39,000	22,500	40,000	39,000	-
INTEREST EARNINGS	32,627	30,300	25,000	35,000	35,000	35,000
ROOM PACKAGE-RENT	72,702	120,399	79,700	98,700	108,800	83,800
CONFERENCE ROOM RENT	1,316,748	1,435,466	1,080,300	1,135,900	1,491,700	1,391,700
% NOVELTY SALES	2,700	2,140	3,400	3,100	2,400	2,400
% FOOD SALES	112,407	121,478	109,700	99,800	122,900	122,900
% BAR SALES	112,890	118,572	121,100	110,000	116,000	116,000
% CONCESSIONS	17,018	9,600	15,500	12,300	11,000	11,000
COMMISSION-BOX OFFICE	(15,437)	2,911	25,000	-	-	-
FOOD AND BEVERAGE SERVICE	14,143	19,920	9,000	8,600	19,300	19,300
PARKING FEE	-	-	-	1,200	-	-
EVENT-GROSS TICKET SALE	111,557	147,494	100,000	135,300	135,300	135,300
EVENT-GROSS TICKET VALD	1,133,240	1,054,432	760,000	1,250,000	990,000	990,000
EQUIPMENT RENTAL	105	-	200	-	-	-
EQUIPMENT RENTAL-OTHER	440,297	483,738	352,600	438,600	491,100	456,100
FACILITIES-REFRESHMENTS	81,657	115,526	50,100	60,000	92,800	92,800
SERVICES PROVIDED-SHOWS	15,420	11,559	15,400	8,600	12,300	12,300
FACILITIES-TECH TIME	35,043	36,200	27,400	35,300	38,100	38,100
EQUIPMENT RENTAL	247,944	246,657	213,000	209,300	224,000	224,000
SECURITY GUARD	76,244	72,855	63,200	58,700	66,300	66,300
TICKETS PRINTING FEE	43,303	39,001	40,700	39,500	39,500	39,500
MISC REVENUE	12,369	10,423	12,300	6,500	5,000	5,000
SOFT DRINK SALES	4,633	4,009	5,700	4,800	5,700	5,700
CASH (OVER)/SHORT	623	1,140	-	100	-	-
EVENT CANCELATION FEE	3,520	1,233	-	-	-	-
DISCOUNTED SERVICES	(440,960)	(599,221)	(363,000)	(570,800)	(589,600)	(589,600)
DAMAGE REPAIR REVENUE	-	2,327	-	-	-	-
INVESTMENT EARNINGS (IN	30	390	-	-	-	-
INTEREST EARNINGS	92,507	94,797	-	46,100	92,200	92,200
INVESTMENT GAIN	(1)	-	-	-	-	-
FAIR MARKET VALUE-INTER	(2)	(4)	-	-	-	-
FEDERAL GRANTS	-	-	20,000	-	8,500	8,500
TOTAL REVENUES	3,572,359	3,632,812	2,800,000	3,277,500	3,568,900	3,369,900
REIMBURSEMENTS	-	11,618	-	2,200	4,100	4,100
TOTAL RESOURCES	3,572,359	3,644,430	2,800,000	3,279,700	3,573,000	3,374,000
EXPENDITURES						
SALARIES AND BENEFITS	1,980,337	2,052,116	1,925,850	1,907,660	2,060,000	2,072,100
OPERATING EXPENDITURES	2,099,296	2,090,482	1,752,400	2,166,700	1,975,700	1,985,300
SERVICES PROVIDED	19,290	3,666	30,590	2,500	3,600	3,600
ALLOCATIONS	745,489	722,664	697,810	772,700	774,400	774,400
TOTAL OPERATING EXPENDITURES	4,844,412	4,868,928	4,406,650	4,849,560	4,813,700	4,835,400
DEBT SERVICES	517,763	476,774	551,800	551,800	498,400	442,200
CAPITAL IMPROVEMENTS	12,778	25,008	221,664	84,800	135,700	50,000
TOTAL EXPENDITURES	5,374,953	5,370,710	5,180,114	5,486,160	5,447,800	5,327,600
SURPLUS/(SHORFALL)	(1,802,594)	(1,726,280)	(2,380,114)	(2,206,460)	(1,874,800)	(1,953,600)

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GOLF (4211, 13 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
REIMB-STATE MISC	-	2,465	-	-	-	-
REIMB-FEDERAL MISC	-	8,964	-	-	-	-
GOLF LLC-GREEN FEES	944,367	832,249	1,013,800	897,000	900,600	900,600
GOLF LLC-CIP SURCHARGE	285,043	313,350	350,000	350,900	332,500	332,500
GOLF LLC-MERCHANDISE	166,794	159,393	174,100	168,600	169,600	169,600
GOLF LLC-CARTS	468,093	444,278	479,300	514,200	474,300	474,300
GOLF LLC-RANGE	164,501	158,832	170,700	155,600	166,500	166,500
GOLF LLC-INSTRUCTION	24,006	30,900	17,400	48,500	32,000	32,000
GOLF LLC-FOOD & BEVERAG	366,622	372,588	365,700	458,600	412,700	412,700
INVESTMENT EARNINGS	(38)	(1,381)	-	-	-	-
ALLOCATED INVESTMENT GA	1	-	-	-	-	-
ALLOC INTEREST FAIR MAR	3	393	-	-	-	-
MISC REVENUE	(1,219)	4,900	7,000	-	4,700	4,700
TOTAL REVENUES	2,418,173	2,326,931	2,578,000	2,593,400	2,492,900	2,492,900
TOTAL RESOURCES	2,418,173	2,326,931	2,578,000	2,593,400	2,492,900	2,492,900
EXPENDITURES						
OPERATING EXPENDITURES	1,984,700	2,005,151	2,049,700	2,258,200	2,059,000	2,059,000
SERVICES PROVIDED	55,859	57,165	59,810	57,200	61,900	63,200
ALLOCATIONS	272,142	277,853	252,550	256,300	227,000	227,000
TOTAL OPERATING EXPENDITURES	2,312,701	2,340,169	2,362,060	2,571,700	2,347,900	2,349,200
CAPITAL IMPROVEMENTS	2,133	1,425,481	-	70,400	300,000	300,000
TOTAL EXPENDITURES	2,314,834	3,765,650	2,362,060	2,642,100	2,647,900	2,649,200
SURPLUS/(SHORTFALL)	103,339	(1,438,719)	215,940	(48,700)	(155,000)	(156,300)

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WASTEWATER (4311 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
SEPTAGE RECVG PERMIT	2,325	3,225	2,000	500	600	600
SEPTAGE RECEIVING FEES	300,312	281,967	300,000	329,100	368,600	368,600
USER CHGS-RESIDENTIAL S	6,665,690	7,469,823	8,502,300	8,466,800	9,482,800	9,482,800
USER CHGS-COMMERCIAL SE	1,269,413	1,527,596	1,623,300	1,672,100	1,872,800	1,872,800
USER CHGS-INDUSTRIAL	1,456,130	1,858,944	1,804,400	1,455,200	1,629,800	1,629,800
USER CHGS-SCHOOLS	252,296	283,469	324,300	336,300	376,700	376,700
USER CHGS-RESTAURANTS	477,864	460,247	602,900	498,100	557,900	557,900
USER CHGS-HOTEL/MOTEL	73,912	83,486	96,100	93,300	104,500	104,500
USER CHGS-LAUNDRY	92,265	97,891	117,600	123,000	137,800	137,800
USER CHGS-CAR WASH	42,385	36,497	54,900	24,500	27,400	27,400
USER CHGS-REST HOMES	122,868	138,129	156,900	140,700	157,600	157,600
USER CHGS-GROCRY W/GRND	119,760	130,980	146,900	141,100	158,000	158,000
USER CHGS-RESD VARIABLE	1,862,051	2,081,753	2,390,800	2,324,100	2,603,000	2,603,000
USER CHGS-MOBL HOME PK	230,077	247,564	296,900	276,200	309,300	309,300
CELL PHONE REIMBURSEMEN	1,738	-	-	-	-	-
ALLOCATED SERVICES PROV	46,690	46,692	47,210	47,200	-	-
MISC REVENUE	3,063,433	1,003,708	1,500,000	1,886,500	1,489,000	1,489,000
INTEREST EARNINGS	32,263	(23,137)	315,600	26,300	29,500	29,500
INVESTMENT EARNINGS (IN	216,557	226,778	100,000	226,800	226,800	226,800
INVESTMENT GAIN	(6,549)	-	-	-	-	-
FAIR MARKET VALUE-INTER	(16,227)	(46,641)	-	(46,600)	(46,600)	(46,600)
CONTRIBUTION REVENUE	555,672	478,075	-	-	-	-
LINE REPLACEMENT	-	-	(6,600)	-	-	-
CONTRIBUTION REVENUE	751	1,344	-	-	-	-
SALE OF EQUIPMENT	(4,725)	713	-	-	-	-
SALE OF VEHICLES	6,635	-	2,000	8,600	8,100	8,100
SCRAP METAL RECYCLING	459	885	1,500	900	900	900
IND WSTE DISCHG PERMITS	3,120	2,880	3,400	2,900	2,900	2,900
BOND PROCEEDS NON OPER	-	-	-	-	90,000,000	-
REIMB-STATE MISC	-	5,402	-	-	-	-
REIMB-FEDERAL MISC	-	21,611	-	-	-	-
SEWER LATERAL INSTALLAT	34,926	89,305	59,300	90,000	90,000	90,000
LINE REPLACEMENT	-	-	-	-	-	-
RENTS & CONCESSIONS	-	67,905	-	67,905	67,900	67,900
City Leased Land - Exte	67,905	-	67,900	-	-	-
TOTAL REVENUES	16,969,996	16,577,091	18,509,610	18,191,505	109,655,300	19,655,300
REIMBURSEMENTS	-	-	-	-	46,600	47,200
TOTAL RESOURCES	16,969,996	16,577,091	18,509,610	18,191,505	109,701,900	19,702,500
EXPENDITURES						
SALARIES AND BENEFITS	2,447,458	2,429,500	2,537,200	2,285,500	2,582,600	2,635,400
OPERATING EXPENDITURES	4,365,087	4,400,174	4,875,200	4,222,300	5,028,000	5,056,300
SERVICES PROVIDED	441,831	530,160	641,190	611,500	492,600	492,600
ALLOCATIONS	3,052,407	3,135,506	3,290,450	3,155,475	3,153,900	3,153,500
TOTAL OPERATING EXPENDITURES	10,306,783	10,495,340	11,344,040	10,274,775	11,257,100	11,337,800
CAPITAL IMPROVEMENTS PROJECTS	2,750,015	6,659,461	87,311,126	2,000,000	100,588,800	1,631,600
TOTAL EXPENDITURES	13,056,798	17,154,801	98,655,166	12,274,775	111,845,900	12,969,400
SURPLUS/(SHORTFALL)	3,913,198	(577,710)	(80,145,556)	5,916,730	(2,144,000)	6,733,100

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SOLID WASTE (4411 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
STATE GRANTS	-	1,220,605	759,000	-	20,000	20,000
HIGHWAY MAINT CHARGES	-	18,747	-	18,700	18,700	18,700
C&D PERMIT FEES	48,565	40,623	57,800	49,000	49,000	49,000
S/W SINGLE FAMILY IN	8,330,202	8,921,710	9,752,400	9,561,800	9,657,400	9,754,000
S/W MULTI FAMILY IN	965,294	1,001,215	1,136,500	1,055,100	1,065,700	1,076,300
S/W COMMERCIAL IN	5,114,015	5,119,839	6,101,400	5,635,900	5,718,900	5,803,400
S/W COMM REC IN	833,749	925,344	973,600	1,027,000	1,047,500	1,068,500
S/W SPEC HAUL 2/3 YRD	266,764	273,240	288,000	273,300	278,800	284,300
S/W SINGLE FAMILY OUT	20,372	19,232	20,500	20,000	20,200	20,400
S/W MULTI FAMILY OUT						
S/W COMMERCIAL OUT	33,095	39,462	33,900	45,800	45,800	45,800
S/W COMM REC OUT	997	2,132	900	2,000	2,000	2,100
S/W SPEC HAUL 30 YRD	305,610	298,657	415,900	261,900	261,900	261,900
CELL PHONE REIMBURSEMENT	2,800	-	-	-	-	-
MISC REVENUE	1,788	1,278	1,100	2,500	2,500	2,500
CASH(OVER)/SHORT	4	2	-	-	-	-
REIMB CITY EXPENSES	125,358	106,995	117,100	117,100	124,100	124,100
INVESTMENT EARNINGS (IN	16,871	53,025	8,900	21,500	21,500	21,500
INVESTMENT GAIN	(501)	-	100	-	-	-
FAIR MARKET VALUE-INTER	(1,242)	(13,798)	100	-	-	-
UTILITY-PENALTY EARNING	410,683	411,229	417,000	477,700	477,700	477,700
CONTRIBUTION REVENUE	4,362	1,838	400			
SALE OF EQUIPMENT	-	2,228	-	-	-	-
SALE OF VEHICLES	175	5,103	13,900	21,400	12,100	12,100
SUBROGATION RECOVERY	80	949	-	-	-	-
SCRAP METAL RECYCLING	5,802	14,898	5,500	13,100	13,100	13,100
STATE GRANTS	104,035	31,148	-	20,000	40,000	40,000
COUNTY GRANT -CMAQ	761,079	-	-	1,600,000	720,000	-
TOTAL REVENUES	17,349,957	18,495,701	20,104,000	20,223,800	19,596,900	19,095,400
REIMBURSEMENTS	1,632,645	1,870,993	2,586,470	1,891,500	1,979,000	1,979,000
TOTAL RESOURCES	18,982,602	20,366,694	22,690,470	22,115,300	21,575,900	21,074,400
EXPENDITURES						
SALARIES AND BENEFITS	4,335,255	4,417,577	4,586,700	4,153,400	4,591,700	4,650,000
OPERATING EXPENDITURES	4,926,501	5,509,063	5,605,900	5,334,500	5,891,700	5,900,600
SERVICES PROVIDED	3,183,946	3,523,184	4,310,820	3,523,200	3,717,400	3,717,400
ALLOCATIONS	3,744,207	3,345,459	3,636,130	3,345,600	3,826,500	3,826,500
TOTAL OPERATING EXPENDITURES	16,189,909	16,795,283	18,139,550	16,356,700	18,027,300	18,094,500
CAPITAL IMPROVEMENTS PROJECTS	1,233,212	1,811,687	6,553,971	2,454,500	2,862,400	1,462,500
TOTAL EXPENDITURES	17,423,121	18,606,970	24,693,521	18,811,200	20,889,700	19,557,000
SURPLUS/(SHORTFALL)	1,559,481	1,759,724	(2,003,051)	3,304,100	686,200	1,517,400

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TRANSIT (4511 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	718,200	718,200	718,200	718,200	718,200	718,200
FAREBOX SALES	638,813	594,462	655,500	584,900	630,000	661,500
TICKET SALES	412,694	488,259	388,100	575,900	433,600	455,300
SALE OF ADVERTZG SPACE	123,776	135,615	132,300	135,600	135,600	135,600
FACILITIES RENTAL	150,469	178,692	158,200	131,000	134,000	134,000
CNG Sales	263,740	618,853	250,000	308,200	338,700	338,700
TROLLEY LEASE FEES	2,640	940	1,900	2,100	2,100	2,100
CELL PHONE REIMBURSEMEN	713	-	-	-	-	-
MISC REVENUE	4,109	3,247	5,200	10,800	10,800	10,800
CASH (OVER)/SHORT	606	831	-	700	700	700
SUBROGATION RECOVERY	-	6,590	-	-	-	-
INVESTMENT EARNINGS (IN	50,261	52,304	1,018,700	51,000	51,000	51,000
INVESTMENT GAIN	(1,533)	-	-	-	-	-
FAIR MARKET VALUE-INTER	(3,798)	(13,748)	-	-	-	-
MISC REVENUE	1,000	1,000	-	-	-	-
STATE GRANTS	-	119,264	161,932	119,300	2,119,300	1,319,300
LOCAL TRANS FD-CAPITAL	213,283	1,782,028	220,000	220,000	95,400	256,900
FED TRANSIT ASST-CAPITAL	3,573,500	2,537,774	1,629,200	3,399,000	2,129,200	-
LOCAL TRANS FD-OPERATION	3,561,700	525,889	2,250,000	2,728,600	2,471,500	2,587,000
ST TRANS ASST-OPERATION	617,025	1,197,972	825,000	825,000	-	300,000
FED TRANSIT ASST-OPERATION	3,070,462	2,933,278	2,975,000	3,164,000	2,835,000	3,075,500
LOCAL TRANS FD-OPERATION	433	77,185	170,000	238,900	241,300	243,700
SEKI-SHUTTLE SEQUOIA/KI	831,350	1,235,003	850,000	1,108,100	1,108,100	1,108,100
REIMB CITY EXPENSES	-	-	-	6,300	-	-
LOCAL TRANS FD SB325-OP	-	-	81,250	81,300	81,300	112,500
TOTAL REVENUES	14,229,443	13,193,638	12,490,482	14,408,900	13,535,800	11,510,900
REIMBURSEMENTS	358,592	496,606	325,800	496,700	496,700	496,700
TOTAL RESOURCES	14,588,035	13,690,244	12,816,282	14,905,600	14,032,500	12,007,600
EXPENDITURES						
SALARIES AND BENEFITS	475,661	530,677	517,900	534,860	563,800	580,100
OPERATING EXPENDITURES	7,120,766	7,198,914	8,094,600	8,042,100	8,530,100	8,638,900
SERVICES PROVIDED	325,860	497,908	307,560	497,800	497,900	497,900
ALLOCATIONS	1,857,084	2,050,949	1,676,740	2,051,100	2,043,400	2,043,400
TOTAL OPERATING EXPENDITURES	9,779,371	10,278,448	10,596,800	11,125,860	11,635,200	11,760,300
TOTAL CAPITAL IMPROVEMENTS	4,715,214	4,802,347	12,541,707	3,999,000	2,224,600	376,200
TOTAL EXPENDITURES	14,494,585	15,080,795	23,138,507	15,124,860	13,859,800	12,136,500
SURPLUS/(SHORFALL)	93,450	(1,390,551)	(10,322,225)	(219,260)	172,700	(128,900)

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STORM SEWER (4812 FUND)	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
RESOURCES						
REVENUES						
REIMB-STATE MISC	-	15,165	-	9,600	9,600	9,600
REIMB-FEDERAL MISC	-	60,659	-	48,500	48,500	48,500
STORM SYSTEM OPERATIONS	1,146,455	1,152,090	1,185,900	1,165,100	1,165,100	1,165,100
MISC REVENUE	-	349	-	100	100	100
SUBROGATION RECOVERY	-	420	-	-	-	-
INVESTMENT EARNINGS (IN INVESTMENT GAIN	6,561 (198)	6,081 -	8,000 -	6,000 -	6,000 -	6,000 -
FAIR MARKET VALUE-INTER	(491)	(1,237)	-	-	-	-
CONTRIBUTION REVENUE	2,377,733	1,632,538	-	-	-	-
MISC REVENUE	46,659	46,892	47,500	48,600	48,600	48,600
TOTAL REVENUES	3,576,719	2,912,957	1,241,400	1,277,900	1,277,900	1,277,900
TOTAL RESOURCES	3,576,719	2,912,957	1,241,400	1,277,900	1,277,900	1,277,900
EXPENDITURES						
SALARIES AND BENEFITS	239,029	228,911	249,000	243,540	210,300	214,600
OPERATING EXPENDITURES	342,549	448,782	372,200	420,900	442,600	447,100
SERVICES PROVIDED	79,761	62,288	68,760	62,200	62,200	62,800
ALLOCATIONS	949,226	976,063	969,000	976,300	1,003,600	1,003,600
TOTAL OPERATING EXPENDITURES	1,610,565	1,716,044	1,658,960	1,702,940	1,718,700	1,728,100
CAPITAL IMPROVEMENTS PROJECTS	-	141,174	422,819	423,000	195,000	197,500
TOTAL EXPENDITURES	1,610,565	1,857,218	2,081,779	2,125,940	1,913,700	1,925,600
SURPLUS/(SHORTFALL)	1,966,154	1,055,739	(840,379)	(848,040)	(635,800)	(647,700)

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INTERFUND TRANSFERS

FUND TRANSFERS

Transferring Fund	Receiving Fund	Proposed 2012-13	Proposed 2013-14	
General Fund - Interfund Transfers:				
	<i>Capital Project Fund</i>			
	Parking District	\$ 222,100	\$ 220,800	1
	<i>Debt Service Fund</i>			
	VPFA 2005 Certificates of Participation	328,300	328,100	2
	<i>Business Type Funds</i>			
	Animal Control	500,800	475,200	3
	Visalia Baseball	137,800	139,600	4
	Convention Center			
	Operations (net \$75k)	1,002,000	1,161,300	5
	Debt Service	1,723,300	1,722,500	5
	General Fund Inter-Fund Transfer	3,914,300	4,047,500	
Capital Project Fund:				
CDBG	Parking District	507,800	500,540	6
Debt Service Funds:				
RDA - East Visalia	RDA - East Visalia RDA Tax Allocation Bond	371,330	373,740	7
	Total	\$ 4,793,430	\$ 4,921,780	

- 1 To transfer net of revenues and expenditures from the parking ticket operation in the Police Department.
- 2 To fund General Fund portion of 2005 Certificate of Participation.
- 3 To fund operating for Animal Control.
- 4 To fund operating for Visalia Baseball.
- 5 To fund operating and capital expenses and debt service payments for Convention Center.
- 6 To fund debt service for Section 108 Loan for West Acequia parking structure.
- 7 To fund debt service payment for 2003 Tax Allocation Bond for RDA - East Visalia in 2951 fund.

ADMINISTRATION DEPARTMENT

MISSION

To protect, maintain, and improve the quality of life for Visalia residents and visitors by adopting legislation and providing policy direction for the City organization, facilitating economic development, and promoting the best interests of the community locally and with other governmental agencies. The Department provides leadership, support and coordination with the various City departments, provides policy recommendations to the City Council, represents City interests in local and regional issues, and assures the governmental processes are readily accessible to the citizens of Visalia. The Administration Department also provides the City Council, staff and public with timely and accurate information, and ensures that the resources of the City and community are effectively used for the betterment of all of Visalia residents.

DESCRIPTION

The Administration Department is comprised of the City Council, City Manager, City Clerk, Convention Center, Airport, Transit, Natural Resources, and Community Relations divisions.

City Council: The City Council is composed of five members elected at large by the voters. Council members hold office for four-year terms. The Council members select from among themselves a Mayor and Vice Mayor who generally serve for two years. The Mayor presides at meetings of the City Council, signs documents and executes agreements on behalf of the City Council, and acts as the official representative of the City.

Regular meetings of the City Council are held at 7:00 p.m. on the first and third Monday of each month in the Council Chambers at City Hall. Work sessions are generally held at 4:00 p.m. on the same days. Work sessions are held to provide information to the City Council on issues more complex or time-consuming than those typically scheduled for regular Council meetings. All meetings of the City Council, except Closed Sessions, as needed and allowed by State law, are open to the public.

The City Council appoints a City Manager as the chief executive officer of the City government and a City Attorney who serves as legal advisor to the Council and City officials. The Council enacts ordinances and resolutions, and approves the budget and City expenditures. In addition to its legislative duties, the Council also appoints citizens to serve on Committees and Commissions that operate in an advisory capacity to the Council.

The Mayor and members of Council are responsive to citizen concerns and enact legislation that reflects the needs, wishes, and priorities of all the residents of Visalia. They strive to promote the economic, cultural, and governmental well being of the community. They represent the City at community ceremonies, meetings, and other functions as well as participating in regional, state, and national organizations.

City Manager Office: The City Manager, as chief executive officer of the City, is responsible for various functions assigned by the City's charter and the City Council. These include overseeing the implementation and administration of Council policy, supervising the activities of all departments, enforcing City ordinances, preparing the operating and capital improvement budgets, and other such duties and responsibilities as may be assigned by the City Council.

City Clerk: The primary responsibility of the City Clerk is to serve as Clerk to the City Council and to prepare City Council agendas and minutes for all City Council meetings. Additionally, the

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City Clerk processes Council agreements and maintains the official legislative record of the Council in its resolutions and ordinances and Municipal Code. The Clerk coordinates the flow of business and documents to and from the City Council and senior City management, also provides information and researches records for public and staff. The City Clerk conducts elections, serves as the local filing officer for the Fair Political Practices Commission campaign filings and statements of economic interest forms, coordinates appointments to the City's Committees and Commissions and provides support services to the Mayor, and City Council.

Community Relations: Community Relations is focused on better communications with Visalia residents. This Division utilizes a variety of mediums including newsletters, utility statement inserts, the webpage, brochures, media outreach and announcements, Citizens in the Know, public presentations, public awareness programs, and other methods that will provide residents with timely, accurate information and options for finding the information they want or need and educational opportunities to expand their awareness and participation in local government. The Division also works with the Assistant City Manager on state and federal legislative issues and serves as the City's liaisons with the federal lobbying firm.

Economic Development: The Economic Development Division focuses on business attraction, retention and expansion. Its primary functions include: recruitment of retail and industrial firms as well as retention and expansion of existing companies. These efforts are achieved through pro-actively marketing the City via the website, cold calls, partnering with developers and brokers, and by participating in conventions and conferences. The Division has played a key role in the recruitment and expansion of the following companies: VWR, Perfection Pet Food, Mor Furniture for Less Distribution Center, MWI, Hydrite Chemicals, Macy's, Hobby Lobby, a second Wal-Mart, Dick's Sporting Goods, Habit Burger, Buffalo Wild Wings, and many more businesses. The division also works closely with other city departments and private industry through the development review process serving as the business liaison for prospective businesses. It should be noted that the economic development efforts do not result in immediate benefits since recruitment and expansion efforts often take a year or longer before a specific project may materialize. But the benefits are significant with sales and property tax revenues generated for the City as well as numerous jobs for the local community.

The Economic Development Division also has several partners which play key roles in the delivery of business activity in Visalia. The partners include: Visalia Economic Development Corporation (VEDC), Tulare County Economic Development Corporation (TCEDC), Tulare County Workforce Investment Board, Downtown Visalians, Downtown Property Owners Association, Visalia Chamber and numerous brokerage firms and developers

Airport Division: The Airport Division is responsible for all aspects of planning, management, and oversight of the day to day operation of the Visalia Municipal Airport. The Airport's function is to provide adequate facilities to accommodate the travel and recreational needs of the citizens of the Central Valley. The Airport provides staff support for the Airport Advisory Committee and works closely with the Committee on setting airport policies and procedures.

Convention Center: The Convention Center serves as an economic stimulus and a community gathering place for business, entertainment and cultural events. The focus of the Center is to attract conventions, conferences and business meetings that will bring people to Visalia. In addition, the Center provides banquet, meeting, and entertainment options for the entire community. The Center staff strives to provide a quality service in a clean, well-maintained facility.

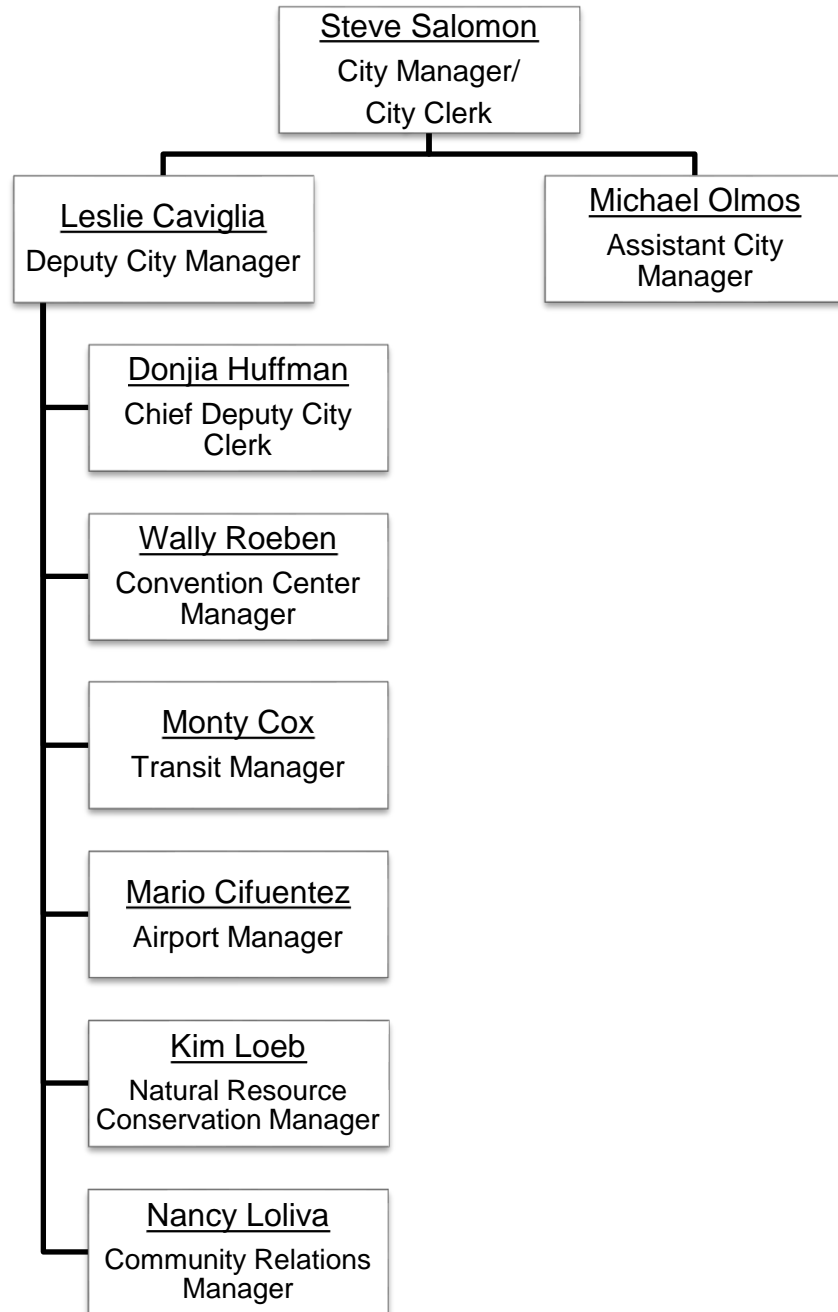
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Natural Resource Conservation: The Natural Resource Conservation Division provides guidance, education, and management of the City's natural resources for the benefit of the City's citizens to help assure adequate water supplies, reduce the City's utility expenses, and work toward sustainable practices. The Division provides water-conservation education and enforcement and manages the City's groundwater recharge program. The Division promotes energy efficiency and conservation within the City and the community, residential and commercial recycling and solid waste diversion, air quality improvements and greenhouse gas reduction, and green building practices. The Division also operates the Household Hazardous Waste Collection Center and manages the City's Brownfield projects and contamination issues.

Transit: The Transit Division provides transportation services to more than 1.5 million citizens in and around the greater Visalia area, including Goshen, Exeter and Farmersville, as well as seasonal shuttle service to the Sequoia National Park. The Division operates 11 fixed-routes seven days a week, Para transit service to primarily the elderly and disabled, Trolley service in and around the downtown area, and a youth "LOOP" shuttle under the direction of the Recreation Department. The Division operates a multi-modal transportation center that serves as a hub for the City and County transit systems, Greyhound, Amtrak and taxi service. A City bus maintenance facility provides maintenance facilities for the City of Visalia and the Tulare County transit services. Both facilities are undergoing an expansion to address an increase in the number of services as well as the growth of each service.

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ADMINISTRATION DEPARTMENT



Allocated FTE's = 43

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**ADMINISTRATION DEPARTMENT
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
City Council - 10100	\$ 347,480	\$ 260,627	\$ 451,240	\$ 414,100	\$ 490,300	\$ 496,700
City Management - 10101	780,006	673,707	789,730	706,640	692,700	699,200
Assistant City Manager - 18001	497,938	420,081	460,020	466,780	275,900	277,800
Economic Development - 18109	759,229	746,656	761,280	936,104	480,800	390,700
City Clerk - 10102	496,678	432,720	539,800	579,560	511,700	521,800
Community Relations - 10103	101,432	114,972	137,310	130,980	144,900	142,700
Legal Services - 10105	1,092,558	1,160,018	1,004,840	1,060,100	1,071,500	1,071,500
NRCD - 10120	321,537	351,033	460,560	341,960	475,400	482,500
Animal Control - 15154	552,603	579,326	528,790	561,200	-	-
Community Arts Program - 50538	36,555	51,583	53,200	37,600	45,900	45,900
Convention Center-Visitors Bureau - 53515	261,178	280,113	274,440	299,500	307,400	307,400
Community Youth Programs - 54540	268,652	259,014	260,660	232,200	172,300	172,300
Total Operating Expenditures	5,515,846	5,329,850	5,721,870	5,766,724	4,668,800	4,608,500
Reimbursements	(3,648,312)	(3,510,187)	(3,986,640)	(3,987,000)	(3,516,400)	(3,523,500)
Net General Fund Expenditures	1,867,534	1,819,663	1,735,230	1,779,724	1,152,400	1,085,000
BUSINESS TYPE FUNDS						
Animal Control - Fund 4006	-	-	-	-	866,200	864,700
Airport - Fund 4011	2,991,139	2,728,616	3,559,875	2,523,320	3,164,900	2,819,500
Reimbursements	(30,829)	(27,191)	(20,100)	(27,200)	(50,800)	(50,800)
Total Operating Expenditures	2,960,310	2,701,425	3,539,775	2,496,120	3,114,100	2,768,700
Convention Center - Fund 4131						
Administration - 50531	357,538	346,578	395,970	346,160	307,200	309,400
Marketing/Sales - 50532	311,911	270,798	322,510	223,040	358,500	367,100
Box Office - 50533	1,307,212	1,307,783	975,640	1,466,780	1,229,200	1,229,900
Operations - 50535	3,398,292	3,445,551	3,485,994	3,450,180	3,562,900	3,486,200
Total Operating Expenditures	5,374,953	5,370,710	5,180,114	5,486,160	5,457,800	5,392,600
Reimbursements	-	(11,618)	-	(2,200)	(4,100)	(4,100)
Total Operating Expenditures	5,374,953	5,359,092	5,180,114	5,483,960	5,453,700	5,388,500
Transit - Fund 4511						
Operations - 45451	12,988,913	13,853,877	17,525,557	10,227,060	12,200,900	10,477,600
Sequoia Shuttle - 45453	1,141,577	875,438	5,207,460	4,524,300	1,307,900	1,307,900
Call Center - 45454	364,095	351,480	405,490	373,500	351,000	351,000
Reimbursements	(358,592)	(496,606)	(325,800)	(496,700)	(496,700)	(496,700)
Total Operating Expenditures	14,135,993	14,584,189	22,812,707	14,628,160	13,363,100	11,639,800
Total Business Type Funds	22,471,256	22,644,706	31,532,596	22,608,240	22,797,100	20,661,700
DEPARTMENT EXPENDITURE TOTAL	\$24,338,790	\$24,464,369	\$33,267,826	\$24,387,964	\$23,949,500	\$21,746,700

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**ADMINISTRATION DEPARTMENT
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
City Council - 10100	\$ 347,480	\$ 260,627	\$ 451,240	\$ 414,100	\$ 490,300	\$ 496,700
City Management - 10101	780,006	673,707	789,730	706,640	692,700	699,200
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Reimbursements	(3,648,312)	(3,510,187)	(3,986,640)	(3,987,000)	(3,425,600)	(3,425,600)
Net General Fund Expenditures	1,867,534	1,819,663	1,735,230	1,779,724	1,308,200	1,247,900
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Reimbursements	(358,592)	(496,606)	(325,800)	(496,700)	(496,700)	(496,700)
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Total Business Type Funds	22,471,256	22,644,706	31,532,596	22,608,240	22,797,100	20,661,700
DEPARTMENT EXPENDITURE TOTAL	\$24,338,790	\$24,464,369	\$33,267,826	\$24,387,964	\$24,105,300	\$21,909,600

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Performance Measurements - Administration

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
City Clerk The City Clerk's Office is a public-service department that maintains a complete and accurate record of Council proceedings; preserves official City records; coordinates campaign filings and conflict of interest Form 700 statements for designated employees and certain appointed and elected officials; works with Tulare County on consolidated elections; provides administrative support to the City Council; provides prompt & courteous responses for requests for assistance to citizens, City Council, and staff; maintains the City's Municipal Code and administers the City's Committees and Commissions.	City Council Agendas	41	41	40	40	40
	City Council Audio Recordings	31	31	35	35	40
	FPPC Form 700 Filings	103	111	115	115	115
	Campaign Filings	81	108	100	115	115
	Municipal Code Supplements	4	4	4	4	4
City Council Elected at large by the citizens as the legislative policy-making branch of City government are five members of the City Council. Through its power to pass ordinances, levy taxes, award contracts and appoint the City Manager and City Attorney, committees and commissions, the Council directs the course of city government.	Council Meetings	41	41	40	40	40
	City Council Ordinances Passed	10	28	20	20	20
	City Council Resolutions Passed	66	98	75	75	75
Community Relations Manager The Community Relations Manager is responsible for the development of a comprehensive communications, marketing and community relations program for the City. Duties include: Serving as the media spokesperson; managing the City's webpage; developing and implementing a Citizens Academy education program; promoting a speakers bureau; developing informational material for department publications and promotions; and grant writing.	Inside City Hall Newsletter subscribers	23	575	1000	1500	2500
	Website visits	111,687	443,000	875,000	400,000	500,000
	Grant Applications	6	10	12	15	15
	Grant Awards	\$500,000	\$500,000	\$750,000	\$1M	\$1.5M
	Press Releases	50	105	125	150	175
	Speakers Bureau presentations	0	40	45	55	65
	Facebook Fans	-	-	500	2500	4000
	Facebook Postings	-	-	100	200	200

Performance Measurements - Natural Resource Conservation

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Provide guidance, education, and management of the City's natural resources for the benefit of the City's citizens, to reduce the City's utility expenses, and to work toward sustainable practices.	Community/school presentations	24	21	24	24	24
	Special events outreach	22	27	22	24	24
	Energy efficiency & conserve. savings		240,158	262,595	310,000	250,000
	Commercial solid waste audits	73	114	94	100	100
	Grant applications	2	3	3	3	3
	Grant awards	\$1.3M	\$2.2M	\$3.0M	\$0.5M	\$0.5M
Conserve City's water by conducting community outreach, education, and ordinance enforcement.	In-depth water resources presentations	0	0	1	4	4
	Notices issued	2,260	2,696	2,286	2,400	2,400
	Citations issued	33	62	38	40	40
	Water conservation safety incidents	0	1	0	0	0
Safely operate Household Hazardous Waste Collection Center.	Vehicle total	2,860	3,179	3,804	4,100	4,400
	Household total	3,300	3,603	4,454	4,800	5,200
	HHW safety incidents	0	0	0	0	0

Performance Measurements Outcome: The goal of achieving these metrics is to conserve the City's valuable natural resources, help to assure adequate water supplies, provide a healthy community environment, improve the quality of life of the City's citizens, and reduce the City's energy costs.

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Performance Measurements - Animal Control

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
<i>Airport</i> To provide a premium fuel service to aircraft users which merits a premium fee	Gallons of fuel sold					
	- Jet Fuel	109,721	116,992	145,000	160,000	175,000
	- Aviation Gasoline	71,117	77,933	100,000	105,000	110,000
To assure that leased facilities are fully utilized (assumes 100% leased hangars.)	Number of individuals on paid hangar waiting list	8	10	5	5	5
To encourage commercial use of the Visalia Airport	Total annual enplanements					
	- Commercial	1,605	2,076	3,700	4,300	5,000
	- Charter	815	994	800	850	875

Performance Measurements - Transit

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Provide and raise awareness of a safe transit system	Miles between preventable accidents	113,000	133,000	139,650	146,633	153,964
	Number of recorded unsafe incidences from drive cam	3	4	3	3	3
Increase ridership in all areas of the community	Total passengers systemwide	1,518,795	1,623,961	1,672,680	1,722,860	1,774,550
	Number of passenger miles per revenue mile	5.4	5.7	5.7	5.8	6.0
	Number of passenger miles per revenue hour	64	66	68	70	72
	Vehicle revenue mile per capita	8.9	10.1	10.7	11.0	11.4
	Vehicle revenue hour per capita	0.69	0.72	0.78	0.8	0.82
	Passenger miles per capita	52	54	56	58	60
	Unlinked passenger miles per capita	10.7	10.8	10.3	10.6	10.9
	Passenger per hour	13.1	13.8	16.7	17.2	17.7
Offer reliable and efficient transit services to meet the needs of the community	Cost per mile	3.2	4.4	4.5	4.5	4.5
	Cost per passenger	3.4	4.7	3.9	3.9	3.9
	Cost per hour	65.00	65.00	65.00	70.00	70.00
	On-time performance	86%	87%	85%	90%	90%
Maximizing the use of Federal, state, and local grants to support the transit program	Farebox ration	20%	20.5%	26%	20%	20%

Performance Measurements Outcome: *The miles between preventable accidents has increased significantly which reflects a decrease in preventable accidents. Ridership on the Fixed Route service has increased steadily. On-time performance is still improving and has been addressed with recent schedule adjustments. The Dial-A-Ride service has remained relatively stable as we have encouraged those who can to use the less costly fixed route service. Farebox ratio has increased and is expected to stay at or above its required percentage of 20%.*

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Strategy	Measure	Actual 2009-10	Actual 2010-11	Projected 2011-12	Budget 2012-13	Budget 2013-14	
Maximize the usage of the Convention Center to enhance economic growth and community vitality.	Occupancy						
	- CharterOak Ballroom	55%	61%	60%	61%	62%	
	- Downstairs Meeting Rooms	58%	56%	56%	57%	55%	
	- Upstairs Meeting Rooms	70%	72%	72%	72%	22%	
	- Exhibit Hall	39%	47%	44%	45%	46%	
	Facility Occupancy Avg	47%	53%	51%	52%	46%	
Reduce the Convention Center's reliance on the General Fund.	General Fund contribution as a percentage of total operating expenses.	Operating Expense	\$2,834,836	\$2,940,672	\$2,781,231	\$2,875,875	\$2,784,675
		Gen. Fund Contribution	\$507,274	\$498,168	\$507,756	\$503,193	\$610,993
		Percentage	18%	17%	18%	17%	22%
Bring more visitors to Downtown Visalia and increase facility revenues by increasing the number of events	- Conventions/Conferences	52	59	45	51	55	
	- Meetings	2,020	2,085	2086	2085	400	
	- Banquets	108	120	113	120	120	
	- Consumer Shows	20	20	17	20	22	
	- Entertainment	22	21	19	21	22	
	Total Events	2,222	2,305	2,280	2,297	619	

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CITY CLERK—10102

2009-11 Accomplishments

- Successfully managed the 2009 and 2011 General Municipal Elections.
- Provided training on City Clerk processing procedures to staff members.
- Trained Committee/Commission staff representatives on the requirements of the Brown Act and developed a staff representative handbook that includes Brown Act procedures and sample notices.
- Administered the provisions of the Maddy Act and monitored term expirations of Committees and Commissions.
- Conducted a bi-annual review of the City's Conflict of Interest Code and developed procedures for Consultant filings.
- Began uploading digital recordings of council meetings on the City's website to provide more public access to City proceedings.
- Successfully completed the selection of an Agenda Management System vendor and began implementing an automated agenda process and paperless agenda packet.

2012-14 Objectives

- Complete the implementation of the Agenda Management Program and transition to paperless City Council agendas.
- Implement the Workflow component of the Agenda Management Program and provide training for staff.
- Assess viability of using the Agenda Management Program for Planning Commission meetings.
- Revise policy on Public Records requests and train departments on procedures for information requests.
- Administer the provisions of the Political Reform Act; conduct the bi-annual review and revise the Conflict of Interest Code.
- Continue to monitor the records management program within the City organization by conducting an annual evaluation by department and of the types of records imaged and/or destroyed in accordance with the City's Records Management Program and retention schedules.
- Continue to assess viability of a video streaming system for council meetings.
- Continue to assess viability of a records management system.

Strategic Emphasis

- Managed the annual Statement of Economic Interests filings for mandated officials and designated City officials.
- Managed and monitored requirements of AB 1234 for Ethics Training for local officials.
- Fulfilled duties as local filing officer for FPPC campaign statements for officeholders, candidates, and political action committees.
- Completed quarterly updates to the Visalia Municipal Code.
- Continue to train and monitor Committees and Commission staff representatives on Brown Act requirements.
- Continue to administer provisions of the Maddy Act and solicit applications for Committees and Commissions.

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COMMUNITY RELATIONS – 10103

2010-2012 Accomplishments

- Issued *Inside City Hall* at least twice a month to the City organization, the e-mail mailing list, and post to the webpage. Continued to develop the e-mailing list with increase in subscribers from 575 in January 2011 to current 851. Redesigning newsletter to adapt to new “Constant Contact” format and Ezine subscriber service through Civica to enhance subscription numbers.
- Worked with departments to identify projects/programs the City needs funding for and work with the Departments to apply for appropriate grants. Applied for \$2.5 million grant for Civic Center Park through Prop 84 program. Successful in obtaining three federal Safe Routes to School grants totaling \$732,000, one LEAP grant for \$198,000, and one \$10,000 grant from Southern California Gas Co., grant for the Greenway project on the Transmission Corridor.
- Worked with the City Manager and Department Heads to submit applications/nominations for City personnel or community members who are deserving of awards or other recognition. Successful in awarding of Excellence in Entrepreneurship Award from TEDC to Aaron Gomes and ROI Rising Star Award to Robert Mijares.
- Helped the organization determine if there are City projects/programs that could qualify for the awards, and prepare and submit the applications. Successful in the awarding of four City applications for TCAG Local Motion awards.
- Worked with VEDC and Housing & Economic Director in the development of a prototype of packet promoting the city to prospective businesses.
- Developed RFP and coordinated selection process for a state lobbying representative. One-year contract awarded in July 2011 to Nielsen, Merksamer, Parrinello, Gross & Leoni, LLP.
- Enhanced City’s communications efforts with citizens with the following: Developed marketing plan and launched the City’s Facebook page on Jan. 13, 2012; developed talking points and presentations for the Mayor and City Manager; develop monthly columns for the Mayor for the Chamber newsletter inserted into the Times-Delta; taped monthly segments for “Visalia Today” with City staff and elected officials on issues and programs of interest to citizenry; and coordinated four Town Hall meetings with Council members in four quadrants of the City.
- Coordinated community outreach in city quadrants and special populations for General Plan Update process/review of preliminary map concepts and update on process.
- Worked with Engineering on publicizing progress of significant roads projects, including the Ben Maddox Overcrossing and Walnut-Mooney expansion.
- Developed Community Video Program for City’s Website.

2012-2014 Objectives

- Continue to work to enhance the City’s website, and boost number of visits by 6% by 2013 and 10% by 2014 Develop a Strong Cities/Strong State web page listing for the City through the League of CA Cities.
- Expand subscription base of Inside City Hall newsletter through a redesign of product allowing for easier access to items of interest and with promotion with employees, city organizations, all Public Meetings, and through social media networks.

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- Expand Speakers Bureau presentation schedule to broaden the scope of projects and programs. Include presentations on Water, General Plan Update, and Infrastructure updates.
- Develop community outreach strategies for Council consideration and approval, including holding telephone town hall meetings to expand outreach to a broad base of citizens, live town hall meetings with local media affiliates (print/TV).
- With Council approval, work with designated vendor and staff to implement the Constituent Relationship Management System.
- Develop a program that promotes and effectively communicates City services and programs to new residents and helps acclimate them to the community.
- Develop database of industry publications to promote City programs with a goal of publishing 12 news items by end of 2012.
- Write and assist in the writing of grants with program staff with the goal of bringing in at least \$250,000 by end of 2012.
- Identify, qualify, cultivate and solicit financial grants from corporations, government entities and private foundations for projects including but not limited to the design and construction of the Greenway project along the Transmission Corridor.
- Implement and train appropriate staff in departments on use of grant tracking database.
- Oversee communication efforts for major roads projects, including but not limited to the Plaza Drive Interchange.
- Work with City Clerk to assess viability of video streaming of council meetings.

Strategic Emphasis

- Serve as the legislative liaison to federal lobbying representatives to identify City priorities, pursue funding on the federal level, and direct correspondence from City Council to appropriate legislative representatives on a variety of issues.
- Work with the Assistant City Manager to track legislative issues and bills on the state level, coordinate correspondence from city officials as it relates to issues impacting local government.
- Work with State and Federal Lobbyists and Department Heads on development of legislative platforms with the City's position on key issues of importance. Implementation includes regular tracking updates on legislation of interest for Council and Department heads.
- Coordinate applications for awards available to the City, including but not limited to the League of CA Cities Helen Putnam Award, John H. Nail Memorial Award, ROI Award and TEDC Excellence in Entrepreneurship.
- Work with Federal and State lobbyists to effectively track legislation which impacts the City and monitor progress on the City's platforms with regular updates to Staff and City Council. Spearhead media and public relations efforts on behalf of the City, including the development of content, managing social and media platforms and maintaining relationships with the media and community.
- Develop and execute social media and community content and community engagement strategies aligned with multiple cross-marketing functions, including but not limited to Website, Facebook/Twitter/YouTube.

ECONOMIC DEVELOPMENT DIVISION

2010-2012 Accomplishments

- Provided annual funding support to both VEDC and TCEDC for the recruitment and retention of industrial firms in the City's industrial park;

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- Work closely with both PBID and Downtown Visalians on the revitalization of Downtown Visalia;
- Prepared and released an RFP for an office development at Acequia and Conyer avenues. Selected the Paloma Development Group and negotiated an Exclusive Negotiations Agreement (ENA) with developer;
- Coordinated the expansion of the parking in-lieu districts to extend to the Oval Park area for the development of a 5,000 square foot retail building;
- Completed Civic Center engineering work performed by Provost & Pritchard by March 2011;
- Completed Implementation Plan 2010-15 in 2010;
- Successfully awarded a \$1-2 million EDA Grant for widening of Plaza Drive between Hurley and Goshen avenues;
- Conducted retail recruitment efforts along Mooney Boulevard, Orchard Walk, Downtown, and other retail centers throughout town;
- Update the Business Attraction Brochure and webpage for the Department;
- Successfully recruited Macy's, Hobby Lobby, Vallarta Supermarket, Buffalo Wild Wings Restaurant, Habit Burger, Taco Bell, etc. to several vacant retail buildings along Mooney Blvd. and North Dinuba Blvd.
- Successfully recruited VWR, Hydrite Chemicals, and Mor Furniture for Less to the Industrial Park while supporting the expansion of VF Industries, MWI and establishment of Perfection Pet Food.
- Co-hosted the successful International Council Shopping Center (ICSC) Alliance in Visalia on April 22, 2010 and again in 2011..
- Co-hosted Retail Franchisors Conference in October 2011.

2012-2014 Objectives

- Continue retail recruitment efforts throughout the City but primarily along Mooney Blvd., N. Dinuba Blvd. and in neighborhood shopping centers working with land owners, developers, brokers and individual users.
- Maintain and update regularly Department webpage as part of business recruitment efforts and actively participate in ICSC, CALED and IEDC organizations.
- Coordinate business attraction and retention efforts in the Industrial Park in tandem with TCEDC, VEDC, developers and brokers.
- Coordinate Business Prospect meetings with city departments, utility companies and elected officials.
- Actively recruit retailers to vacant space at Sequoia Mall, Sequoia Plaza and Visalia Mall.
- Participate in Business Walks activities with Visalia Chamber of Commerce as a retention too with existing businesses.
- Conduct business visits to companies in the industrial park; target of 2 per month (retention strategy).
- Assist TCEDC and TCWIB to market and implement the BIZ (through December 2012) and the new State Enterprise Zone Program.
- Actively participate in local business associations including: TCEDC, VEDC, Visalia Chamber, Downtown Visalians and Downtown POA to promote business development.
- Serve as ombudsperson for businesses expanding or new ones going through the City's Development Review Process.
- Facilitate private commercial and industrial developments throughout the City.
- Complete improvements to the Mooney Blvd. Ponding Basin preparing it for disposition as part of a future retail development.

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AIRPORT — 4011

2010-2012 Accomplishments

- Worked closely with the Department of Transportation and Great Lakes Airlines in order to begin daily flights to Los Angeles and Las Vegas.
- Realized a 135% increase in passenger totals as a result of the new destinations.
- Increased fuel sales by 20% after sales dropped to an all-time low in FY 09-10
- Completed a Terminal Area Study, which analyzed air service potential and identified the best location for a new airline terminal.
- Accepted almost \$600,000 in FAA grant funding for airport planning projects.
- Satisfactorily completed several FAA and CalTrans' airfield and safety inspections including two annual inspection that found zero discrepancies that warranted corrections.
- Hosted the West Coast turn of the Consolidated Air Force, which included a B-17 Superfortress and a B-25 Mitchell. The tour stop was visited by over 3,000 people over the 4 day tour stop and was one of their most successful stops on the West Coast.
- Served as the Recreational Vehicle site for the Great Western Fan Fest
- Executed three (3) new lease agreements with new and existing tenants for an annual increase in revenue of over \$23,000.

2012-2014 Objectives

- Continue to monitor expenses and look for new revenue streams to fund FAA grant funding matches.
- Complete an Airport Layout Plan update that identifies sites for future aviation development and aeronautical improvements to meet the fleet changes over the next ten (10) years.
- Operate a safe and thriving airport in accordance with all FAA regulations. Encourage the growth of general aviation and provide all support possible to the Airport Community.
- Continue to advertise and promote Air Service options for local, Central Valley travelers by offering more daily departures to more major hub airports.
- Promote airport development through marketing of available land and execution of long-term leases.
- Work with existing cargo operators to assess demand for a consolidated cargo facility at the airport.
- Acquire FAA funding and begin site work on a hangar development project on the west side of the airport including infrastructure, access roads, taxi lanes and access control.
- Build the first ever Commercial Hangar Facility built by the airport to meet the demand for commercial aeronautical space at the airport.
- Determine a viable airport site for the location of an airport restaurant and issue a Request for Proposals for the operation of such a facility.

VISALIA CONVENTION CENTER—4131

2010-2012 Accomplishments

- Convention Center's accomplishment highlights:
- Closed the FY 2010-11 setting a revenue record. Event revenues hit a record high at \$2,265,462, beating the previous record set in 2008 with \$2,185,378 and exceeding budget by almost 11%.

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- Set a record with 59 conventions and conferences in FY 2010-11, up from 52 in the previous year which matched the previous high in 2008.
- Set a record for the highest number of events in Convention Center history ending the FY 2010-11 at 2,305 events.
- Over 260,000 patrons walked through the doors of the Visalia Convention Center in the past two years.
- Total economic impact in the local economy was in excess of \$24 million with over 374 jobs created in the local community as calculated by HVS International
- The Center hosted several notable events that generated significant economic impact in the local economy:
 - Great Western Gospel Fan Festival (3,000 attendees for 3 days and \$700,000 in economic impact).
 - TOPS (Taking Off Pounds Sensibly) Convention (1,300 attendees for 3 days and \$277,000 in economic impact).
 - Team West conference (2,500 attendees for 3 days and \$465,000 in economic impact).
 - Dairy Calf & Heifers Association (450 attendees for 3 days and \$176,710 in economic impact).
 - California Square Dancers Conference (300 attendees for 2 days and \$80,750 in economic impact).
 - UC Davis Alfalfa Symposium (450 attendees for 3 days and \$190,000 in economic impact).
 - California Optometric Association (265 attendees for 3 days and \$100,000 in economic impact).
 - Buddhist Church of America (180 attendees for 4 days and \$128,500 in economic impact).
 - Western United Dairymen (200 attendees for 3 days and \$96,000 in economic impact).
 - Job's Daughter's Grand Guardian Council (400 for 4 days and \$149,000 in economic impact),
 - Church of God of Prophecy (2,500 attendees for 3 days and \$280,000 in economic impact),
 - Diocese of Fresno Convention (2,000 attendees for 2 days and \$248,000 in economic impact),
 - Order of the Eastern Star (1,500 attendees for 4 days and \$600,000 in economic impact),
 - Job's Daughters Grand Bethel (1,275 attendees for 3 days and \$465,000 in economic impact)
 - Re-implemented the Thumbs-Up Employee Recognition Program. This was a program established years ago in which employees would receive a note or "Thumbs-Up" from their supervisor when they were seen performing in some exceptional way. Staff enter them in a monthly drawing and the winner is given a prize provided by the General Manager.
 - Formed a Green Task Force and implemented several new environmentally friendly practices to improve the sustainability of the Convention Center. This includes the usage of corn based, biodegradable drinking cups, reduced bottled water usage, eco-friendly cleaning projects for housekeeping, and installation of new energy efficient lighting.
- In conjunction with the CVB, sales staff compiled a database of approximately 2,500 California Meeting Planners that are now receiving electronic e-blasts on a monthly

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basis. This e-mail campaign has featured the Convention Center and the new telescopic seating, the many local hotels including the Marriott, Visalia's Downtown, and more. For new conventions and conferences booked before the end of 2013, organizers will receive a new Kindle Fire to help heat up their event.

- The Center maintained an average guest approval rating of 97%, which means that 97 out of 100 guests had an excellent experience. This approval rating has remained above 95% for many years and is a testament to the quality of the service staff provides.

2012-2014 Objectives

- Continue to strive to minimize the Center's reliance on the General Fund by reducing expenditures and trying to maximize operating revenues. Due to competitive pressures, this will have to be accomplished with judicious rate increases. It will require up selling products and services to clients during the course of their event and an increasingly cohesive sales effort with the Marriott Hotel and other hospitality partners.
- Hire a full-time sales representative that will focus on the Sacramento or Northern California region with the primary focus on conventions and conferences. This position will work in coordination with the Convention & Visitor Bureau Sales Manager that lives in the Sacramento area.
- In conjunction with the Convention & Visitor's Bureau, Marriott and Comfort Suites, the Convention Center sales staff will attend 3-4 tradeshow and meeting planner related events in either Sacramento or Los Angeles and conduct additional sales calls while there. The goal is to return with 3-5 qualified business leads that would seriously consider bringing business to Visalia. A repetitive and continuous presence in these markets will help Visalia establish an identity in this market segment, leading to future event bookings.
- Continue to take an aggressive and pro-active approach with new and existing client solicitation. Immediately after an event occurs, evaluate for profitability and rebook as appropriate (according to booking guidelines).
- Concentrate on increasing revenues through direct contact with event and meeting planners using "Mini-FAM" tours. The large Familiarization Tours are often expensive and time consuming to plan while the prospects are not always that interested in booking events in Visalia. Instead, when a hot prospect is found, immediately invite them to come see Visalia. We will partner with the hotels and Downtown restaurants to keep the cost down while giving the guests a memorable experience.
- Continue to pursue sponsorship opportunities to develop new, ongoing revenue streams. This may include changing the name of areas within the Convention Center. It may also create opportunities to pay for future technological improvements with sponsorship dollars.
- Work with the CVB and hotel partners to explore a methodology and mechanism for discounting citywide conventions and other large events. One possibility is creating a self-imposed tourism assessment on the hotel properties to help offset meeting space fees at the Center to more effectively compete with other cities that subsidize large events seeking to benefit from their sizable economic impact on the local economy.
- With the possibility that the University of Phoenix may buy or build a new school campus in Visalia, actively pursue other educational institutions that may be interested in establishing campuses in the Visalia area such as National University, ITT Technical Institute, Heald, etc.

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- Develop new marketing materials including brochures and collateral items. Incorporate the Convention Center's new multi-color logo which giving the venue a more modern and contemporary look.

Enhance the Convention Center website to create a more interactive experience that will provide better information. Transition from a static website to a participatory website. Potential clients seeking a proposal should have an event template they can easily complete which provides the sales staff with the details of their event so an appropriate response can be quickly and accurately given.

NATURAL RESOURCE CONSERVATION—10120

2010-2012 Accomplishments

- Conducted extensive education and outreach to schools, businesses, and residents regarding water conservation, recycling\waste diversion, and energy conservation.
- Expanded the commercial recycling audit program to divert waste from the landfill and save businesses money.
- Provided staff support and direction to the Visalia Water Management Committee, whose board consists of a City councilmember and a Kaweah Delta Water Conservation District (KDWCD) board member, regarding planning and implementation of groundwater recharge infrastructure projects.
- Actively participated in the Kaweah River Basin Integrated Regional Management Planning group leading to award of \$2.2 million State grant for recycled water pipeline construction.
- Arraigned for purchase, delivery, and infiltration of 14,000 acre-feet of surface water to recharge the City's groundwater supplies.
- Expanded the citywide household battery recycling program and collected more than 4 tons of batteries since 2008.
- Operated the Household Hazardous Waste Collection center to divert residents' hazardous materials from going to the landfill, sewer, or illegal dumping.
- Held two successful Earth Day events in partnership with the Environmental Committee where hundreds of volunteers removed more than 11 tons of trash and debris from the City's waterways and planted several hundred native and low-water use plants.
- Successfully completed the City's Brownfield cleanup project and received certification of cleanup from the California Department of Toxic Substances Control.
- Acquired 100 acres of property to develop groundwater recharge and flood-layoff basins.
- Expanded commercial recycling and food-waste composting at numerous businesses (including retail, office, and industrial sectors), several departments at Kaweah Delta District Hospital, Visalia Unified School District pilot-test schools and all District kitchens, and several apartment buildings.
- Replaced old HVAC units with new energy-efficient ones at City Hall West, Anthony Community Center, and Convention Center funded by a federal grant.
- Replaced old mercury vapor lights in Convention Center Exhibit Hall with new energy efficient lights funded by a federal grant.
- Developed a Green Business Program in partnership with the Visalia Chamber of Commerce.
- Actively participated in the General Plan Update process, attended a majority of GPURC meetings and provided written analysis and comments at various stages of development.

2012-2014 Objectives

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- Develop a comprehensive long-range groundwater recharge plan to identify and develop significant recharge facilities including dedicated basins and control structures.
- Begin design and development of groundwater recharge facilities at the former Blain property just acquired by the City.
- Continue to aggressively pursue grant funds where appropriate, especially for water conservation, groundwater recharge, energy efficiency, and renewable energy projects.
- Utilize the EPA EnergySTAR Portfolio Manager to track and reduce energy usage and greenhouse gas emissions at City buildings and other facilities and reduce City's utility bills.
- Develop an internal City energy efficiency and conservation program to reduce energy consumption, reduce greenhouse gas emissions and reduce City's utility expenses.
- Develop a City green-purchasing program to promote purchase of sustainable and environmentally benign products.
- Update and expand the Climate Action Plan to reduce greenhouse gas emissions including input from the community and within the organization.
- Explore opportunities to develop appropriate alternative and renewable energy projects in the City.
- Update and revise the Water Conservation Ordinance.
- Develop a local version of the Water Efficient Landscape Ordinance including a prescriptive process for typical landscapes.
- Work to increase waste diversion to 75% to meet state requirements.

Strategic Emphasis

- Continue to enhance, expand, and improve the conservation education program to reach more community members regarding water conservation, energy efficiency and conservation, air quality and greenhouse gas emissions reduction, and other natural resource programs.
- Continue promotion and support to expand the food-waste composting program citywide.
- Continue to expand commercial waste audit services to help the City's businesses meet mandatory commercial recycling requirements and reduce their operating expenses.
- Continue safe and efficient operation of the Household Hazardous Waste Collection Center.

TRANSIT—4511

2010-2012 Accomplishments

- Successfully completed the fifth season of the Sequoia Shuttle. Through a partnership with Sequoia & Kings National Park, the City operated a route from Visalia to the Giant Forest Museum and three routes within the Park. Using 19 buses, over 11,000 passengers were transported to and from the park, and over 280,000 passengers within the park. It is estimated that over 95,000 automobile trips were eliminated because of the shuttle.
- Expanded the City's Bus Operations and Maintenance facility from a 66 bus facility to one that accommodates 125 buses. The facility, located on Goshen and Cain, was expanded from 5 to 9 repair bays and the bus wash building was expanded to accommodate additional bus wash equipment. Construction was completed in December 2011.
- Expanded our fleet of compressed natural gas (CNG) buses to 88% of the fleet. We are projected to be 100% converted to CNG by 2016 when we replace our last diesel buses.

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- Increased bus ridership on Visalia Transit by over 10% without adding any additional routes. Began Short Range Transit Plan to evaluate all transit Services and prepare future expansion recommendations.
- Completed construction of the Transit Center expansion from 16 bus bays to 28 bays allowing for better connections and easier transfers between bus routes.
- Expanded Greenline Transit Call Center to three full-time and one part-time contract staff. The service grew to over 6000 monthly calls for assistance and has taken over 100,000 calls in four years of operation.
- Assisted in the development and implementation of a COS Student Bus Pass program which resulted in increased student ridership; partnership agreements between COS, TCAG and the City of Visalia; and increased access to COS for students who otherwise would not be able to attend.
- Obtained various discretionary grants to support current and future operations of the Sequoia Shuttle and Greenline Call Center.

2012-2014 Objectives

- Continue the Sequoia Shuttle operation and solidify the funding sources. Expand our connections with partners and maximize joint funding and marketing efforts. Implement the use of new Hybrid-electric buses used for the shuttle inside the park and maximize the opportunities to publicize the service.
- Complete the design of a Shuttle/Visitor Information center and secure agreements with tourism-related tenants. Find a funding source to pay for the construction and complete the construction of the facility.
- Complete the 2012 Short Range Transit Plan and implement recommendations to improve Dial-A-Ride and Fixed Route operations.
- Focus on identifying new funding sources for all the transit services and work with other agencies within the State and Country to maintain current funding programs. Continue to study the feasibility of a Bus Rapid Transit route and possibly future Light Rail Transit line between Visalia and the City of Tulare.

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION

To provide a high level of accountability for public funds, meeting or exceeding the customer's expectation, timely and accurately delivering information with a bias towards continuous improvement.

DESCRIPTION

Finance: Finance is responsible for the City's fiscal operations including the planning, directing, monitoring, and improvement of the City's financial resources. The Finance Department consists of seven divisions: 1) Management; 2) Budget & Analysis; 3) Accounting; 4) Utility Billing; 5) Materials Management; 6) Property Management; 7) Non-Departmental.

The Management division is responsible for the planning and directing of the City's financial resources. The Budget & Analysis division is responsible for preparation of the Budget, Capital Improvement Program, and Audit Report along with the treasury functions. The Accounting division is responsible for various functions including accounts receivable, accounts payable, general ledger, and other general accounting. The Utility Billing division is responsible for the collection of utility billing revenue for the City. The Materials Management division handles the City's centralized purchasing function. The Property Management division manages leases for all City-owned property. The Non-Departmental division accounts for costs not directly associated with any single department such as property tax collection charges, non-profit support and general revenue and expenditures.

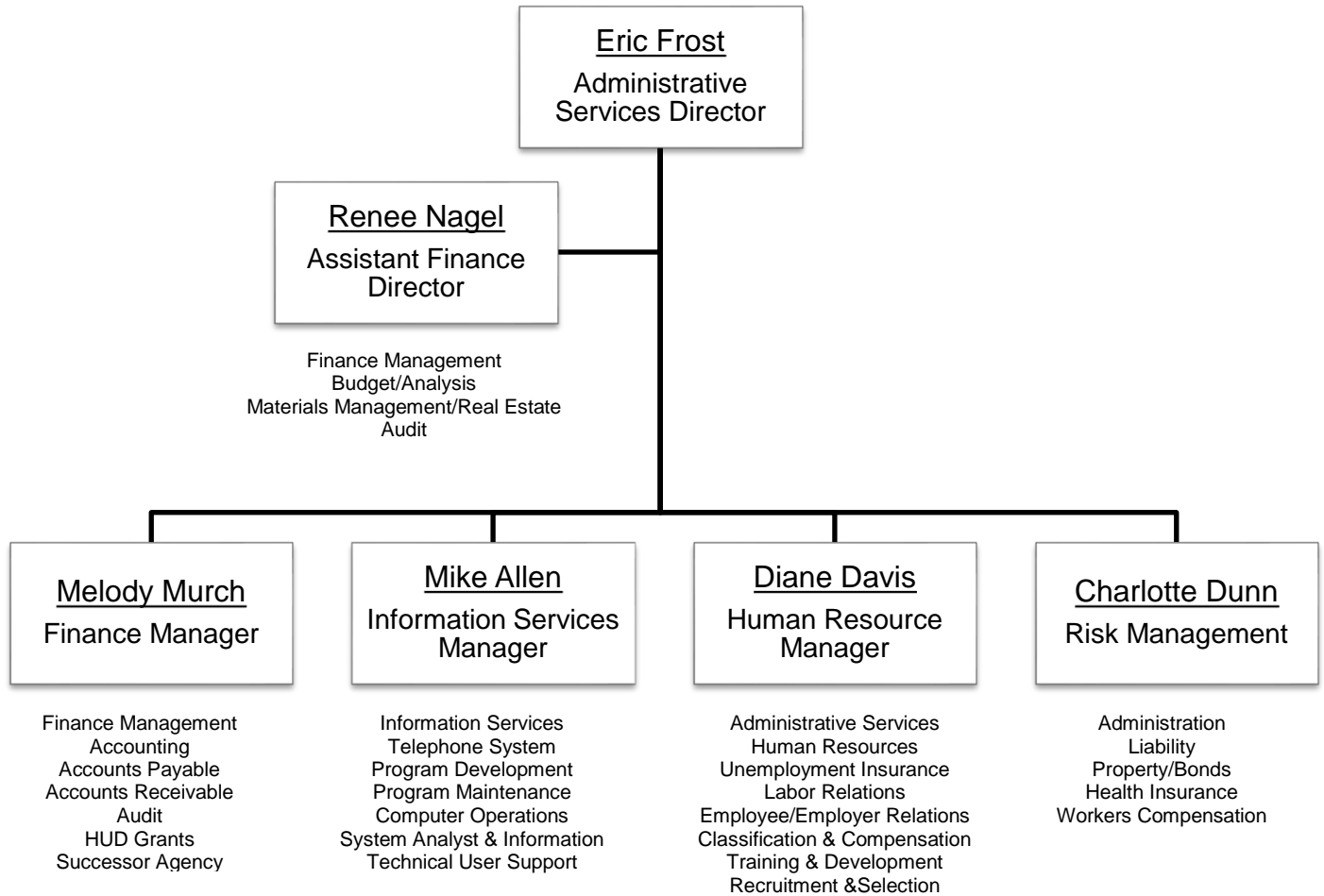
Information Services: The information services function is composed of two divisions: 1) Telephone Services; and 2) Information Services. Telephone Services provides for paging, cellular, pay telephone, long distance, traditional phone system, voicemail, and the associated billing services for all City departments. Information Services provides server, desktop, network, internet, and application support for the City. This includes financial systems, computer-aided dispatch, office automation and hundreds of other applications. All of these divisions belong to an Internal Service Fund.

Risk Management: Risk Management is responsible for workers compensation, health benefits, property insurance, retiree health, and liability programs. The Division also handles various employee benefits such as CalPERS pensions, long-term disability, life insurance and Section 125 benefits. Risk Management also serves as resource to the Employee Health Benefits Committee.

Human Resources: Human Resources offers employee/employer relations, classification and compensation, training and development, administrative services, recruitment and selection, labor relations and counseling.

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ADMINISTRATIVE SERVICES DEPARTMENT



Allocated FTE's = 33

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**ADMINISTRATIVE SERVICES
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
Human Resources:						
Administrative Services - 10104	\$ 460,624	\$ 465,015	\$ 494,240	\$ 469,500	\$ 501,400	\$ 505,400
Human Resources - 11125	316,941	345,610	370,670	382,260	336,900	343,700
Unemployment Insurance - 11127	91,037	164,824	77,300	160,300	160,300	158,000
Labor Relations - 11128	52,626	82,114	44,690	52,700	61,800	61,800
Finance:						
Administrative Services Director - 15001	-	-	-	-	196,100	198,000
Finance - 15003	733,213	691,874	773,390	700,840	361,100	365,100
Budget/Analysis - 15131	867,642	869,424	817,960	927,320	677,200	683,300
Accounting - 15132	526,007	525,521	528,420	526,920	500,200	508,100
Utility Business Operations - 15134	634,719	715,278	743,360	780,380	891,400	892,200
Materials Management - 15135	410,281	397,421	406,610	412,940	384,100	394,200
Property Management - 15151	55,415	42,374	33,180	52,100	59,700	59,800
Non-Departmental	2,704	1,903	8,240	2,200	152,500	152,500
Total Operating Expenditures	4,151,209	4,301,358	4,298,060	4,467,460	4,282,700	4,322,100
Reimbursements	(4,228,782)	(4,176,473)	(4,333,750)	(4,349,732)	(4,119,400)	(4,119,400)
Net General Fund Expenditures	(77,573)	124,885	(35,690)	117,728	163,300	202,700
INTERNAL SERVICE FUNDS						
Information Service - Fund 5111:						
Information Services - 15141	1,829,733	2,528,673	3,305,765	1,744,360	1,737,100	1,748,000
Telephone Services - 15143	67,135	73,623	90,520	89,300	68,600	68,700
Total Operating Expenditures	1,896,868	2,602,296	3,396,285	1,833,660	1,805,700	1,816,700
Reimbursements	(1,220,469)	(1,696,106)	(2,015,440)	(2,015,400)	(2,062,400)	(2,062,400)
Net Operating Expenditures	676,399	906,190	1,380,845	(181,740)	(256,700)	(245,700)
Risk Management - Fund 5511:						
Risk Administration - 11002	255,439	193,839	194,010	179,080	161,800	163,000
Risk Liability - 11121	1,302,390	1,475,935	1,078,370	1,183,600	1,168,600	1,168,600
Risk Property/Bonds - 11122	234,806	255,389	254,620	258,700	250,600	250,600
Total Operating Expenditures	1,792,635	1,925,163	1,527,000	1,621,380	1,581,000	1,582,200
Reimbursements	(1,282,144)	(1,525,048)	(1,411,480)	(1,430,000)	(1,498,800)	(1,498,800)
Net Operating Expenditures	510,491	400,115	115,520	191,380	82,200	83,400
Health Insurance - Fund 5512						
Reimbursements	9,700,311	10,770,010	10,398,420	10,717,100	10,878,500	10,878,500
Net Operating Expenditures	(9,235,121)	(10,733,801)	(10,115,800)	(10,483,300)	(10,483,300)	(10,483,300)
Workers Compensation - Fund 5513						
Reimbursements	420,482	942,257	1,509,550	1,227,380	1,148,200	1,148,200
Net Operating Expenditures	(1,436,356)	(1,439,708)	(1,351,630)	(1,483,100)	(1,483,100)	(1,483,100)
Total Internal Service Funds	636,206	845,063	1,936,905	(12,280)	(114,200)	(102,000)

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OPERATING EXPENDITURES	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
SPECIAL REVENUE FUNDS	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
CDBG - Fund 1811	1,036,972	1,428,747	1,050,807	989,177	1,118,200	1,118,100
Cal Home - Fund 1818	155,423	71,980	-	-	20,200	200
HOME - Fund 1831	720,369	760,585	561,000	457,319	448,000	448,000
Neighborhood Stabilization - 1871	1,920,109	1,298,453	347,020	144,475	1,850,000	-
Successor Agency - Fund 1841	833,828	748,144	823,570	694,300	331,600	333,800
Reimbursements	(833,546)	(738,494)	(823,570)	(694,200)	(331,600)	(328,600)
Net Operating Expenditures	282	9,650	-	100	-	5,200
RDA funds (1901,1902,1911,1912,1921,1922, 1931,1932)	8,944,778	7,089,835	7,287,400	1,964,600	-	-
SA East - Fund 1951	-	-	-	518,300	590,300	587,500
SA Mooney - Fund 1953	-	-	-	769,500	6,843,300	598,600
SA Downtown - Fund 1955	-	-	-	90,100	870,900	52,900
SA Central - Fund 1957	-	-	-	768,600	4,846,800	69,500
SA East Low/Mod- Fund 1952	-	-	-	4,800	14,500	16,900
SA Mooney Low/Mod- Fund 1954	-	-	-	4,400	30,000	31,100
SA Downtown Low/Mod- Fund 1956	-	-	-	3,200	4,600	8,600
SA Central Low/Mod- Fund 1958	-	-	-	4,800	14,500	16,900
PBID - Funds 1982, 1983	131,430	496,169	250,910	195,100	370,000	370,000
Downtown Parking Trust - Fund 6111	493,735	510,422	512,170	512,172	516,200	523,600
Total Special Revenue Funds	13,403,098	11,665,841	10,009,307	6,426,643	17,537,500	3,847,100
DEPARTMENT EXPENDITURE TOTAL	\$13,961,731	\$12,635,789	\$11,910,522	\$ 6,532,091	\$17,586,600	\$ 3,947,800

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<i>Performance Measurements - Administrative Services</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Finance						
Provide timely, financial information to decision makers	Timely -					
	- 2 year budget adoption - 6/15	-	6/28/10	-	6/18/12	-
	- Mid-year financials - 3/15	3/15/10	3/15/11	3/5/12	3/15/13	3/15/14
	- Audit presentation - 1/15	3/1/10	1/18/11	1/17/12	2/1/13	2/1/14
	Average number of days between the end of the month and completion of bank reconciliation (Goal is 90 days)	106	98	90	90	90
Quality -	- Budget - GFOA award	Yes	Yes	Yes	Yes	Yes
	- CAFR - GFOA award	Yes	Yes	Yes	Yes	Yes
Accounts Payable	Number of Checks	10,776	10,956	11,127	11,200	11,500
	Total Payments (<i>Millions</i>)	\$ 68	\$ 79	\$ 76	\$ 76	\$ 76
P-Cards	Total CC Holders	402	405	409	409	409
	Total Payments (<i>Thousands</i>)	\$2,287	\$2,577	\$2,338	\$2,338	\$2,338
Transient Occupancy Tax	Total Collected (<i>Thousands</i>)	\$ 1,646	\$ 1,732	\$ 1,895	\$ 2,000	\$ 2,100
Utility Billing	Number of Accounts (average)	37,415	37,839	38,415	39,183	39,967
	Revenue (<i>Millions</i>)	\$ 29	\$ 31	\$ 34	\$ 35	\$ 35
Accounts Receivable	Number of Invoices	9,021	9,075	9,100	9,282	9,468
	Total Billed (<i>Thousands</i>)	\$ 4,186	\$ 3,393	\$ 3,450	\$ 3,519	\$ 3,589
Purchasing	Number of PO's issued	578	285	227	270	270
	Total Issued (<i>Millions</i>)	\$ 30	\$ 21	\$ 28	\$ 25	\$ 25
To protect the City's cash investments while earning a competitive investment return	Meet or exceed Local Agency Investment Fund (LAIF)					
	- LAIF	0.56%	0.44%	0.40%	0.40%	0.50%
	- City Return	0.99%	0.96%	1.00%	1.00%	1.25%
	- Difference	0.43%	0.52%	0.60%	0.60%	0.75%
Human Resources						
To attract and retain qualified employees for the City of Visalia	Annual (Regular) Hires	22	37	32	38	40
	- Those completing probation	19	31	26	31	33
	New Positions Added	3	11	3	6	2
	Total (Regular) Employees	541	549	547	553	555
	Annual turnover	3.5%	4.7%	5.3%	5.8%	6.8%
To encourage proper support and evaluation of employees	Average percentage of employees due a performance appraisal at any given time during the fiscal year	17.0%	18.0%	16.0%	14.0%	12.0%
	Information Systems					
To provide and maintain reliable City computer services	IS service requests handled	1,694	1,725	1,735	1,735	1,735
	IS projects completed	16	22	22	22	22
To maintain and manage City telephone systems	Wireless phones and data	451	439	452	480	500
	Telephones and lines	928	1,006	1,010	1,015	1,020
Risk Management						
To encourage a safe work place which avoids injuries and costs	Workers Compensation claims	70	65	72	72	72
	* Program cost (<i>Thousands</i>)	\$421	\$942	\$1,228	\$1,228	\$1,228
	* Claims cost (<i>Thousands</i>)	\$121	\$642	\$898	\$898	\$898
To provide a quality employee health care benefit at a reasonable cost	Monthly composite employee health care cost	\$1,136	\$1,245	\$1,205	\$1,301	\$1,379
	Percentage change	0%	10.6%	-3.09%	8%	4%
To provide liability support in order mitigate loss and timely resolve	Claims received	68	78	75	75	75
	Claims settled	47	52	55	55	55
	Program costs (<i>Thousands</i>)	\$1,302	\$1,476	\$1,243	\$1,243	\$1,243

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ADMINISTRATIVE SERVICES—10104

2010-2012 Accomplishments

- Provided effective and timely staff support to Human Resources, Risk Management, Finance and Purchasing.
- Processed 1,092 passports in 2010 and 1,097 passports in 2011 for total revenue to the City's general fund of \$54,725.
- Processed approximately 700 CV-9s in 2011.
- Implemented the online CalPERS reporting system.
- Processed 104 background checks.
- Processed and scheduled 198 pre-employment medical exams.
- Processed and scheduled 268 medical exams for current employees.
- Processed 210 employment verifications.
- Provided timely information in response to Public Records Act requests.
- Coordinated Citywide training activities in a variety of areas such as Harassment and Discrimination, Performance Evaluation, Substance Abuse, Customer Service, Leibert, Cassidy and Whitmore Employment Relations Consortium Training
- Coordinated the annual Employee Service Awards event held in December
- Assisted with the planning and organization of the annual Employee Benefits Fair.
- Coordinated the Tuition Assistance Program.
- Processed Citywide payroll activities and ensured regulatory reporting requirements were met.

2012-2014 Objectives

- Provide cross training opportunities to ensure uninterrupted City services.
- Review annually the administrative, risk and personnel files for destruction per the City's Records Management Policy.
- Complete implementation of the online CalPERS reporting system.
- Provide accurate bi-weekly payroll services to the organization and submit timely reporting to regulatory agencies.
- Implement new payroll system by the end of FY 2013

HUMAN RESOURCES-11125

2010-2012 Accomplishments

- Conducted 45 recruitment and selection processes to fill various vacancies in City Departments.
- Received 1,564 interest cards.
- Reviewed and processed 2,570 applications for employment.
- Facilitated the hiring of approximately 52 regular employees and 158 hourly employees throughout the City.
- Arranged for medical examinations, background checks, processed new hire paperwork, and conducted new employee orientation sessions for new employees.
- Implemented a 12-week supervisory academy, with 3 cohorts and approximately 57 employees successfully completing the course.
- Revised and implemented a new performance evaluation form and provided training to staff on its use.

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- Provided staff support to the City's labor relations' efforts and served as a member of the negotiation team.
- Responded to salary and benefits surveys for various outside agencies.
- Facilitated training in a variety of areas for managers and supervisors such as Harassment and Discrimination, Customer Service, Employment Law Update, and Substance Abuse.
- Facilitated the placement of college interns in City departments for summer employment.
- Maintained City's official employment bulletin boards with all required State and Federally mandated information and postings at all City employee job sites.
- Facilitated 68 random drug and alcohol tests of existing employees to comply with Department of Transportation requirements.
- Conducted various classification studies throughout the organization.
- Worked in coordination with Finance and MIS to fully implement the Stromberg time reporting system; provided training and guidance to department staff on use of the system.
- Facilitated the integration of the Telestaffing system with the Stromberg time reporting system.
- Maintained the Leave Donation Bank and facilitated City employee leave donation drive.
- Implemented the online requisition process through the NEOGOV system and provided training to department staff.

2012-2014 Objectives

- Develop a systematic method for regularly reviewing and updating City job descriptions and begin the updating process by FY 2013.
- Review, develop and revise City policy guidelines and administrative policies by FY 2013.
- Monitor and provide guidance to managers and supervisors to ensure timely completion of employee performance evaluations to reach a goal of 90% on-time completion.
- Continue to provide annual supervisory academy training to enhance leadership skills of managers and supervisors.
- Develop and implement an ongoing training program to provide skills enhancement opportunities for non-supervisory employees by FY 2013.

LABOR RELATIONS—11128

2010-2012 Accomplishments

- Successfully negotiated and entered into one-year agreements with Bargaining Groups A, B, M and E for the period of July 1, 2010 through June 30, 2011.
- Successfully negotiated and entered into a two-year agreement with Bargaining Group G for the period of July 1, 2010 through June 30, 2011.
- Successfully negotiated and entered into one-year agreements with Bargaining Groups A, B, and E for the period of July 1, 2011 through June 30, 2012.

2012-2014 Objectives

- Successfully negotiate MOUs with Bargaining Groups A, B, E, G, and M.
- Conduct meetings with unrepresented employees (Department Heads and Confidential employees) to ensure their requests are presented to the City Manager and City Council for consideration.

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- Ensure all salary and benefit provisions as outlined in the various Memorandums of Understanding are implemented by providing training and guidance to staff.

**FINANCE—Mgmt 15003, Budget & Analysis 15131, Accounting 15132,
Utility Billing 15134, Materials Mgmt 15135, Property Mgmt 15151**

2010-2012 Accomplishments

- Produced the audit report (CAFR) internally.
- Received the GFOA award for the audit report (CAFR) and additionally for the budget.
- Produced Mid-year and Mid-cycle financial and operational reports of the City.
- Produced 2-year Capital and Operating Budget.
- Tax Roll Audit – Balance Sheet Reconciliation and Clean up.
- Processes A/P and tax reporting for the City of Exeter.
- Fixed Assets were completed before auditors arrived.
- City became Payment Card Industry Compliant.
- FEMA reporting.
- Retiree Health Care Resolution.
- Starting In House Health Clinic for City of Visalia employees, dependents and retirees.
- Purchasing deadlines largely met.
- Implemented Employee Discount Program.
- Held a Computer Surplus Sale for the public.

2012-2014 Objectives

- Achieve 80% compliance in having up to date contracts.
- Update annually Vendor Insurance Certificates.
- Create meaningful monthly financial reports for Department Heads.
- Assist SPCA in their financing of the proposed new animal control facility.
- Review and maintain impact fees.
- Create and maintain a city-wide grant tracking system.
- Complete the annual audit and single audit internally by December 31st.
- Produce Mid-year and Mid-cycle financial and operational reports of the City.
- Produce 2-year Capital and Operating Budget.
- Provide periodic reports of current Capital Projects to Council.
- Receive the GFOA award for the City's budget and the audit (CAFR).
- Complete implementation of new financial software.
- Continue to improve the financial condition of each Landscape and Lighting District through comprehensive administration.
- Continue to prioritize and process Bid/RFPs in a timely and accurate fashion.
- Continue to add and update Employee Discount Program.

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INFORMATION SERVICES—15141

2010-2012 Accomplishments

- Completed copier and printer replacement program.
- Replaced Police and Fire mobile computers (MDTs).
- Replaced desktop computers Citywide.
- Upgraded and trained on new desktop software.
- Completed integration of video systems for Transit and SPCA.
- Replaced / upgraded Citywide network backbone equipment.
- Replaced telephone system servers.
- Replaced telephone sets.
- Implemented new City intranet (internal City websites).
- Replaced voicemail system.
- Replaced Email anti-spam system.
- Fire 56 wireless communications established.
- FTB / Business Tax data sharing established.
- Transit systems AVL upgraded.
- Anti-virus systems replaced.
- Transit Ridecheck system changes.
- WWTP operations system replacement.
- Corp Yard network closets built.
- Agenda Management system established.
- Server virtualization software upgraded.

2012-2014 Objectives

- Financial system replacement.
- E911 Communication Center design and build.
- Distribute computing center to Police District 2.
- Test and implement virtual desktop systems.
- Implement Customer Response (CRM) system on website.
- Begin Cable Franchise negotiations
- Review / implement new Police dispatch, records, and MDT systems.
- Implement Council video systems and streaming.
- Complete Printer/PC/Server equipment disposal.
- Replace and expand server storage area network (SAN).
- Facilitate WWTP plant expansion and communications.
- Facilitate animal shelter construction and communications.
- Replace and expand servers.
- Implement operational standards and procedures for Information Technology.

TELEPHONE SERVICES—15143

2010-2012 Accomplishments

- Maintained and managed telephone, cellular, and communications services.
- Processed billings for telephone, cellular, and paging services.
- Several software upgrades to the telephone system (new features, fixes).

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2012-2014 Objectives

- Ongoing maintenance of City telephone and communication resources. This includes:
 - Voicemail configuration and maintenance
 - Citywide phone system configuration and maintenance
 - Cellular and pager system coordination
 - Billing and payment for telephone, cellular, cabling, and paging vendors
 - Pay telephone system coordination
 - Troubleshooting and vendor coordination for services.
- Implement E-911 capability for City telephone network.
- Produce quarterly "one-page" directories.

**RISK MANAGEMENT – Admin 11002, Liability 11121, Property 11122,
11123 Workers Comp, Health Insurance 11124**

2010-2012 Accomplishments

- Managed 173 liability claims filed against the City of Visalia.
- Managed 140 workers compensation claims.
- Establish review of best practices for internal and external workers compensation process.
- Established a retiree health policy to eliminate City financial obligation over designed period.
- Responded to requests from bargaining groups for additional life insurance options by marketing and offering new voluntary program.
- Continued participation in Excess Insurance Authority Health Joint Powers Authority after evaluating other options.
- Facilitated Employee Health Benefits Committee to monitor health program and recommend changes to bargaining groups.
- Coordinated and hosted benefit fair with over 250 employees and retirees each year.
- Maintained intranet/internet for access to Risk Management programs and information.
- Enhanced High Deductible Health Plan by modifying plan to qualify for Health Savings Accounts.
- Opened an on-site medical clinic and enhanced wellness program for use by employees and retirees.
- Amended contracts with CalPERS to adopt 3% @60 retirement benefit for Miscellaneous employees and 3% @ 50 and 3-year average compensation for Safety employees all hired after the effective date of contract amendments.

2012-2014 Objectives

- Evaluate Risk Management programs for affordability and appropriate protection during the contract renewal period.
- Annually evaluate and recommend options for health plan increase.
- Maintain inventory of city property/parcels for appropriate insurance protection and competitive policy markets.
- Analyze and prepare written physical standards for 50 positions during the next 2 years.

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AFFORDABLE HOUSING

2009-2011 Accomplishments

- Partnered with Kaweah Management Company to develop 71 affordable rental units for Millcreek Parkway. The Agency committed \$4.5 million in Redevelopment Low/mod funds;
- Negotiated an agreement with Christian Church Homes of Northern California to build 43 units of senior affordable housing on a vacant lot on Tulare Avenue just west of Ben Maddox Avenue. The project was completed and occupied in June 2011.
- Habitat for Humanity. Provided \$450,000 since 2008, in Redevelopment Low Mod funds to purchase lots to construct affordable single family housing. A total of 11 properties have been acquired since 2008;
- Community Services and Employment Training, Inc (CSET). The City contracted with CSET to administer the First Time Homebuyers Program. Since the inception of the contract with CSET, 36 loans. 25 loans were provided with federal HOME Investment funds and 11 loans were provided with State CalHome funds. Funds were set aside to complete an additional 15 loans during the following year. Due to reductions in HOME funding and reductions in home values, this program was terminated in 2011.
- Self Help Enterprises (SHE). The City contracted with SHE to administer the City's rehabilitation programs in Fall 2007. SHE reviewed applications for eligibility. SHE's primary activity, has been rehabilitating mobile homes for low-income seniors. This program is scheduled for termination in March 2012 due to a reduction in CDBG funds.
- Paradise & Court Multi-Family Development. Kaweah Management Company (KMC), non-profit arm to Tulare County Housing Authority (TCHA). The City/Agency negotiated an agreement with Visalians Interested In Affordable Housing (VIAH) and TCHA to fund \$1 million in HOME CHDO funds and Redevelopment Low/moderate income funds (\$500,000 each) for the acquisition and rehabilitation of 11 rental units; and construction of 9 new units; Rehabilitation has been completed on the existing eleven (11) units and the 9 units completed and occupied in December 2011.
- Encina Triplex. The Agency negotiated a loan agreement with KMC- TCHA to use \$340,000 in Redevelopment low/moderate income funds to support major rehabilitation of a historic building to support housing for developmentally disabled adults. The property was converted into a triplex;
- Successfully submitted Action Plans to Council & HUD (May 2009, 2010 & 2011);
- Successfully submitted CAPER Plan's to Council & HUD (October 2009, 2010 & 2011)
- CalHome FTHB Program: Successfully awarded \$600,000 in CalHome funds derived from Proposition 1c to assist 15 new homebuyers. (State funds)
- Kaweah Multi-Family Real Estate Owned (REO) Acquisition and Rehabilitation. RDA loaned Kaweah Management \$480,000 to purchase and rehabilitate two foreclosed triplexes in the Washington School Neighborhood. Existing units were demolished in 2010. Construction is scheduled for 2012.
- U. S. Department of Housing and Urban Development (HUD) awarded the City, \$2,388,000 from the Housing and Economic Recovery Act (HERA) 2008. The City acquired 27 single family and 1 four-plex. The 4-plex was sold to Visalia Rescue Mission in June 2011.
- On February 17, 2009, the U. S. Congress passed the American Recovery and Reinvestment Act of 2009 (ARRA) (aka Recovery Act). HUD awarded the City \$322,067 in Community Development Block Grant Recovery (CDBG-R) funds. Projects include Center Street, ADA compliance, and Anthony Community Center public improvements.

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2012-2014 Objectives

- Continue implementation of NSP Program; acquiring, rehabilitating and selling foreclosed single-family homes;
- Continue to provide fair housing, ADA compliance, homeownership, homeownership revitalization, public facility and infrastructure improvements and economic development opportunities with the use CDBG and Home funds.
- Continue to support Habitat for Humanity to acquire, rehabilitate and sell foreclosed single-family homes to low-income families using NSP1-CDBG funds for the acquisition and rehabilitation;
- Pursue new housing grants for acquisition, rehabilitation and development opportunities.
- Break ground on East Kaweah 8 unit development; partnership with Kaweah Management Company, utilizing \$480k in RDA Low/mod funds. Final payment of \$240k would be upon notice of occupancy. These funds have been encumbered and protected from the elimination of redevelopment;
- Work with local non-profit agency(ies) to coordinate a project(s) for the use of the remaining 2008 HOME-CHDO funds, as well as all of 2009 through 2012 HOME-CHDO funds. The projects would consist of affordable housing.
- CSET to complete the sale of two (2) HOME-CHDO funded foreclosed acquisitions, which were rehabilitated and now on the market for resell.
- Habitat for Humanity to complete the acquisition, rehabilitation and resell of five (5) foreclosed homes, with the use of NSP funding, which shall be sold to households at or below 50% AMI.
- Pursue acquisition and rehabilitation of multi-family dwellings with non-profit partners utilizing HOME funds as a loan in targeted neighborhoods.

COMMUNITY DEVELOPMENT DEPARTMENT

MISSION

Together, with our diverse community, commit to enhancing the present and future quality of life through: providing an attractive, safe and environmentally sound community; promoting active citizen participation in community affairs; exercising stewardship through technical excellence, innovation, fiscal responsibility, and human sensitivity; creating a positive climate for responsible growth and business vitality; and providing recreational, educational, and cultural opportunities.

DESCRIPTION

The Community Development Department consists of ten divisions:

1) Administration; 2) Engineering Administration; 3) Planning; 4) Building Safety; 5) Administrative Services; 6) Business Tax; 7) Geographic Information Services (GIS); 8) Engineering Design (CIP); 9) Traffic Safety Engineering and 10) Engineering Development. The Building Safety Division is an Enterprise Fund operation and the GIS Division is an Internal Service Fund. The remaining divisions are all in the General Fund.

The Department is managed under the direction of the Community Development Director/City Engineer, who is charged with the responsibility for development, planning, traffic safety and engineering services for the City. The Department interacts with many community boards such as the Chamber of Commerce, Downtown Visalians, Governmental Affairs Committee, Construction Review Committee, Historic Preservation Committee, Disability Advocacy Committee, Tulare County Association of Governments (TCAG), Visalia Planning Commission and Visalia City Council.

The Planning Division is responsible for processing development proposals, maintaining the General Plan, Historic Preservation, and annexations. Planning operations are managed by the Assistant Director-Planning who is also designated as City Planner. The City Planner serves as staff liaison to the Planning Commission. The Division prepares a number of studies and reports during the year to assist in planning throughout the City.

The Building Safety Division inspects buildings under construction, reviews and approves plans for construction, enforces the Uniform Building, Fire and Housing Codes and assists with inspections of substandard housing and building violations. The Division provides for the review of plans and inspection of new construction for fire prevention. This Division also inspects Day Care facilities annually for safety. The Building Safety operations are managed by a Building Official.

The Administrative Services Division issues building permits, collects business tax, and VUSD fees, issues transportation permits, encroachment permits, parking permits and other various permits as well as providing information for the public at our "One-stop Shop". This Division provides clerical support to Community Development's Planning, Building Safety, and Engineering Divisions (Engineering Services, Engineering Design, Traffic Safety and Transportation, GIS) which includes support to the Department Director and two Assistant Directors. The Division also provides support to the Planning Commission, Historic Preservation, Disability Advocacy Committee, Construction Review Committee and Site Plan Review Committee.

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The Neighborhood Preservation Division oversees the Code Enforcement functions of the Department including: substandard housing, code violations and private vehicle abatement. The Division focuses on notifying property owners of code violations, prescribes and monitors actions; ensures that conditions which pose a negative impact on a neighborhood are adequately addressed; and pro-actively seeks to improve the quality of life for those who live and work in the City. The Division serves as the lead for the City's SMART Team which completes coordinated Department efforts to revitalize and preserve various neighborhoods throughout the City. For the past four years, the Division has supported a Building Inspector who works closely with the Police Department on gang/drug and code compliance issues. This position and coordinated work between the two departments has proven highly successful and financially self-supporting. This activity has been funded since 2008. It is recommended to continue the program through 2014. Additionally, the Division assumed the administration of the City's Private Vehicle Abatement Program from the Fire Department in 2009 and has managed it effectively with one abatement officer over the past two years. This activity compliments the code compliance efforts of the Division and is funded through the State and does not depend on the General Fund. This program has proven highly successful over the past year with more than 823 illegal vehicles abated. The Division has recently begun completing fire inspections on multi-family units. The fees that are collected from property owners for the multi-family inspections will become part of the Neighborhood Preservation budget. Additionally, staff time is reimbursed by property owners that have code violations on their property.

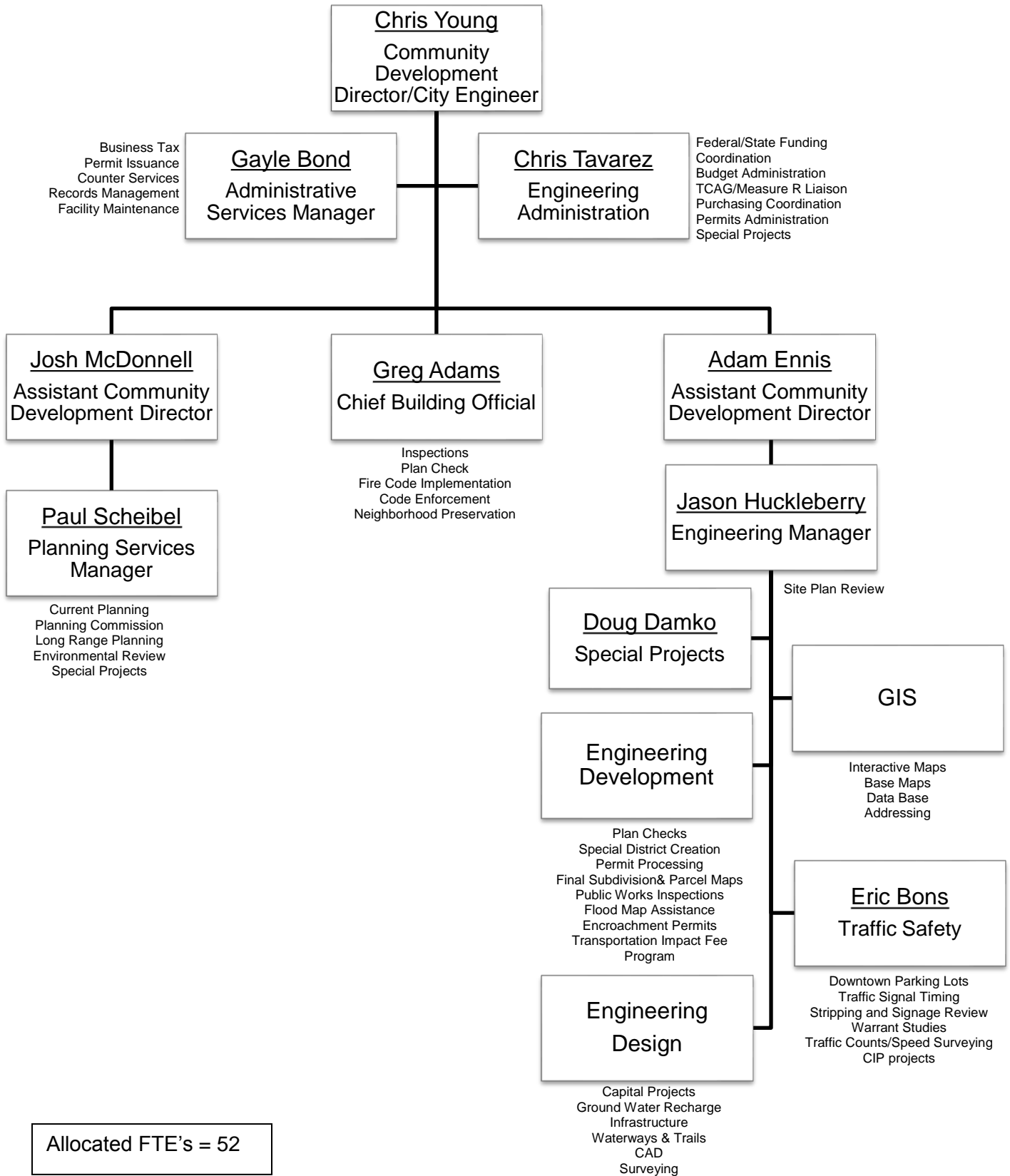
The Geographic Information Services (GIS) Division is responsible for mapping, addressing, data collections and analysis, providing support to all City departments as well County, State and Federal agencies and is managed by the Engineering Services Manager.

Engineering Design (CIP) and Development divisions include functions such as managing contracts for infrastructure improvements, designing and coordinating major projects like collector and arterial street widening and traffic signal intersections, FEMA related services and the Site Plan Review process.

The Traffic Safety Engineering Division is responsible for maintaining good circulation on the City streets through installation and coordinating maintenance of traffic signs, pavement markings, intersection traffic control and signal maintenance. Traffic count data and speed analysis throughout the City help to maintain critical Traffic Safety information for use in transportation funding request and improved public safety.

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COMMUNITY DEVELOPMENT DEPARTMENT



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**COMMUNITY DEVELOPMENT
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>GENERAL FUND</u>						
Administrative Services - 18110	849,572	756,510	868,000	737,400	566,000	578,900
Planning - 18111	1,178,357	1,099,712	1,231,880	1,267,080	1,108,000	1,220,400
Business Tax - 18351	230,595	294,369	394,640	432,640	462,300	467,000
Code Enforcement - 18461	584,923	553,579	594,810	552,040	514,400	524,700
Management - 33005	488,755	428,596	450,300	459,180	349,600	359,800
Engineering Management - 33310	184,569	508,798	451,280	657,400	754,200	772,500
ETS Engineering Service - 33311	1,049,321	1,092,703	983,210	1,021,880	899,800	912,600
ETS Design - Capital Projects - 33312	1,842,424	1,709,427	1,900,140	1,834,940	1,893,500	1,922,300
ETS Traffic Safety - 33313	2,026,674	359,351	391,730	342,160	329,100	331,100
Parking Structure - 31005	300,713	474,302	471,850	505,700	507,000	509,200
Total Operating Expenditures	8,735,903	7,277,347	7,737,840	7,810,420	7,383,900	7,598,500
Reimbursements	(3,854,055)	(3,863,432)	(3,844,720)	(3,306,756)	(3,675,800)	(3,715,000)
Net General Fund Expenditures	4,881,848	3,413,915	3,893,120	4,503,664	3,708,100	3,883,500
<u>BUSINESS TYPE FUNDS</u>						
Building Safety - 4001	1,937,996	1,822,230	1,791,569	1,661,120	1,528,600	1,543,500
Reimbursements	(108,820)	(168,905)	(114,310)	(56,500)	(19,400)	(19,400)
Net Business Type Funds	1,829,176	1,653,325	1,677,259	1,604,620	1,509,200	1,524,100
<u>INTERNAL SERVICE FUNDS</u>						
Geographic Information Systems - 5111-15142	357,300	357,256	439,030	350,160	374,600	448,600
Reimbursements	(483,756)	(346,251)	(431,130)	(431,100)	(398,700)	(398,700)
Net Internal Service Funds	(126,456)	11,005	7,900	(80,940)	(24,100)	49,900
<u>SPECIAL REVENUE FUNDS</u>						
Substandard Housing & Abatement - 1861	162,718	131,509	190,360	148,200	158,100	161,800
Vehicle Abatement - 1881	110,913	60,989	65,270	60,300	68,100	70,600
Total Special Revenue Funds	273,631	192,498	255,630	208,500	226,200	232,400
DEPARTMENT EXPENDITURE TOTAL	6,858,199	5,270,743	5,833,909	6,235,844	5,419,400	5,689,900

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Performance Measurements - Administrative Services Division 18110 and 18351

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Payroll & Personnel Support						
To provide service to Departments for payroll preparation for 315 E. Acequia	Payroll for 315 E. Acequia Number of employees processed	74	61	63	63	64
To provide service to Department To complete recruitments and act as liason to Human Resources	Number of CV9s prepared	N/A	N/A	N/A	N/A	N/A
	Total recruitment Actions	5	15	15	10	10
Workers Compensation Represent department on Liability Review Committee & Safety Committeee	Claims Filed for Department	1	1	1	0	0
Clerical Support						
Provide clerical and administrative support to Community Development, Public Works-Engineering Divisions and Housing & Economic Development	Number of FTE staff supported					
	Engineering	25	25	31	30	30
	Building Safety	14	7.5	6	7	7
	Redevelopment	3	3	2	2	2
	Economic Development	0	0	0	0	0
	Planning	7	5	5	5	5
	Commissions and Committees	3	3	3	3	3
	Administration	3	3	3	3	3
	Neighborhood Preservation	4	7.5	7	7	7
	MIS/ GIS	11	2	2	2	2
	Total	70	56	59	59	59
Misc Receipts						
		323	356	430	443	459
Site Plan Review						
To provide administrative support to Site Plan Review	New Projects Reviewed	142	159	144	144	145
	Resubmittals Reviewed	44	70	68	68	69
	Total Reviewed	186	229	212	212	214
Permit Issuance						
Application acceptance, processing, tracking, issuance and fee collection	Permits Processed					
	All Building Permits	3,090	2,841	3,138	3,138	3,169
	Over the Counter Permits	1,033	1,111	1,506	1,506	1,521
Business Tax						
Preparation, monitoring, billing, payment receipting, issuance of Business Tax Certificates, and collection of delinquent accounts	Total Business Accounts	10,554	10,794	11,485	11,830	12,244
	New Prospects Generated	1,110	1,532	2882	2,968	3,072
	Delinquent Accounts Processed	4,530	3,893	2928	3,016	3,121
	Business Tax Revenue Collected (flat rate)	\$1,915,189	\$1,836,212	1,605,804	\$1,621,862	\$1,654,299
Public Records Requests						
Preparation, research, coordination w/ City Attorney & City Clerk, and delivery of public records requests including subpoenas for information and Administrative Records	Substantial Requests		136	140	150	155
	Litigation Related Requests		9	40	10	10
	Administrative Record Required		1	1	1	1
	Total		146	181	161	166

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Performance Measurements - Planning Division 18111

Goal: To provide ongoing effective Planning services to the Community and General Public. To provide technical and administrative support to the Planning Commission, Historic Preservation Advisory Committee, and the City Council. Prepare a number of studies and reports during the year and maintain the information regarding demographics.

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14	
Support Continue to provide technical and administrative support:	Planning Commission	100%	100%	100%	100%	100%	
	Historic Preservation Advisory Committee	100%	100%	100%	100%	100%	
	City Council	100%	100%	100%	100%	100%	
Application Processing Processed through the Planning Commission	Number of Application Processed						
	Conditional Use Permit	32	23	38	40	42	
	Subdivisions	1	1	0	1	2	
	acres	121	25	0	20	40	
	lots	471	104	0	80	120	
	Parcel Maps	8	2	3	4	5	
	lots	35	6	16	20	24	
	Change of Zone	2	4	2	4	4	
	Variance/Exception	9	14	10	12	14	
	Annexations	4	0	1	1	1	
	General Plan Amendments:	6	2	2	2	3	
	Appeal of Planning Commission Actions	1	2	2	2	2	
	Text Amendment	3	6	1	2	2	
	Processed through the Historic Preservation	Historic Preservation Cases	17	9	10	10	12
	Additional Items Processed	Home Occupation Permits	389	435	600	650	700
		Temporary Use Permits	140	94	60	65	75
		Administrative Adjustments	14	4	12	12	14
Site Plan Review Cases							
Environmental Documents		96	98	100	110	120	
Programmatic Subdivision Sign Permits				14	16	18	
	Lot Line Adjustments	17	6	8	10	12	
Studies, Reports & Special Projects	Comprehensive General Plan Update	0	10%	30%	70%	100%	
	East Downtown Overlay	0%	0%	50%	100%		
	Prepare revisions to City development standards	20%	40%	60%	80%	100%	
	Develop and process General Plan and Zoning Amendments to implement recommendations of the Hwy 198 Study	20%	40%	45%	45%	75%	
	Continue updating and refining of Zoning Ordinance text and matrix	15%	25%	25%	25%	30%	
	Develop a policies and procedures manual for Planning Services	5%	15%	20%	25%	30%	
	Southeast Area Specific Plan	10%	25%	50%	100%		
	Telecommunications Ordinance	0%	25%	50%	100%		

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Performance Measurements - Development Services Division 33311

Goals: First, to provide timely processing of commercial permit applications, Site Plan Review applications, subdivision/parcel map filings, lot line adjustment applications and encroachment permit applications. Second, to provide timely and thorough public works related inspections to development projects and City capital improvement projects.

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Application & Inspections						
Number of Processed Applications	Applications:					
	Final Subdivision/Parcel Map Recordings	6	6	5	6	8
	Lots	32	36	40	50	60
	Landscape & Lighting Districts Formations	2	2	2	3	4
	Encroachment Permits	350	392	410	431	452
	Site Plan Review:					
	New Submittals	145	156	168	186	196
	Resubmittals	58	66	50	56	58
	Inspections:					
	Recorded Notice of Completions:					
Subdivision/Parcel Maps	10	5	4	4	4	
Lots	347	558	300	100	100	
Capital Improvement Projects	7	13	13	14	14	
Plan Review						
Provide plan review for all completed plans applications for commercial construction & Impact Fees calculated and assessed	Number of Permit Applications:					
	Multi Family Dwellings					
	Calculated & Assessed Fees	\$ 473,642	\$ 21,306	\$ 27,858	\$ 27,858	\$ 27,858
	Commercial					
	Calculated & Assessed Fees	\$ 1,561,802	\$ 1,934,072	\$ 1,195,532	\$ 908,604	\$ 908,604
Reimbursements						
Provide reimbursement agreements for development projects, seek Council approval of reimbursements, and coordinate dispersement of reimbursements per approved agreements	Number of Agreements Approved:					
	Subdivisions	0	0	1	1	2
	Commercial Development	2	1	2	3	3
	Industrial	0	1	1	1	1
	Amount:	\$ 374,000	\$ 1,450,000	\$ 325,000	\$ 400,000	\$ 450,000
	No. of Reimbursements Processed:					
Amount:	\$ 1,026,644	\$ 751,460	\$ 2,000,000	\$ 1,000,000	\$ 1,200,000	
Flood Map Assistance						
Provide flood map assistance to property owners, insurance agents, and real estate agents reagrding the revised FEMA flood maps issued 6/16/2009	Number of Calls from Public:	3,913	2,070	3,028	1,500	1,500
	Number of Letters Issued:	2,170	1,010	2,051	1,000	1,000

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<i>Performance Measurements - Engineering Design Services 33312</i>					
Performance Measurements Outcome: Design and construct capital projects throughout the City. Maintain or improve current Division's effectiveness and integrate new technology and planning to maximize effectiveness of engineering staff.					
	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Projects targeted for construction completion	Construction Completion %				
1	Visalia Oaks Stadium	100%			
2	Luisi Acres Storm Drain Tie In Project	100%			
3	Santa Fe Overcrossing of Highway 198	100%			
4	Parking Lot #45	100%			
5	Acequia Two Way Conversion	100%			
6	Ferguson Avenue Extension to Mooney Blvd	100%			
7	Demaree & Whitendale Traffic Signal Modification	100%			
8	Major Overlays (Yearly Projects)		100%	100%	100%
9	Houston Avenue (Santa Fe to Ben Maddox)		100%		
10	McAuliff Overcrossing of Mill Creek and Evans Ditch		100%		
11	Whitendale/Mooney Intersection		100%		
12	St. John's River Trail McAuliff East		100%		
13	Center Avenue Planter Islands		100%		
14	County Center & Caldwell Traffic Signal Modifications		100%		
15	Packwood Creek Trail		100%		
16	Traffic Signal LED Bulb Replacement		100%		
17	Clover & Tulare Lighted Crosswalk		100%		
18	BTA Court/Cameron/County Center		100%		
19	BTA Noble/Mineral King		100%		
20	BTA Ferguson		100%		
21	Ferguson Ave & Manuel Hern. Cen. Lighted Cross Walks		100%		
22	Widening of Ben Maddox Overcrossing at Highway 198		100%		
23	Walnut/Mooney Intersection		100%		
24	Riverwood (creekside) Basin		100%		
25	Mooney SD Line and Pump Station		100%		
26	Linwood & Walnut Traffic Signal Modification		100%		
27	Downtown One-Way Street Conversion		100%		
28	Giddings St. Extension		100%		
29	Santa Fe Pedestrian Corridor		100%		
30	Pinkham Ave - K Road (SW Corner Landscaping)		100%		
31	Burke Street Extension - Roosevelt to Houston			100%	
32	Island Annexation Sewers Project 1 Areas 3,4,12,13			100%	
33	Plaza Drive Interchange and Widening			70%	100%
34	Island Annexation Sewers - Birdland Project 1			100%	
35	Akers Sidewalk - Judy to Tulare			100%	
36	Lincoln Oval			25%	75%
37	Tulare Ave. Extension (McAuliff to Lovers Lane)			25%	
38	Tulare Ave/Tower Rd			25%	
39	Walnut & Lovers Lane				100%
40	Santa Fe Bike Path (Tulare Ave. to Ave. 272)			100%	
41	Road 108 (Demaree Street) Joint Project W/County			100%	
42	Mineral King S.S. Trunk (Locust to Central)			100%	
43	Oak Ave Extension - Tipton to Burke (Civic Center)			100%	
44	School Avenue Extension-Tipton to Burke (Civic Center)			100%	
45	Burke Street Widening-Goshen to Mill Creek (Civic Center)			100%	
46	Highland Avenue Storm Drain				100%
47	Animal Control Facility			100%	
48	Goshen Avenue/Mooney Boulevard Signal			100%	
49	Jefferson Park Sidewalk, Basketball Court & Drinking Fountain			100%	
50	Burke Street Safe Route to School			100%	
51	Chinowth Safe Route to School			100%	
52	Linwood Safe Route to School			100%	
53	Caldwell Widening (Ave 280)				20%
54	Transit Center Repair			100%	
55	Airport Ramp Replacement			100%	
56	Walnut & Santa Fe			100%	
57	Tulare Ave. Safe Route to School			100%	
58	Plaza Drive Landscape				100%
59	St. John's River Trail (Rd. 148 to Cutler Park)			100%	
60	Modoc Ditch Trail (St. John's River Trail to Court Street)				50%
61	Packwood Creek (R/R Tracks to Cedar Ave)			100%	
62	Mill Creek (Akers to Marcin Ave)				100%
63	Goshen Ave. Trail Reconstruction				100%
64	Mill Creek Trail (McAuliff to Lover's Lane)			100%	
65	Mill Creek Trail (Garden park to McAuliff Ave)			100%	
66	Modoc Ditch Bike Path (Giddings to Dinuba Ave)				100%
67	Modoc Ditch Trail (Giddings Ave. to Demaree)				100%
68	Packwood Creek (Caldwell to Cameron Ave.)			100%	
69	Packwood Creek Trail (County Center, South of Cameron)				100%
70	Packwood Creek Trail (thru Diamond Creek)				100%
71	Mill Creek Arboretum Trail (Central Visalia)				100%
72	Whitendale Signal Synchronization (Akers to County Center)			100%	
73	Mineral King Signal Synchronization (West to Giddings)			100%	
74	Akers Signal Synchronization (Tulare to Whitendale)			100%	

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Performance Measurements - Geographic Information Services Division 15142

Goal: To deliver current and up to date geographic information resources for various City of Visalia Departments, staff, and its citizens. Offer and promote GIS as a method to efficiently address complex geographically related issues and help support better decision making processes through geographic information.

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
<i>Maintained Geographic Databases</i>	Addresses	47,330	47,400	47,700	48,030	48,525
	Parcels	44,430	44,480	44,630	44,795	45,043
	Miles of Street	622	623	624	627	630
	Unique Maps		1200	1200	1200	1200
	Digital Map Books Interactive Maps Standard Maps					
<i>Added Geographic Information</i>	Addresses		70	300	330	495
	Parcels		50	150	165	248
	Miles of Street		1	1	3	3

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Performance Measurements - Building Safety Division 18241

Goal: To provide plan review for construction, inspect buildings under construction, enforce the Uniform Building, Fire and Housing Codes, and inspect substandard housing violations to protect the public health, safety and welfare of the community

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Plan Review						
Provide plan review for all completed plans applications for construction within target timeline	New Single Family within three weeks (15 days)	389 76%	333 91%	147 87%	256 95%	259 95%
	Residential Additions & Alteration Plan Reviews within three weeks (15 days)	492 76%	471 91%	326 87%	326 90%	329 90%
	New Multi Family within four weeks (20 days)	5 76%	6 91%	4 87%	4 90%	4 90%
	New Commerical within four weeks (20 days)	46 76%	33 91%	38 87%	29 90%	29 90%
	Commercial Additions & Alteration Plan Reviews within four weeks (20 days)	291 76%	324 91%	278 87%	278 95%	281 95%
Permit Issuance						
Provide building permits for construction of a building project	Permits Processed					
	All Building Permits	3,090	2,841	3,138	3,138	3,169
	Over the Counter Permits	1,033	1,111	1,506	1,506	1,521
	Single Family Dwellings	388	215	255	255	258
	Valuation	\$76,796,779	\$46,043,652	\$72,527,942	80,506,016	\$84,531,316
	Average SFD Valuation	\$197,930	\$214,157	\$284,423	\$315,710	\$328,213
	Multi Family Dwellings	58	4	8	8	8
	Valuation	\$3,000,185	\$574,641	\$4,200,370	\$4,200,370	\$4,242,374
	Average MFD Valuation	\$51,727	\$143,660	\$525,046	\$525,046	\$525,046
	Commercial	31	21	34	26	26
Valuation	\$11,224,125	\$39,214,104	\$8,641,000	\$6,567,160	\$6,567,160	
Average Commercial Valuation	\$362,069	\$1,867,338	\$254,147	\$254,147	\$254,147	
Total Valuation	\$127,563,710	\$128,425,414	\$115,342,786	\$115,342,786	\$116,722,520	
Inspections Performed						
Perform requested building inspections by the end of the next work day while maintaining or improving operating efficiency	Inspection Requested Stops	10,344	8,228	9,026	9,026	9,116
	Inspections Performed	19,348	14,421	16,554	16,554	16,720
	Average number of inspection stops per day per inspector	FTE 5	FTE 5	FTE 4	FTE 4	FTE 4
	Inspections carried over	436	102	122	122	123

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MANAGEMENT -33005

2010-2012 Accomplishments

- Attended and participated in a variety of community organizations including Chamber of Commerce, Visalia Unified School District, Tulare-Kings Building Industry Association, and Downtown Visalians.
- Continued and initiated work on new Master Plans including the Southeast Area Master Plan, W. Hwy 198 Master Plan, East Downtown Strategic Plan, Civic Center Master Plan, and General Plan Update.
- Hosted General Plan Update Committee meetings, workshops and Town Hall meetings.
- Held Long Range Planning work sessions with City Council members. Participated in Council Workshop in February 2011.
- Continued to reorganize and downsize staff by not filling vacant positions and reclassifying staff to other departments to meet budget needs due to down economy and reduced revenues for the Department.
- Facilitated Development Standards Task Force, Historic Preservation Committee, West Hwy 198 Task Force, East Downtown Strategic Plan Task Force, and Southeast Master Plan Task Force formation and meetings. Facilitated Construction Review Committee, Change Order and Loan/Reimbursement Review monthly meetings. Created a General Plan Update Task Force.
- Provided staff liaison to Disability Advocacy Committee and hosted Barrier Awareness Day.
- Provided stimulus benefit for businesses and construction by deferring impact fees for one year or close of escrow for \$809,103.65.

2012 - 2014 Objectives

- Improve our response to community problems through planning, engineering and building safety by developing work programs and meeting deadlines and targeted timelines on projects.
- Satisfactory completion of Council and City Manager's high priority projects by specific timelines.
- Improve timely customer service to the public through City teamwork, cooperation, employee training and improved work methods and efficiencies despite reduced staffing due to the downturn in the economy.
- Pursue federal, state and private grants and awards for the advancement of our community.
- Facilitate and promote new development by allowing new construction to defer impact fees until final inspection.

ADMINISTRATIVE SERVICES -18110

2010-2012 Accomplishments

- Provided ongoing technical and clerical support and participation to Community, City Council, Planning Commission, Disability Advocacy Committee and other City Departments.
- Continued excellent customer service by updating our Department webpage to provide current forms, publications and information to the public and other departments and organizations.

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- Maintained the “customer kiosk” computer at CHE front counter for self-help customer service and information regarding permits, land use, FEMA information and maps.
- Provided a “One-stop Shop” for development community by issuing 2,841 building permits in 2010-2011, and coordinating services at front counter for code enforcement, citation payment, information, business tax, Site Plan Review, public meetings, department publications, public records requests and cash receipts.
- Coordinated cleaning and inspections of the asbestos storage areas of City Hall East with City Safety Officer. Arranged cleaning, inspections and maintenance plan for the areas.
- Provided excellent customer service by managing records and files on Laser fiche electronic storage to readily find and provide records to the public and other City staff and City Departments.
- Continue to provide information for public records requests and coordinate with City Attorney’s office and City Clerk for subpoenas for records, legal requests and Administrative Records.
- Continued to improve customer service by placing Planning documents and applications on the City of Visalia website. Also provided a “public” folder for public viewing and/or retrieval of large documents that are too large to email out.
- Continue to staff volunteers and interns to assist staff with daily operations.
- Continued to provide mail services for all City departments.

2012 - 2014 Objectives

- Achieve exceptional service levels in Planning, Building Plan Check and Inspections by increased training and motivational measures.
- Continued upkeep of the Customer Kiosk Computer in CHE lobby to assist public.
- Continue to update and improve filing and record keeping by maintaining daily updates of records on Laser fiche, evaluating and improving the system and providing training to Departments.

PLANNING-18111

2010-2012 Accomplishments

- Completed Tasks 1 through 5 of the 8 for the General Plan Update and staffed the General Plan Update Review Committee (GPURC).
- Implemented City/County policy to assume land use jurisdiction over projects within Sphere of Influence that would affect City’s long-term interests.
- Provided direct CEQA and NEPA Environmental Review and quality control over contracted environmental consulting for ARRA and federal Housing grant funding projects.
- Provided City staff support to Historic Preservation Advisory Committee (HPAC).
- Managed adoption and implementation of the Mooney Corridor General Plan and Zoning Code amendments.
- Completed and obtained State certification of the Housing Element Update.
- Obtained and are currently managing a \$200,000 HUD grant to assist funding the General Plan Update.

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2012 - 2014 Objectives

- Advance Master Plans for selected growth areas in the City, including the East Downtown Infrastructure with attention to open space and the new Civic Center.
- Support Community beautification and open space efforts, including the West 198 Scenic Corridor.
- Complete the General Plan Update, including a companion Program Environmental Impact Report.
- Initiate Zoning Code revisions consistent with the adopted Comprehensive General Plan Update and associated Program EIR.
- Prepare and implement a Telecommunications Ordinance.
- Update the Sign Code to address electronic/animated signs.
- Pursue sustainable growth grant funding to implement the General Plan upon its final adoption.

BUSINESS TAX -18351

2010-2012 Accomplishments

- Continue to provide information to public to assist with opening new businesses and obtaining new business tax certificates.
- Coordinated with State of California to keep Business Tax Database current.
- Provided stimulus benefit for part-time sports officials.
- Initiated a Policy and Procedure Manual for Business Tax Division.
- Provide cross training to Business Tax staff to provide excellent customer service.

2012 - 2014 Objectives

- Achieve exceptional service levels in Business Tax by increased training and motivational measures.
- Provide improved customer service by increasing the amount of information available to the public online and add the ability for the public to receive Business Tax applications online.

NEIGHBORHOOD PRESERVATION - 18461

2010-2012 Accomplishments

- Received 1974 complaints
- Identified and declared 23 properties as “Public Nuisances”;
- Cross trained with the Fire Department so Neighborhood Preservation inspectors could assist effective 2012 with the Multifamily Housing inspections required by the State Fire Code;
- Regulated 59 Medical Marijuana grows to assure the plants were cultivated per the municipal code.
- Monitored 171 foreclosed properties to prevent negative impacts to neighborhoods or further deterioration to the property;
- Implemented an ordinance change to include camping as part of the “Public Nuisance” ordinance.
- Transferred the Private Property Vehicle Abatement Program from the Fire Department to Neighborhood Preservation.

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2012-2014 Objectives

- Implement a data base of Conditional Use Permits so that they are monitored on an annual basis to assure compliance;
- Launch a Community Volunteer Code Enforcement Academy where local residents play active roles in the preservation of their respective neighborhoods working closely with city staff;
- Extend Building Inspector in the Police Department Program for another two years to address code violations as it relates to gang/drug properties at substandard properties;
- Continue coordination and expansion of the Private Vehicle Abatement Program and the Multifamily Residential Inspection Program;
- Assist with drafting changes to the live entertainment ordinance and the sign ordinance; and implement an ordinance to regulate massage businesses.

ENGINEERING ADMINISTRATION-33310

2010-2012 Accomplishments

- Coordinate and update Operating and Capital Improvement Program Budgets for the Department.
- Manage Design, Development, GIS and Traffic Divisions.
- Coordinate efforts of all Engineering Divisions with Planning and Building Safety.
- Provided staff liaison to Waterways and Trails Committee.
- Manage and coordinate public questions regarding FEMA.
- Liaison to Caltrans and TCAG for transportation projects and funding.
- Liaison for the City to Cross Valley Rail Corridor Joint Power Authority.
- Oversee Site Plan Review Committee.
- Oversight on Special Projects.
- Update and monitor rates and fees including Impact Fees, collection of VUSD development fees, Business Tax and Building Permit Fees.
- Coordinate with VUSD to provide deferred school fees on residential building permits.
- Created in Permits Plus a new tracking system with greater efficiency and automation for Site Plan Review activities.
- Recreated in Permits Plus a more efficient and automated tracking system for Fire Department Code Enforcement division.

2012 - 2014 Objectives

- Coordinate and manage exceptional service levels in Engineering by increased training and motivational measures.
- Improve relations with various State Federal, Local agencies, City Committees, Departments and Task Forces.
- Convert the Planning activities to Permits Plus to improve customer service, permit tracking, reporting and scheduling.
- Develop and test online Site Plan Review processing for staff and outside agencies with the goal of reducing comment timelines.
- Provide improved customer service by increasing the amount of information available to the public online and add the ability for the public to receive planning and building applications online.

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ENGINEERING SERVICES-33311

2010-2012 Accomplishments

- Commercial: processed permits for the following large commercial/industrial projects:
 - VWR International Inc. Distribution Facility – 500,000 sf building
 - Main Street Promenade project
 - COS south parking south lot expansion and Laurel Ave abandonment
 - The Habit Burger site improvements
 - Buffalo Wild Wings project in the Packwood Creek shopping center
 - Wal-Mart retail store in the former Costco building on Mooney Blvd

- Special Projects
 - Assisting in the General Plan Update and participating in the General Plan Update Review Committee
 - Ongoing staff management of and response to the City's Flood Zone information phone line and e-mail account
 - Serve as the Site Plan Review Committee administrator
 - Participate in the Downtown Infrastructure Ad Hoc Group to plan necessary infrastructure improvements related to fire service protection and utility upgrades
 - Completed application and obtained certification for FEMA's Community Rating System (CRS) program. Obtained a Level 9 certification allowing for a 5% reduction in flood insurance to property owners.
 - Plan check and permitting for Dans Lane Park project
 - Coordination with VUSD for the new Shannon Ranch Elementary School and site improvements for Willow Glenn, Cottonwood Creek, and Royal Oaks Schools
 - Assist in the recently adopted Tulare County Hazard Mitigation Program

2012 - 2014 Objectives

- Continue plan check services for residential, commercial, and industrial projects on a timely basis meeting desired City plan processing goals.
- Develop an online improvement plan and map processing schedule allowing developers to see expected processing times for each of their active projects.
- Improve Public Works inspection procedures by upgrading field laptops allowing inspectors to utilize Permits Plus in the field. This system will allow for better inspection reporting and more efficient inspection procedures.
- Continue to assist residents, insurance agents, and real estate agents with FEMA flood map questions through the flood information phone and email hotlines.
- Pursue a Community Rating System (CRS) program level 8 (additional 5% cost savings on flood insurance policies) with FEMA. Also, continue to explore additional methods for obtaining additional credits in hopes of advancing to higher levels in the near future.

ENGINEERING DESIGN-33312

2010-2012 Accomplishments

- Advanced over 75 CIP projects with an approximate total of \$75m. (see Performance Measures on previous pages)
- Successfully applied for and awarded over 12 grants for a total of approximately \$15m.
- Provided improved traffic flow through CIP construction sites and minimize impact to surrounding residences and businesses.

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2012 - 2014 Objectives

- Continue to implement the budgeted CIP projects.
- Continue to pursue grant funding for future CIP projects.
- Maintain average change order costs at 7% or below construction costs.
- Provide improved efficiency on CIP design projects by implementing checklists, forms, staff development and motivational measures.
- Install new traffic signals at the intersections of Goshen Avenue at Mooney Boulevard, Santa Fe Street at Walnut Avenue., Demaree Street at Mill Creek Drive, and Demure Street at Ferguson Avenue.
- Continue to implement the Bicycle Master Plan and work with the Waterways and Trails Committee in their efforts to enhance the City's bicycle lanes, foot paths, and waterways within the City.

TRAFFIC SAFETY ENGINEERING-33313

2010-2012 Accomplishments

- Completed engineering and traffic studies for over 50 intersections.
- Reviewed and commented on approximately 300 site plan applications.
- Reviewed and commented on approximately 90 special event applications.
- Installed Emergency Vehicle Pre-emption equipment and battery backup systems on all new signal installations and signal modification projects.
- Converted existing downtown parking from 2-hour to 3-hour parking restrictions.

2012 - 2014 Objectives

- Provide design oversight on new traffic signals at the intersections of Goshen Avenue at Mooney Boulevard, Santa Fe Street at Walnut Avenue., Demaree Street at Mill Creek Drive, and Demaree Street at Ferguson Avenue.
- Review and comment on Site Plan and Special Event applications in a professional and timely manner.
- Evaluate existing traffic signal corridors for implementation of traffic signal coordination, signal timing modifications, and minor traffic signal improvements to provide for a more efficient flow of traffic within high traffic volume corridors.
- Implementation of emergency vehicle pre-emption equipment and battery backup systems on all new traffic signal installations and any existing traffic signal. These two upgrades will provide for greater reliability and give emergency vehicles priority while on emergencies.
- Install traffic signal equipment to facilitate future traffic signal coordination and transmission of traffic data.
- Maintain the roadway striping and signing for the public roadways.
- Maintain the traffic safety records, update traffic volume and traffic counts, and report traffic information to the various local and state agencies to maintain funding sources.
- Continue to provide oversight design for the Bicycle Master Plan and work with the Waterways and Trails Committee in their efforts to enhance the City's bicycle lanes.

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GIS – 15142

2010-2012 Accomplishments

- Produced individual map projects including Zoning, General Plan, Crime Analysis and Incident Locations, Fire Incident Locations, EOC Digital Map Books, City Owned Properties, RDA Project Areas, Industrial Park activity, Pavement Management, Solid Waste Routes, Storm Basin Storage Volumes, 2010 US Census complete count program and new FEMA products.
- Created and printed unique Maps including Downtown Visalians, Chamber of Commerce, Emergency Dispatch, Fire Engine Run books, Subdivisions, Bus Routes, East Downtown Expansion and Framework, High Speed Rail Exhibits, Airport Expansion and Council and Department Head Map Books.
- Provide greater GIS access for the public via a downloadable digital maps page on the City's website which features all of the major map products GIS currently produces.
- Upgraded and installed new GIS software on new computers along with creating departmental specific map templates and project documents.
- Monitor and assisted in the appeal of 800 addresses as part of the address count for the 2010 Census in the Local Update of Census Addresses (LUCA) program leading up to the 2010 US Census
- Assisted City's consultant for the General Plan Update as needed. Provide any additional information and/or GIS layers as requested throughout the process. Answer questions from consultant pertaining to the delivery of GIS layers as requested throughout the process.

2012 - 2014 Objectives

- Oversee the transition of all City ArcMap users into Version 10.1 and assist in potential training for the new software.
- Continue to assist City's consultant for the General Plan Update as needed. Provide any additional information and answer questions from consultant pertaining to delivery of GIS layers as requested throughout the process.

BUILDING SAFETY-18241

2010-2012 Accomplishments

- Processed and facilitated commercial and industrial development including but not limited to Costco Wholesale solar system, Pacific Stihl, Wal-Mart, Gerges Medical Clinic, St Charles Borromeo Catholic Church, Visalia Rescue Mission, Visalia Transit expansion, DD's Discount, Hobby Lobby, San Joaquin Valley College improvements, Main Street Promenade, Rabobank, In-Shape Health Club improvements, Kaweah Delta Hospital dementia care center, two Target retail store improvements, Delta Vector lab, VWR International, Wal-Mart solar system, Buffalo Wild Wings, The Habit Burger Grill, Visalia Treatment Plant administration building, Perfection Pet Foods, VF Outdoor expansion, DIX Machine Shop, Grace Community Church, Chase Bank, Taco Bell, Seventh-Day Adventist, Surf Thru Car Wash, and various other small retail shops for a total valuation of \$128,425,414 FY 10-11 and \$67,7952,693 for July 2011 through December 2011.
- Managed various ADA compliance projects throughout the City including EAGR (Exterior Accessibility Grants for Renters) and participated in Habitat for Humanity projects.

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2012 - 2014 Objectives

- Continue to provide cross training to the Building and Fire Inspectors to provide effective and efficient services to the construction industry.
- Improve Building Safety inspection procedures by upgrading field laptops allowing inspectors to utilize Permits Plus in the field. This system will allow for real-time reporting, streamline and provide automation for more efficient inspection procedures.

FIRE & EMERGENCY MANAGEMENT DEPARTMENT

MISSION

Members of the Fire Department guarantee to the People of the City of Visalia that we will provide dependable service in a responsive manner, while showing care and compassion for those in need. We will protect lives, property and the environment through fire suppression, rescue, disaster preparedness, code enforcement, community education, medical care and hazardous material mitigation.

The members of this Department, working together, will provide a professional and caring environment that is fair, honest, and ethical and treat all individuals with respect and dignity. The Department will provide innovative and effective leadership in developing concepts that will be supportive of and responsive to the needs of City Government in a loyal and cooperative manner.

DESCRIPTION

The Fire and Emergency Management Department consists of five divisions: 1) Administration/Support Services; 2) Emergency Services/Operations; 3) Fire Prevention; 4) Training; and 5) Hazardous Materials Response.

The Administration/Support Services Division is staffed by the Fire Chief, Administrative Fire Officer, City Safety Officer, Senior Administrative Analyst and Administrative Assistant and is responsible for the administrative activities of operating the department. Administrative activities include such items as financial coordination to ensure the effective and efficient use of the department's resources; promotions and recruitments; the City Safety Program; productivity measurement; and coordination of the department's programs and policies.

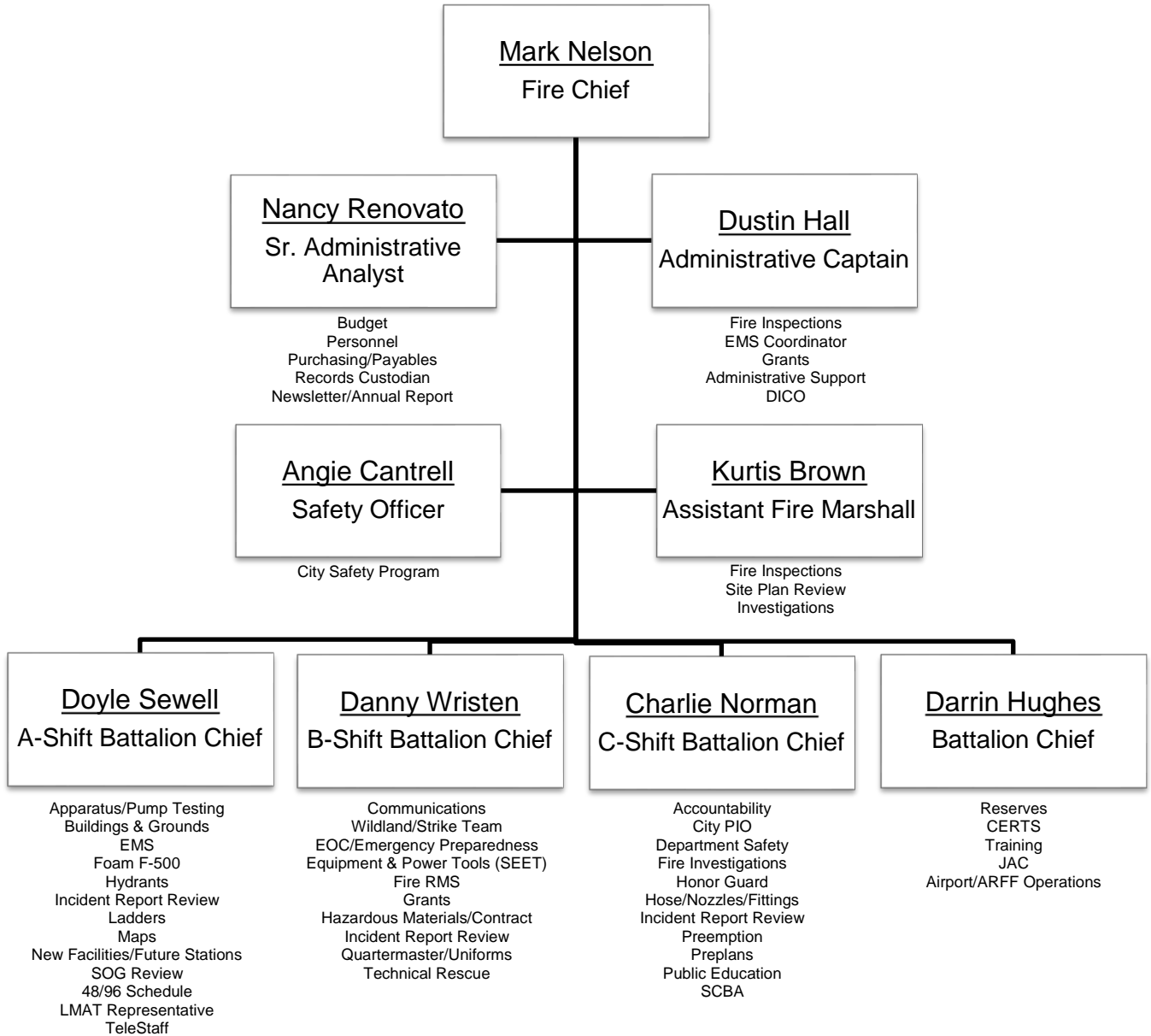
The Emergency Services/Operations Division is staffed by three Shift Battalion Chiefs and is responsible for protecting life and property in emergency situations by providing effective fire, rescue, and Advanced Life Support (ALS) emergency medical protection. All fire units are staffed with a minimum of one paramedic. The division ensures the maintenance and enhancement of department personnel firefighting and emergency medical skills. This division is also responsible for the Citywide Emergency/Disaster Preparedness Program, which includes ensuring the City has an Emergency Operations Plan and a functional Emergency Operations Center. Other programs managed by the Shift Battalion Chiefs include the Cal EMA Type II Medium Technical Rescue Program, Department Safety, Grants, Staff Reports and Dispatch Liaison. Additionally, the Emergency Services/Operations Division oversees the activities of the Cal EMA Type I Hazardous Materials Response Team within the Haz Mat Division. With equipment acquired largely through State grants and private donations, this team responds to various types of hazardous materials spills or incidents in our community. The team is also under contract to surrounding cities and agencies in Tulare and Kings Counties to respond to their Haz Mat incidents on a cost recovery basis.

The Fire Prevention Division is staffed by the Fire Chief, who also serves as the Fire Marshal and an Assistant Fire Marshal who oversees the day to day operations in the Prevention Division as well as an Office Assistant, one fulltime Fire Inspector and two hourly Fire Inspectors. This division seeks to ensure the safety of life and property within the community by inspecting businesses for potentially hazardous conditions, providing fire and life safety public education by coordinating community relations and public education programs, conducting fire and arson investigations, and assisting with coordination of fire code compliance on State mandated inspections and new development.

The Training Division is staffed by an Administrative Battalion Chief and is responsible for the development and maintenance of a training program to increase and enhance the response capabilities of the Fire Department, as mandated by State and Federal Standards.

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FIRE & EMERGENCY MANAGEMENT DEPARTMENT



Allocated FTE's = 81

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**FIRE & EMERGENCY SERVICES
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
<u>GENERAL FUND</u>						
Fire Administration - 22221	\$ 862,136	\$ 875,579	\$ 933,730	\$ 912,040	\$ 730,800	\$ 734,800
Emergency Services/Operations - 22222	9,255,367	9,993,058	9,989,710	10,044,440	9,881,100	9,966,900
Fire Prevention - 22223	495,842	446,424	475,310	472,540	507,900	540,400
Training - 22224	414,089	253,025	85,250	110,900	113,000	113,800
Safety Program - 22225	-	4,581	10,000	18,000	138,800	143,800
Hazardous Materials Response - 22226	78,769	154,561	75,120	62,700	83,800	75,300
Total Operating Expenditures	11,106,203	11,727,228	11,569,120	11,620,620	11,455,400	11,575,000
Reimbursements	(69,996)	(69,996)	(70,000)	(70,000)	(121,600)	(121,600)
Net General Fund Expenditures	11,036,207	11,657,232	11,499,120	11,550,620	11,333,800	11,453,400
<u>SPECIAL REVENUE FUNDS</u>						
Public Safety Tax - Fund 1122	624,725	692,996	3,466,691	1,487,060	1,953,100	2,229,800
Reimbursements	-	-	-	-	(26,700)	(26,700)
Total Special Revenue Funds	624,725	692,996	3,466,691	1,487,060	1,926,400	2,203,100
DEPARTMENT EXPENDITURE TOTAL	\$11,660,932	\$12,350,228	\$14,965,811	\$13,037,680	\$13,260,200	\$13,656,500

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Performance Measurements - Operations Division - 2012

Average Response Time Comparison

Report Period: From 2002 to 2011

<u>Year</u>	<u>Total Calls</u>	<u>Average Response Time</u>
2002	6,905	0:05:16
2003	7,849	0:05:27
2004	7,810	0:05:38
2005	8,867	0:06:29
2006	9,625	0:05:26
2007	10,959	0:05:31
2008	10,452	0:05:33
2009	10,395	0:05:49
2010	10,598	0:05:06
2011	11,245	0:04:55

Service level changes: We made a change in our dispatching policy and reduced the number of Priority III medical aids our fire units respond to, thus keeping fire units available for priority calls for service. We are continuing to make improvements with the CAD system and communication system in general. New intersections continue to have preemption devices installed, and street projects assist with response routes and response times.

New Goal: To respond to all priority calls for service in less than 5 minutes, 90% of the time.

<u>Strategy</u>	<u>Measure</u>	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Forecast 2012</u>	<u>Forecast 2013</u>
<i>Response times</i> To improve response times by opening a fire station in southwest Visalia staffed with Measure T personnel and continue to utilize new technology to improve response capabilities, including: Mobile Data Terminals, improved map processing, GPS dispatching of closest unit and intersection preemption devices.	Percentage of calls responded to in less than 5 minutes	51%	52%	51%	52%	57%	59%

Strategy: We are also working on our response to Medical Emergencies and continue to enhance our dispatching system and eliminate unnecessary responses. This will keep fire units available for priority responses and assist in reducing response time. In addition, we are enhancing our station wall maps to provide a larger map of the first-in area to allow for easier reading of the map.

FIRE ADMINISTRATION—22221

2010-2012 Accomplishments

- The Measure T plan has been revised to build a fire station in the southwest area of the City
- TeleStaff scheduling, time and attendance system has been implemented
- The department was able to add an Administrative Fire Captain, transitioned the Training Captain's position to an Administrative Battalion Chief and transitioned the Senior Fire Inspector position to an Assistant Fire Marshal.
- The department completed 20 Standard Operating Guidelines (SOGs)
- Staff updated the Haz Mat Response Agreement with five of the eight agencies in Tulare County
- The department evaluated auto and mutual aid agreements and submitted a report to the City
- Completed the City's Hazard Mitigation Plan
- Staff has completed an analysis of several options for Advanced Life Support (ALS) transport opportunities
- The department applied for the following grants in 2010/11 that will help support the Visalia Fire Department:
 - **LEAP (Local Energy Assurance Plan)** – Awarded \$200,000 grant
 - **SAFER Grant** for 9 fire personnel – two applications have been made; waiting on possible award notification
 - **AFG (Assistance to Firefighter Grant)** for fire equipment applied in 2010; the department was not awarded the grant

2012-2014 Objectives

- Hire a new Operations Chief
- Hire nine new Firefighter Paramedics per the Measure T Plan
- Purchase land for a new southwest fire station per the Measure T Plan
- Start construction of the new southwest fire station per the Measure T Plan
- Complete a minimum of 10 Standard Operating Guidelines (SOGs) per year
- Update Haz Mat Response Agreement with Kings County
- Continue to evaluate Advanced Life Support (ALS) transport opportunities
- Identify, research and apply for grants that will support the Visalia Fire Department mission
- Develop additional CCR Title 8 compliance required plans and programs
- Continue to analyze loss data to focus safety program activities
- Implement sharps recovery system citywide
- Complete rollout of new exposure reporting and bio-hazard waste standards
- Participate in the planning and development of the new 911 Communication Center

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EMERGENCY SERVICES/OPERATIONS—22222

2010-2012 Accomplishments

- Staff was authorized to purchase one engine with Measure T money; this has been completed
- A new exhaust system has been installed at Station 51
- The department has evaluated and improved communication equipment - this is an ongoing process, much progress has been made with the new radio equipment at Station 56 (Cal Fire facility). New radios and MDTs have been purchased and installed
- Two EOC drills have been conducted, one of which involved the California State Golden Guardian Program
- The EOC has been transitioned to the training room at Fire Station 55; staff is currently working on the installation of the emergency backup power generator
- The department has successfully transitioned the reverse 9-1-1 system to a new vendor.
- The department fully implement the Web Based Emergency Operations Center Program (WebEOC) has been completed and will continue to develop. Web EOC was used during the 2010 storms and worked well. The Tulare County OES (COVs portion) data base was completed in 2010, extensive training has been completed
- Staff completed most of the required National Incident Management System (NIMS) training. For the 2010 NIMSCAST report, we had two Corrective Actions. 1. Assigned a NIMS Coordinator for each department. 2. Developed a Credentialing System. List of training requirement compliance citywide.
 - Fire Department is 100% compliant
 - IS 700 – 200 of 250 employees have completed
 - IS 800 – 10 of 80 employees have completed
 - ICS 100 – 200 of 250 employees have completed
 - ICS 200 – 200 of 250 employees have completed
 - ICS 300 – 29 of 58 employees have completed
 - ICS 400 – 5 of 20 employees have completed
- All six fire units are now staffed with a minimum of one paramedic.
- The technical rescue team has been formed with 24 members and a new rescue trailer was purchased. The department has been designated as a Type II medium rescue team through Cal EMA
- Staff completed all National Fire Incident Reporting System (NFIRS) required reporting

2012-2014 Objectives

- Receive and place in service 2 new Crimson Fire Engines and Training BC's vehicle
- Upgrade exhaust system at Station 52, 53 and 54
- Evaluate and improve communication equipment
- Complete 2 annual Emergency Operation Center (EOC) drills
- Complete the transition Emergency Operations Center (EOC) location to Fire Station 55 training room
- Complete the Kaweah Dam Failure Plan
- Fully implement the Web Based Emergency Operations Center Program (WebEOC)
- Complete all required National Incident Management System (NIMS) training
- Increase to 7 paramedic staffed units - Advanced Life Support (ALS)
- Continue to maintain and develop the Type II Medium Rescue Team and Type I Haz Mat Response Team
- Complete all National Fire Incident Reporting System (NFIRS) required reporting
- All frontline fire apparatus will have DuoDote auto-injectors placed into service

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- Implement a Fire Line Medic Program

FIRE PREVENTION—22223

2010-2012 Accomplishments

- Staff continues public education activities by expanding and enhancing through fire and life safety training - October is Fire Prevention month; all schools (public and private) receive fire education annually serving over 6000 students
- Annual open houses were held @ three fire stations with approximately 2000 people in attendance
- 4 camps were held in 2010/11 with over 150 youths participating
- All mandated fire inspections were completed for 2010/11 and a total of 4034 fire safety inspections and 1006 property maintenance inspections were conducted citywide
- 1 FT Fire Inspector, Office Assistant and 1 Hourly Fire Inspector were hired and funded primarily through inspection fees
- Staff investigated all suspicious fires for origin and cause, utilizing nine shift Fire Investigation Team members and one prevention staff member. - Over 600 fires have been investigated
- The department has purchased new pre fire planning software to integrate with current Fire RMS program

2012-2014 Objectives

- Continue public education activity by expanding and enhancing through fire and life safety training to all area schools
- Plan and coordinate 4 Fire Camp Programs for 5-10 year olds
- Complete all required mandated fire inspections
- Automate Fire Report Management System (FireRMS) Inspection Program
- Develop process manuals for all prevention staff and SOP's for department
- Update open burning and weed abatement ordinances.
- Work closely with the Visalia Building Department on developing procedures that would help track new business that are being permitted in the City of Visalia
- Develop fire prevention training program for suppression staff
- Continue working toward State Certifications for all fire prevention staff. FT Fire Inspector to certified Plans Examiner and Hourly Fire Inspectors to be certified as Fire Protection Specialist
- Investigate all suspicious fires for origin and cause

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TRAINING—22224

2010-2012 Accomplishments

- All mandated training has been met for Federal, State and local requirements
- The department has evaluated and improved current training program; two year training calendar, monthly training packets and implemented of Target Safety training program
- The department has marketed the training facility and has generated ongoing revenue through user agreements with fire and law enforcement agencies as well as many private companies
- An annual schedule has been developed and implemented to ensure required training for Haz Mat response and Rescue Team members is met

2012-2014 Objectives

- Complete all mandated training requirements; local, state and federal
- Evaluate and improve current training program
- Continue to market training facility to host needed courses in regional area, generating revenue through new user agreements
- Provide required training for Haz Mat response and Rescue Team members
- Establish cadre of instructors for PHTLS and CPR/BLS
- Implement the annual core competency for all EMS providers in the Fire Department
- Complete 10 week fire academy for nine new Firefighter Paramedics

HAZARDOUS MATERIALS RESPONSE—22226

2010-2012 Accomplishments

- The Haz Mat Team has gone through an 18 month process to improve its response capabilities and has been designated as a Type I Haz Mat Team through Cal EMA
- The department now has new Haz Mat user agreements with five out of the eight agencies in Tulare County
- The department continues to develop stronger relationships with all agencies

2012-2014 Objectives

- Maintain and improve Haz Mat response program
- Develop new regional Haz Mat agreement with Kings County
- Improve communication between local agencies
- Select and provide training for three new members assigned to the hazmat response team
- Expand and develop a separate hazmat decontamination response trailer for mass casualty incidents
- Expand capabilities of training facility and staff to provide advanced hazmat training
- Provide team members with issued off-duty attire to respond directly to an incident
- Continue efforts to develop and implement Tech/Spec Training Task Book
- Develop network spreadsheets to track and update equipment and PPE inventory, shelf life, use and replacement
- Update computer and database systems for wireless, printing, documenting and networking

PARKS & RECREATION DEPARTMENT

MISSION

The mission of the Parks & Recreation Department is to build a great community through people, parks, and programs. Our purpose is to strengthen community image and sense of place; provide recreational experiences; protect environmental resources; increase cultural unity; promote health and wellness; foster human development; strengthen safety and security; and support economic development.

DESCRIPTION

The Parks & Recreation Department focuses on five areas of community service: recreation, park development and maintenance, urban forestry, building facilities, and administration.

Recreation Programs: Offer high quality recreation programs to all age groups and interests.

Program Goals:

1. Increase program utilization rates.
2. Develop programs that will increase participation in targeted age groups.
3. Increase program participation rates for underserved Visalia neighborhoods.
4. Increase program cost recovery.
5. Increase participant satisfaction, develop tools to gauge.
6. Promote health and wellness in programs, activities and events.
7. Increase community wide-special events and cultural activities.
8. Develop partnerships with local organizations and businesses to assist with department goals.
9. Develop sponsorship program and solicit sponsors to offset program costs and support the youth scholarship fund.
10. Promote volunteer support of recreation programs.

Park Development and Maintenance Program: Provide safe, clean, attractive parks and facilities in adequate numbers distributed throughout the community.

Program Goals:

1. Collaborate with the community to develop a plan for future parks.
2. Maintain policies for developer (park impact fee) contributions.
3. Improve current park maintenance levels.
4. Improve policies on facility use and maximize the use of parks.
5. Make all parks accessible.
6. Improve park security and safety.
7. Promote volunteer support of park programs.

Urban Forestry Program: To enhance and maintain the City's urban forestry program; to acquire, develop, and enhance the City's creek and trail ways system; and to preserve and protect open space areas throughout the City.

Program Goals:

1. Continue current urban forestry maintenance levels through a grid pruning system.
2. Continue new tree planting program to include Oak restoration programs.
3. Continue to acquire creek setback areas and improve riparian areas.
4. Continue to develop trails along City creeks and encourage connectivity between parks.

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5. Continue to preserve and maintain open space areas through the City.
6. Maintain Landscaping & Lighting Districts throughout the City.

Building Facilities: Manage and maintain City owned facilities, and abate graffiti on public property.

Program Goals:

1. Maintain facility maintenance and operation levels.
2. Ensure safety and security.
3. Support facility delivery process.
4. Remove graffiti on parks, landscape and lighting, city-owned buildings and public property within 48 hours.

Administration: Create a dynamic organization committed to an ongoing process of innovation.

Program Goals:

1. Maintain and increase staff engagement.
2. Develop performance measures for all program elements.
3. Take full advantage of non-City funding alternatives.
4. Improve productivity and organizational effectiveness.
5. Enhance Commission and Advisory Group operations

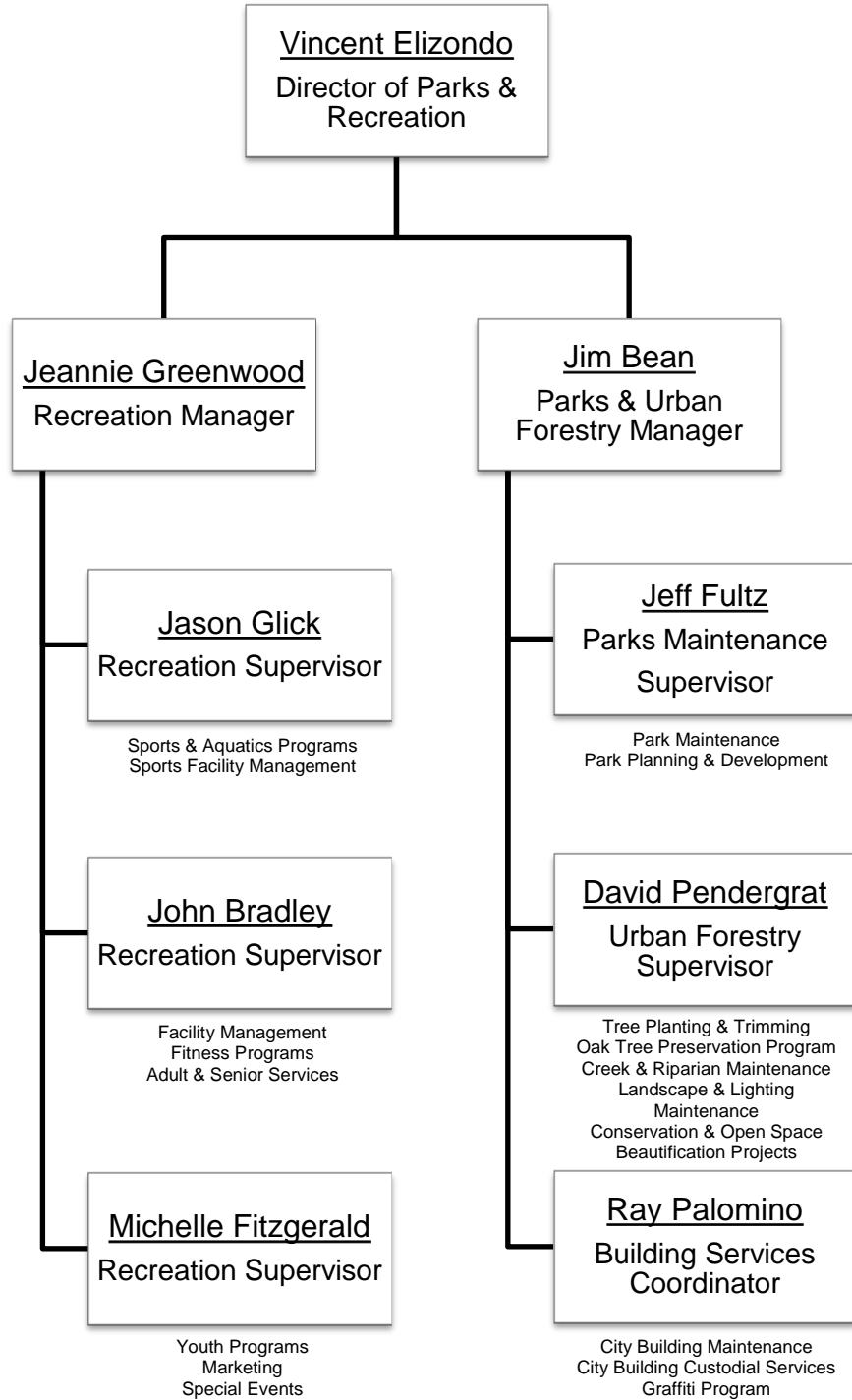
Valley Oaks Golf Course: The golf course is operated under a management contract with CourseCo., Inc. Staff monitors all aspects of the contract (finances, course conditions, customer satisfaction) and manages Capital Improvement Projects.

Program Goals:

1. Review all rates & charges to insure that each fee is representative of the actual use of the course.
2. Continue to provide an affordable, quality golfing experience for the public.
3. Continue to manage the contract with Course Co., Inc.
4. Continue to work towards developing the course into a self-sustaining enterprise operation.
5. Continue to utilize the 27-hole inventory to maximize revenue through the offering of off-peak discounts and other incentives.
6. Continue to develop a golf school that will focus on introductory golf lessons as well as traditional lesson programs.
7. Implement capital improvements according the CIP plan.

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PARKS & RECREATION DEPARTMENT



Allocated FTE's = 34

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PARKS & RECREATION

ALL FUNDS

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
Parks & Recreation Administration - 51501	\$ 395,738	\$ 393,498	\$ 413,270	\$ 408,560	\$ 297,500	\$ 299,900
Recreation Division:						
Facilities Management - 50502	584,164	498,774	481,850	503,400	421,000	423,700
Marketing & Promotions - 50503	65,479	70,222	66,600	49,500	66,100	66,100
Recreation Management - 50514	1,130,227	1,154,229	1,159,960	1,155,020	1,135,600	1,146,300
MHCC Programs - 50504	66,985	84,620	100,890	94,500	89,900	90,500
After-School Enhancement Programs - 50505	117,354	124,365	151,210	135,600	165,800	165,800
Aquatics - 50506	131,859	124,195	156,970	274,600	186,800	186,800
Pre-School & Youth Programs - 50507	115,181	102,485	140,690	113,500	123,600	123,600
Youth Sports - 50508	99,920	100,691	119,380	134,400	128,200	129,200
Adult Sports - 50509	282,854	279,459	277,820	292,500	305,700	305,000
Senior Programs - 50510	210,406	161,174	188,200	158,600	149,400	151,500
Community-Wide Events - 50511	29,360	40,602	21,280	33,900	51,300	51,400
Teen Programs - 50516	19,421	17,910	27,140	17,000	-	-
Adult Programs - 50517	17,773	5,874	8,300	7,800	13,700	13,700
Sports Park - 50519	8,556	20,386	13,810	13,600	22,900	23,000
The Loop - 50520	74,304	55,106	59,780	49,600	27,500	27,500
Health & Wellness - 50522	-	33,809	18,770	28,700	45,500	45,500
ASES Program - 50539	35,533	20,449	35,630	17,100	18,400	18,400
Total Recreation Divisions	2,989,376	2,894,350	3,028,280	3,079,320	2,951,400	2,968,000
Parks & Urban Forestry:						
Park Development & Administration - 54541	542,947	477,175	579,820	469,360	304,100	298,200
Program Managers - 31321	520,195	432,477	468,990	415,260	374,600	376,600
Park Maintenance - 31322	3,105,686	3,091,295	3,120,090	3,346,240	3,757,200	3,854,600
Bike Path Maintenance - 31329	-	71,006	80,000	95,400	108,700	109,200
Total Parks & Urban Forestry	4,168,828	4,071,953	4,248,900	4,326,260	4,544,600	4,638,600
Building Maintenance - 31323	1,510,847	1,015,614	992,020	1,010,980	1,219,100	1,216,300
Graffiti - 31328	211,011	226,118	235,570	235,600	135,800	135,800
Total Operating Expenditures	9,275,800	8,601,533	8,918,040	9,060,720	9,148,400	9,258,600
Reimbursements	(405,079)	(399,840)	(422,070)	(422,000)	(281,500)	(281,500)
	(3,468,429)	(3,244,442)	(3,194,470)	(3,179,900)	(3,522,300)	(3,522,000)
Net General Fund Expenditures	5,402,292	4,957,251	5,301,500	5,458,820	5,344,600	5,455,100
BUSINESS TYPE						
Visalia Baseball - Fund 4005	159,713	325,907	284,260	222,300	260,900	264,000
Valley Oak Golf - Fund 4213	2,023,522	2,020,592	2,089,420	2,291,300	2,079,100	2,079,700
Valley Oak Golf - Fund 4211	291,312	1,745,058	272,640	350,800	568,800	569,500
Reimbursements	-	-	-	-	-	-
Net Operating Expenditures	2,474,547	4,091,557	2,646,320	2,864,400	2,908,800	2,913,200
SPECIAL REVENUE FUNDS						
N/E Maintenance District - 1511	252,008	253,236	309,977	270,500	201,000	202,000
Open Space District - 1512	44,963	41,343	45,140	(12,800)	43,900	44,000
Landscape & Lighting - 1513	1,911,290	1,723,521	2,539,333	2,460,900	2,114,700	2,013,000
Total Special Revenue Funds	2,208,261	2,018,100	2,894,450	2,718,600	2,359,600	2,259,000
DEPARTMENT EXPENDITURE TOTAL	\$10,085,100	\$11,066,908	\$10,842,270	\$11,041,820	\$10,613,000	\$10,627,300

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Performance Measurements - Parks and Recreation

Parks Divisions

<i>Measure</i>	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Park acres maintained	264	275	275	275
Riparian open space acres acquired	2	0.8	6	2
Number of grant applications submitted	2	2	2	2
Dollar value of grants received	\$680,000	\$0	\$812,000	\$0
Park acres developed	31.75	13	10	3
Park acres acquired	0	0	0	0
Acres per 1,000 pop.	2.15	2.24	2.24	2.24
Miles of multi- purpose path constructed	1.2	0.5	2	2.5
Valley oaks inspected	84	100	100	100
Acres of L&L District landscape maintained	119.78	120	120	130
Street & park trees trimmed or removed	9,538	9,500	9,500	9,500
Street trees added or replaced	582	1,000	1,000	1,000
Buildings Div. ; Service requests completed	553	600	650	650
S.F. of bldgs w/ custodial service	200,152	200,152	200,152	200,152
S.F. of bldgs per custodian	14,296	14,296	14,296	14,296

Graffiti Removal

Measure

Number of graffiti orders	5,500	5,500	5,500	5,500
Hours spent removing graffiti	4,000	4,000	4,000	4,000
Sq ft removed/covered	900,000	900,000	900,000	900,000
Avg. removal response time	2 days	2 days	2 days	2 days

Recreation Divisions

Measure

Youth Sports Participation	2388	2413	2438	2463
Adult Sports Teams	500	505	510	515
Swim Team Participation(including pre season)	618	620	625	630
Swim Lessons	834	835	840	845
Sports Camp Participants	128	133	138	143
Ballfield Rental Revenue	\$23,540	\$35,000	\$40,000	\$45,000
After School Activity Program Attendance	22,828	23,000	23,500	34,000
Manual Hernandez Community Center Drop In	16,950	8,500	8,750	9,000
Number of Park Rentals	744	700	750	755
Park Rental Revenue	\$59,386	\$57,800	\$62,800	\$63,200
Facility Rental Revenue	\$66,954	\$90,000	\$95,000	\$98,000
Senior Meals Service(congregate only)	9,899	9,079	9,250	9,500
Recreation Revenues	\$1,310,329	\$1,300,000	\$1,300,000	\$1,300,000

Valley Oaks Golf

Measure

To provide a quality golfing experience at a reasonable cost (mesasured in rounds)	62,670	65,000	66,000	67,000
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RECREATION DIVISION

2010-2012 Accomplishments

- For fiscal year 2010-11, the Recreation Division increased revenues by over \$78,248 over prior year and decreased expenses by \$87,331 for a 7% increase in cost recovery over prior year (operational expenses, does not include allocated costs).
- In 2012, the Parks and Recreation Department offered the 3rd Annual Visalia Corporate Games event to businesses and organizations in Visalia. 15 teams participated in the event making it the largest event to date. In 2011, 14 teams participated in the Corporate Games. Corporate Games is an Olympic style event where businesses compete against one another in a variety of activities. This event offers businesses an opportunity for team building, developing and fostering working relationships and providing health and wellness activities to members of their organization.
- For the 2010/11 school year, the After School Activity (ASA) program saw an average daily attendance of 140 students. ASA programs are offered at Oak Grove, Hurley and Manuel Hernandez elementary schools.
- The Recreation Division increased facility rental revenues by nearly \$20,000. Four (4) community centers are available for rentals for special events, parties and sports use.
- A restroom renovation project was completed at the Anthony Community Center that replaced plumbing and brought the restrooms up to ADA standards. To continue to promote efficiency and conservation, electric hand dryers were installed, sinks have automatic sensors and commodes are auto flush.
- Additional facility improvements were made including painting, upgrading computer labs and replacing doors.
- In 2011, a Kids Brochure was added that was distributed to local schools highlighting youth programs and activities. This publication was issued prior to the summer and fall seasons in 2011 and saw a great response as well as new participation from the community.
- The Recreation Division continues to establish its place in Health and Wellness programming by offering new adult fitness programs ranging from classes to running events.
- Visalia Parks and Recreation also participates in the Healthy Visalia Committee. The Committee was awarded a \$2,000 California Project Lean grant to promote sugar sweetened beverage awareness. Additionally, the Recreation Department developed a healthy beverage and snack standard.
- The Recreation Division facilitates the City-wide Special Events Committee. In 2011, the Special Events Committee processed 147 applications.
- In June, 2011, the City opened Phase II at Riverway Sports Park which included four (4) youth baseball fields. Since the opening, Visalia has been the host of several youth baseball tournaments, is the home for Visalia Youth Baseball and Little League National, and was the host for the 2011 12 and under Cal Ripken World Series.
- The youth sports division served a combined 4,708 children in fiscal years 2009-10 and 2010-11. This is an increase of 471 participants over the prior two year period.
- Improvements were made to Provident Skate Park by utilizing Community Development Block Grant (CDBG) funds. A wrought iron perimeter fence, surveillance cameras and sidewalk were added. Since the improvements were made, we have experienced a significant reduction in graffiti in the facility, a cost savings to the City.
- The Recreation Division continues to provide programs and services for youth at risk. In 2011, the City participated in a new Summer Night Lights program that held activities for youth on Saturday nights throughout the summer. The drop in program at the Manuel F. Hernandez Community Center has shown increased participation over the last two years and the Loop bus continues to provide transportation to local community centers during the summer months.

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- A new Movies in the Park program was established providing family movies at Riverway Sports Park during the summer months. A large movie screen and sound system was purchased by the Parks and Recreation Foundation for this program.

2012-2014 Objectives

- Increase program registration and participation for existing programs by providing quality programs and events.
- Improve marketing efforts by utilizing social media outlets.
- Create new, sustainable, cost recovering programs that attract new users to our services.
- Increase program cost recovery.
- Develop and sustain programs focusing on nutrition education, wellness and physical activity for all ages and abilities.
- Generate additional revenues through sponsorships, donations and in-kind contributions.
- Evaluate existing programs and dedicate staffing resources to programs and services that are cost recovering.
- Solicit volunteer support to support recreation programs and services.

Strategic Emphasis

- The Recreation Division continues to establish partnerships in the community. Staff participates on several committees and works with many private and public organizations to carry out our mission.
- The Recreation Division continues to move forward with technology and is participating in social marketing by utilizing Facebook, Twitter, You Tube and bi-monthly email newsletters to promote programs and events.
- Sports staff continues to work with local organizations to coordinate the use of City athletic facilities. This includes soccer organizations, youth baseball, youth softball and adult softball tournaments.

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URBAN FORESTRY AND SPECIAL DISTRICT MAINTENANCE DIVISIONS

2010-2012 Accomplishments

- Performed site visits and inspection reports on 227 valley oaks in response to removal or pruning requests and issued 74 removal and 113 pruning permits.
- Supervised three maintenance contractors that are responsible for the maintenance of 135 Landscape & Lighting Maintenance Districts, and 37 locations in the Northeast districts totaling 119 acres and 86 acres of Roadsides and medians.
- Supervised a comprehensive tree maintenance program. Supervised tree service contract and City tree crew that pruned 16,630 trees in road right of way along arterial, parks and collector streets and removed an additional 190 problem trees
- Reviewed 40 residential and commercial landscape improvement plans as part of site plan review and conducted numerous project site inspections of projects.
- Oversee the implementation of the street tree ordinance. Advised property owners on street tree issues, conduct staff training, respond to inquiries from the public regarding illegal trimming or other matters, and review development plans to ensure compliance.

2012-2014 Objectives

- Review landscape improvement plans for Engineering for landscape and lighting districts and commercial projects for site plan.
- Respond to requests for evaluation and provide consultation on matters pertaining to valley oaks in right of ways, private property, and new subdivisions.
- Coordinate the Street Ordinance.
- Provide staff support to support Arbor Day, and maintain Tree City Certification.

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- Supervised a two-man tree crew that trims, maintains all trees in all of the city parks.
- Accept for maintenance an additional 14 acres of landscaped areas in new subdivisions that will be maintained under existing maintenance contracts.
- Improve ability to manage irrigation and water conservation by converting a minimum of 400 irrigation controllers in various L & L Districts to Toro / Sentinel remote programming through a central control system.
- Change out all of the irrigation controllers in the riparian waterways, medians and parking lot that have ac power to Toro Sentinel controllers.

Strategic Emphasis

- Continue to oversee the Oak Tree Ordinance to improve the City's ability to protect Valley Oak trees.
- Provide monthly pocket park inspections.
- Supervise maintenance contractor for medians, storm basins, and riparian areas.
- Maintain the health of the Urban Forest in right of ways, Landscape and Lighting Districts and parks through the efficient use of city crews and tree trimming contractors.
- Evaluate maintenance of each L & L District for compliance with maintenance standards a minimum of five times per year. When area is out of compliance contractor will be notified.

BUILDING MAINTENANCE AND GRAFFITI DIVISION

2010-2012 Accomplishments

- Responded to over 15,000 calls for graffiti removal since assuming the program in September 2006 on the graffiti hotline.
- Removed or covered almost 1,400,000 sq. ft. of graffiti.
- Average response time after receiving report was 48 hours to remove graffiti.
- Completed over 1,200 requests for service submitted by City departments.
- Replaced HVAC units on City buildings as needed.
- Worked on roof repairs on city owned buildings.

2013-2014 Objectives

- Work on re-roofing projects as needed at City facilities.
- Complete 1,3000 requests for service submitted by City departments.
- Cover/remove 900,000 sq. ft. of graffiti per year.
- Respond to 9,000 calls for service to remove graffiti.
- Maintain an average removal response time of 48 hours (2 days) for graffiti removal.

Strategic Emphasis

- Provided daily custodial services for 200,000 sq. ft. of City buildings.
- Educate private property owners on their responsibility to remove graffiti in a timely manner and provided paint to individual volunteers who committed to painting graffiti in their neighborhood.
- Provide preventive maintenance and repairs to 126 HVAC units and 42 evaporative cooling units.
- Provide electrical, plumbing, carpentry, painting, roofing, and locksmith services to 30 City buildings.
- Provide daily custodial services for 200,000 sq. ft. of City buildings.
- Continue to work with private property owners on their graffiti removal efforts.
- Continue to work with volunteers on their graffiti removal efforts.

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PARKS DIVISION

2010-2012 Accomplishments

- Removed six old playground structures and replaced all with new up-dated equipment. Equipment was replaced at Recreation, Rotary, Willow Glen, Constitution, Pinkham, and Plaza Parks. In addition added three new pieces of play equipment at Blain Park with the removal of old out of compliance fitness equipment along west side of park and installed new play structures to existing playgrounds at Sunset and Seven Oaks Parks.
- Added a second hourly Park Ranger on weekends to staff during peak use and rental season.
- Completed and took on maintenance of the new 4.5-acre Lions Park and the 5.75-acre Perry Family Park, both were completed in 2010 and 2011.
- Installed new Rain Master Irrigation clock at Mill Creek and Blain Parks.
- All Parks, and Landscape and Lighting Pocket Parks received new wood carpet safety material annually.
- Parks Division removed the 30-year-old plus restroom at Plaza Park. In addition, the shake roofs were replaced with thirty-year composition on the two remaining restrooms, one at Plaza Park and the other at the Plaza Softball Complex.
- Repaired the infields on Plaza softball fields 2 and 3 in February 2011 and fields 1 and 4 in January 2012.
- Repaired the bridge at Plaza Park.
- Replaced old roofing on two arbors at Ruiz Park with new thirty-year composition roofing.
- Began construction and development of Creekside Park at Dooley Pond located at Tulare and McAuliff and construction should be completed in 2012.
- Completed the new playground at Mill Creek Park, removed the old parking lot, and added new chain link fencing along the north and east portions of the park.
- Completed and initiated three new contracts for Mowing/Aeration, Chemicals, and Janitorial maintenance of the City of Visalia owned park to Perfect Care Landscape for mowing, Target Specialty Products for Chemicals, and Tulare County Training Center "Able Industries" for Janitorial Services. All contracts are renewable for up to five years if service and cost are acceptable. In addition, current contract with All Season Pool for water feature maintenance, Filice and Sons for Playground Safety Material were extended for one more year.
- Installed new over flow parking and cable fencing at Riverway Sports Park. In addition, installed cable fencing to match existing fencing along the northwestern portion of the park along Riverway Drive.
- Restriped the basketball courts in various parks citywide.
- Completed two Community Development Block Grant Projects at Jefferson Park.
- Installed five new drinking fountains in three parks, Three at Blain Park, one at Jefferson Park, and one at Pinkham Park. Four of the drinking fountains were replacements of old out of date and out of ADA compliance fountains.
- Removed old wooden barrier wall at Crestwood Park and installed new block retaining walls. In addition, removed old telephone pole park sign and installed new updated sign, irrigation, and landscape to park planter.
- Removed evasive non-native trees along ditch at Blain Park and installed new irrigation and planted 42 new trees for Make a Difference Day.
- Removed two bathrooms, one at Houk Park and one at Rotary Park.
- Replaced irrigation on trees and shrubs at Harrell Grove along St Johns River Park.

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- Installed new concrete walkway for ADA compliance at Plaza Park south of the tennis courts for both access to the tennis court and new playground equipment.
- Eagle Scout Cody Gordon installed new bench arbors in the Cody Kelly Dog Park and Plaza Park.
- Completed two successful years of Make a Difference Day and Arbor Day throughout our park systems working with community volunteers planting, cleaning, and beautifying our parks.
- Removed picnic tables and benches at arbor 2 at Blain Park.
- Installed new park signs at Pinkham, Crestwood, Fairview, Mill Creek Parks. In addition, installed two new Park signs for the C. R. Shannon Baseball Complex.
- Installed mandatory “No Smoking” signs in all park playgrounds and installed “Voluntary Compliance No Smoking” signs at Riverway Sports Park, Blain Park, Whitendale Park, and Plaza Park.
- Added new access points to cable fencing along the Plaza Drive roadway at Plaza Park to allow ease of access to the park.
- Completed the turf management program consisting of aerification, fertilization, seeding, and weed abatement to the sports fields at Riverway Sports Park.
- Contracted with Tulare County Training Center “Able Industries” to do the landscape maintenance of all City of Visalia parking lots in the Downtown area.
- Installed new exhaust fans to the restrooms at Blain Park.
- Replaced old toilets at Blain Park Restroom.
- Painted all arbors at Blain, Whitendale, and Plaza Parks brown and all concrete picnic tables in all parks green for a refreshed look.
- Installed new bollards at Recreation Park south of the Rawhide and Recreation Playground.
- Replaced five coil spring teeter-totters with new teeter-totters that have a rubber grommet to prevent vandalism. They were replaced at Seven Oaks, Fairview, Stonebrook, Sunset, and Riverbend Park.
- Started working on Landscape Standards for City of Visalia park design, working with Engineering, Urban Tree Foundation, and private architects to achieve a uniform design standard.
- Took on maintenance of the Downtown area between Garden Street and Santa Fe for the new one-way traffic flow project and the new promenade-building project consisting of new irrigation, sidewalks and brickwork, and landscape plant material.
- Worked with AYSO and Cal Ripken to provide in-kind services to the City of Visalia at Riverway Sports Park.
- Repaired and restored parking lots at Summers Park and Fairview Park.
- Replaced various pieces of concrete sidewalks in various park for safety due to crack and breaks.

2013-2014 Objectives

- Replace out of compliance playground gym sets in parks such as Oval Park.
- In all park locations work on keeping playgrounds compliant with Federal and State Standards through repairs and part replacements.
- An additional 4 to 15 acres of new park development is anticipated to occur in the summer of 2012. Parks and Recreation Department plans to utilize existing park employees to work in these areas during the budget shortfall, which will result in lower quality to the maintenance of park areas.

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- Replace remaining twelve Irritrol Irrigation Controllers with new Rain Master DX2 to reduce water usage do to environmental condition and equipment malfunctions reducing water waste, personnel-hours, and maintenance.
- Look to replace three vacant full time positions in the Parks Division, two Sr. Park Workers, and one Sr. Park Maintenance Technician.
- Remove Oval Park restroom.

Strategic Emphasis

- To keep the Parks safe, green, and clean, to improve on our irrigations systems with the implementation of the central irrigation system, and to continue to provide maintenance through contracted and City personnel during seasonal usage.
- Continue to work with volunteer groups on park related projects, i.e.: Master Gardener for Memorial Park, Park Foundation, Latter Day Saints for Make a Difference Day, and other volunteer groups.
- Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.
- Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.
- Continue to train employees as needed.

VALLEY OAKS GOLF COURSE - 4511

2010-2012 Accomplishments

- Covered operational costs and made strides towards Capital Improvement Program and Expansion Debts.
- Provided all maintenance functions, which included mowing, irrigating, rarifying greens, and fertilizing of approximately 240 acres.
- Maintained certification as an Audubon Cooperative Sanctuary.
- Completed the irrigation replacement project installing new irrigation on the Valley and Oaks courses.
- Received the NRPA/PGA Family Course Grant promoting golf for children and families.
- Held monthly meetings with the Golf Course Advisory Committee to improve communication with course users.
- Managed damage and provided clean up from spring 2011 storm that caused the failure of 18 trees on the course.

2013-2014 Objectives

- Review all rates & charges to insure that each fee is representative of the actual use of the course, make adjustments as necessary.
- Provide an affordable, quality golfing experience for the public thus increasing rounds played.
- Cover operational costs and pay down debt.
- Utilize the 27-hole inventory to maximize revenue through the offering of off-peak discounts and other incentives.
- Increase the number of tournament rounds.
- Continue with Capital Improvement Plan by renovating bunkers on the Lakes Course, purchasing a new golf cart fleet and purchasing equipment based on the equipment replacement plan.
- Meet with the Golf Course Advisory Committee to improve communications with golf community and identify user needs.

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- Work with the Golf Course Advisory Committee to improve communications with golf community and identify user needs.

POLICE DEPARTMENT

MISSION STATEMENT

The City of Visalia Police Department has been established to preserve the public peace, prevent crime, detect and arrest violators of the law, protect life and property, and to enforce the criminal laws of the State of California and the ordinances of the City of Visalia.

DESCRIPTION

The Visalia Police Department has three Divisions that are headed by a Captain: Administration, Operations and Operations Support. The Divisions are comprised of six Bureaus and two Patrol Districts: 1) Professional Standards Bureau; 2) Special Services Bureau; 3) Support Services Bureau; 4) Special Enforcement Bureau; 5) Investigations Bureau; 6) Traffic Bureau, and Patrol Districts 1 and 2. These Divisions are included in the General Fund. Located within separate funds are Narcotics Asset Forfeiture, Public Safety Impact Fee, and Measure "T" Sales Tax.

Administration Division

The Administration Division consists of the Professional Standards Bureau and the Special Services Bureau. The Professional Standards Bureau oversees Personnel, Training, Public Information, Internal Affairs and Recruiting while the Special Services Bureau is responsible for budget, fiscal matters, purchasing, and grants. Fleet and Facilities Maintenance are also included in the Administration Division.

Operations Support Division

This Division consists of the Support Services Bureau which provides direct service to the public, as well as other Bureaus within the Department. The Support Services Bureau includes the Records Unit, Communications Unit, and Court & Subpoena Services Unit who handle court services, processing of reports, and provide dispatching services for police and fire.

The Operations Support Division also includes the Investigations Bureau which provides competent, thorough follow-up investigation of adult and juvenile crimes committed in the City of Visalia. The Property Crimes Unit, Violent Crimes Unit, Youth Services Unit, Crime Analysis Unit, and the Crime Lab operate within the Investigations Bureau. The Investigations Bureau also provides services through community relations and sexual assault programs.

Also included in this Division is the SWAT Team.

Operations Division

The Operations Division is responsible for all first responders and includes Patrol Districts 1 and 2. These Patrol Districts provide highly visible, 24-hour uniformed patrol focusing on the preservation of public peace, crime prevention, protection of life and property, and develops partnerships with the community to provide a safe and comfortable environment for all.

The Traffic Bureau is a major component of the Operations Division and is comprised of the Motors Unit, Parking Enforcement Unit and DUI Unit. The Bureau provides traffic enforcement, collision investigation, and safety education programs to promote safe vehicular and pedestrian traffic in the community, reducing traffic injuries and property damage caused by traffic collisions.

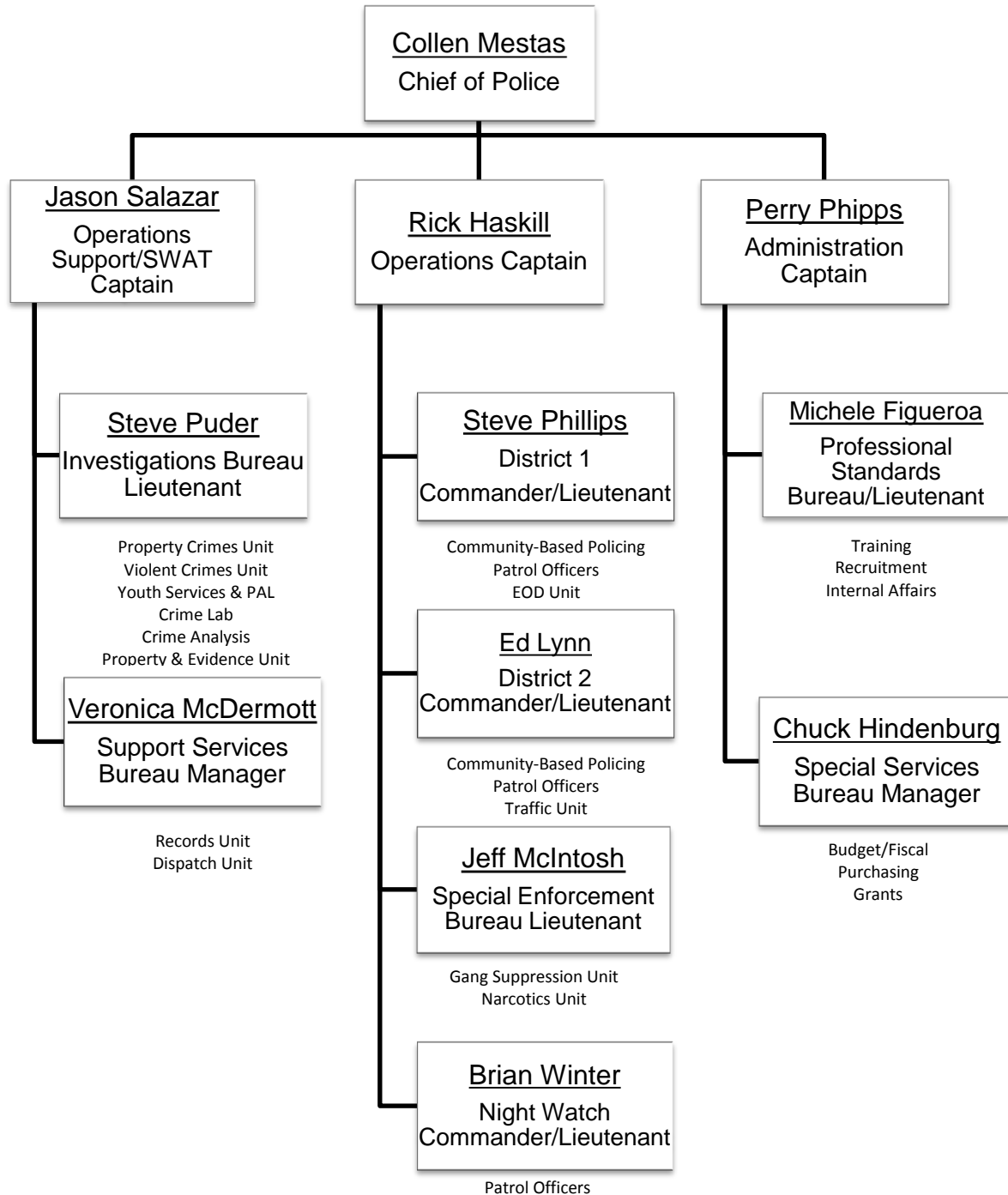
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The Special Enforcement Bureau (SEB) is also a part of the Operations Division. This Bureau consists of the Gang Suppression Unit (GSU) and the Narcotics Unit. The primary function of the Bureau is gang suppression in the City of Visalia, which is accomplished by identifying the most active gang members and focusing enforcement efforts towards those individuals. This is accomplished through proactive enforcement methods including, but not limited to, informants, arrest warrants, search warrants, parole and probation violations, weapons investigations and narcotics investigations.

Other important Units fall within the Operations Division and include the Field Training Unit, Reserves Unit, Volunteers in Police Services (VIPS) and the consolidated Explosive Ordnance Destruction Unit.

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POLICE DEPARTMENT



Allocated FTE's = 196

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**POLICE DEPARTMENT
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
Administrative Services - 21201	\$ 7,805,554	\$ 8,341,696	\$ 7,872,200	\$ 8,435,740	\$ 8,638,500	\$ 8,650,200
Patrol - 21202	10,448,440	11,027,316	10,839,570	11,220,360	11,430,900	11,447,400
Traffic Bureau - 21203	1,919,156	1,970,589	1,847,166	1,795,080	1,906,300	1,916,700
Investigations - 21204	4,729,784	4,516,527	4,413,890	4,245,240	4,277,000	4,316,500
Total Operating Expenditures	24,902,934	25,856,128	24,972,826	25,696,420	26,252,700	26,330,800
Reimbursements	(66,822)	-	-	-	-	-
Net General Fund Expenditures	24,836,112	25,856,128	24,972,826	25,696,420	26,252,700	26,330,800
SPECIAL REVENUE FUNDS						
Public Safety Tax - Fund 1121	3,226,120	3,591,030	4,583,509	3,213,920	2,884,400	2,946,200
Narcotics/Assets Forfeiture - Funds 6211, 12	5,396	25,249	11,000	-	70,000	70,000
COPS - Fund 6311	82,004	53,193	65,750	80,897	133,700	7,800
Total Special Revenue Funds	3,313,520	3,669,472	4,660,259	3,294,817	3,088,100	3,024,000
DEPARTMENT EXPENDITURE TOTAL	\$28,149,632	\$29,525,600	\$29,633,085	\$28,991,237	\$29,340,800	\$29,354,800

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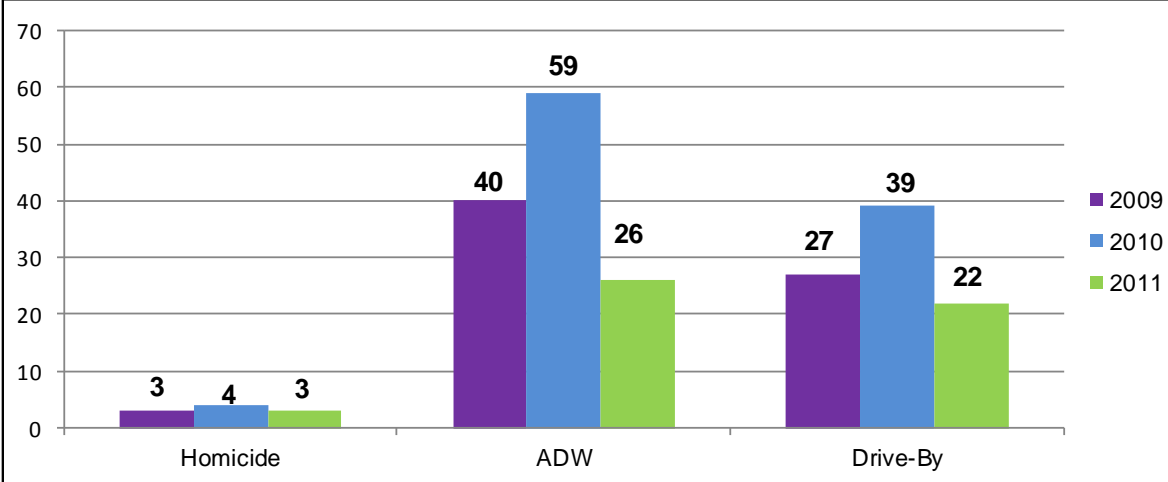
Performance Measurements - Police

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
Provide Patrol staffing levels sufficient to maintain or improve response times on Priority One Calls in proportion to the increase in Calls for Service and Population growth	City of Visalia Population	124,442	125,770	127,028	128,298	129,581
	Number of Calls for Service	120,155	127,346	131,166	135,101	139,154
	Average response time per call	4.1	3.8	4	4	4

Population forecast based on 1% growth.

Number of calls for service is for police and SPCA. Forecast based on 3% growth.

**Gang Violence Stats
2009 / 2010 / 2011**



In comparing gang related stats in **2010** to **2011**, gang related homicides have decreased by **25%**, gang related assaults with a deadly weapon have decreased by **56%**, and gang related shots fired into an inhabited dwelling have decreased by **44%**. Altogether, gang related homicides, assaults with a deadly weapon and shots fired into an inhabited dwelling have decreased by **50%**.

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VISALIA POLICE DEPARTMENT

2010-2012 Accomplishments

- Department restructured into 3 Divisions each headed by a Captain
- Overall Gang Crime down 50%
- Formation of the Department of Justice Task Force
- Seizure of narcotics doubled
- Narcotic arrests more than doubled
- Burglaries reduced by 10%
- Auto thefts reduced by 9%, due to the efforts of the Tulare Regional Auto Theft Taskforce, (TRATT)
- Number of cases filed by the Investigations Division increased by 10%
- Cold case homicide from 2009 solved
- All department radios, in car and hand held Narrow Banded
- District 2 Substation staffed and offering full police services to the public
- Finger print and Live Scan services relocated to District 2 Substation
- Administered the first dual, Tulare / Kings County, 18 agency Avoid DUI grant, over \$280,000.00
- Administered 2 additional DUI grants for \$215,000.00 and \$17,000.00

2012-2014 Objectives

- Reduce burglaries by 10%
- Increase the number of cases filed by the Investigations Division by 10%
- In addition to the daily workload, solve one cold homicide case

PUBLIC WORKS DEPARTMENT

MISSION

To provide courteous and quality service to the citizens of Visalia; to operate and maintain the facilities and infrastructure of the City of Visalia at a maximum level of service while keeping the costs of maintenance as low as possible.

DESCRIPTION

The Public Works Department has seven major divisions: 1) Support Services; 2) Street Maintenance; 3) Wastewater; 4) Storm Sewer; 5) Solid Waste; 6) Fleet Services; and 7) Traffic Maintenance. Wastewater, Storm Sewer and Solid Waste are Enterprise Funds. Fleet Services is an Internal Service Fund. The Street Maintenance and Traffic Maintenance divisions are supported by Gas Tax revenue and other restricted funds.

The Support Services division provides administrative and customer service support for the department, external customer service including work requests, operates a Solid Waste Call Center to provide timely responses to Solid Waste customer accounts and concerns, and acts as a central point of contact for various types of City services and maintenance actions. This division also manages the City's Street Sweeping contract.

The Street Maintenance division maintains the City's roadways in a smooth and safe condition to the satisfaction of the traveling public. They also respond to reports of hazardous conditions like sinkholes, potholes, trees and other obstacles in the roadway, and clean up / assistance for vehicular accidents.

The Wastewater fund is responsible for the Wastewater Treatment Plant's administration and operation, and for the City's Sanitary Sewer Maintenance.

The Storm Sewer Maintenance fund maintains the City's storm drainage system.

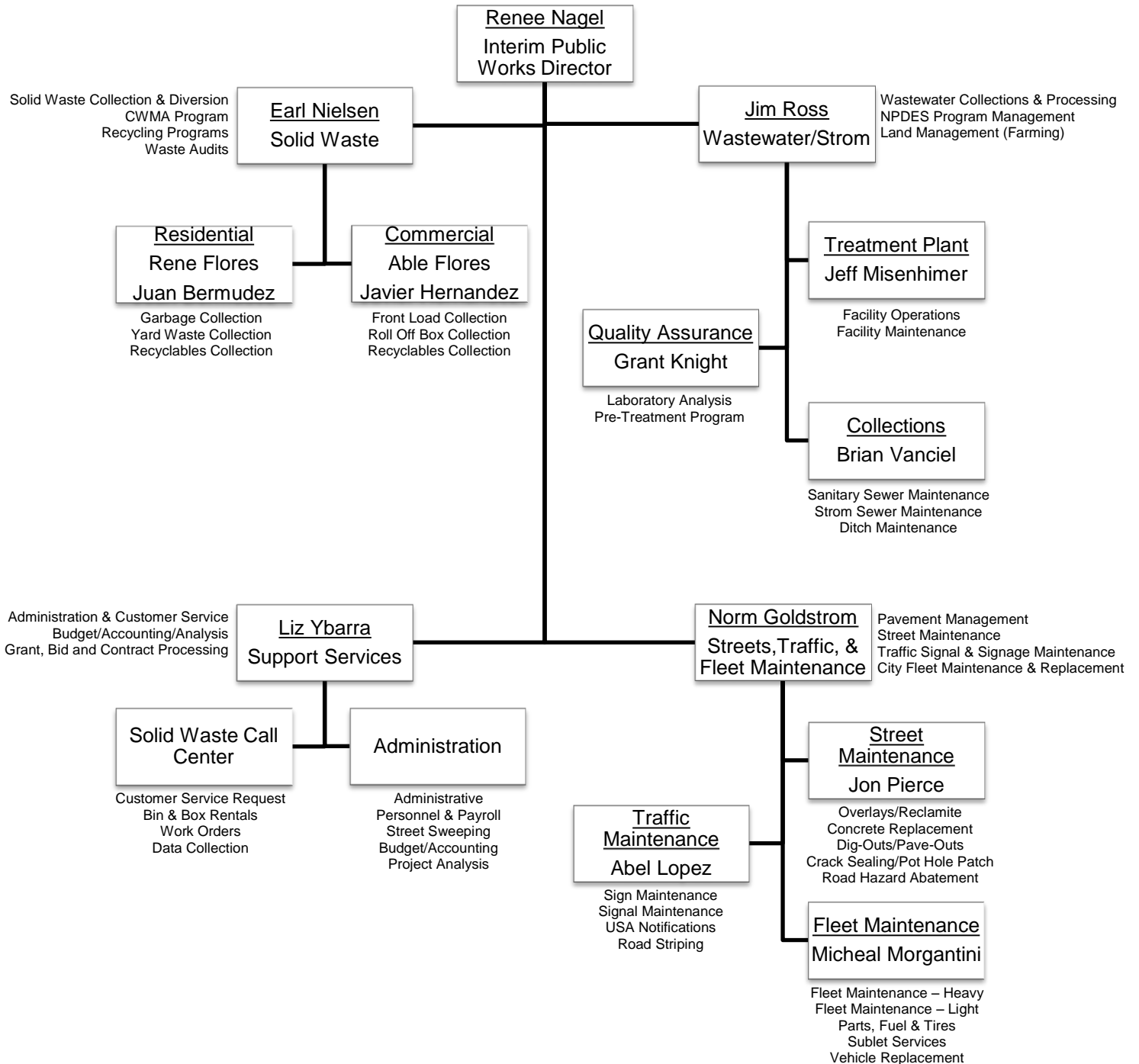
The Solid Waste fund is responsible for the collection, disposal, and recycling of residential and commercial solid waste for more than 36,000 residences and over 3,600 businesses. They annually make over 3,500,000 house calls and collect over 120,000 tons. This division also handles Construction & Demolition recycling.

The Fleet Services division maintains the City's entire fleet of vehicles and equipment, performing preventative maintenance on over six hundred City vehicles and pieces of equipment. It minimizes mechanical failures and keeps 97% of the fleet in operation each day. This division also manages the City's Vehicle Replacement fund, which manages the City's fleet ensure cost effective replacement of the City's fleet.

The Traffic Maintenance division is responsible for the maintenance of traffic signs, pavement markings, intersection traffic control and signal maintenance. They also maintain, repair and replace over 20,000 street name blade signs within the City.

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PUBLIC WORKS DEPARTMENT



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**PUBLIC WORKS
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTED	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
Administrative Support - 31006	506,079	639,798	574,170	597,920	621,500	632,300
Streets Maintenance - 31324	1,846,376	1,726,090	1,432,730	1,615,040	1,611,600	1,620,800
Traffic Maintenance - 31326	102,879	1,784,495	1,799,700	1,703,240	1,522,300	1,563,800
Total Operating Expenditures	2,455,334	4,150,383	3,806,600	3,916,200	3,755,400	3,816,900
Reimbursements	(2,114,708)	(2,603,143)	(2,311,890)	(1,984,700)	(2,163,100)	(2,163,100)
Net General Fund Expenditures	340,626	1,547,240	1,494,710	1,931,500	1,592,300	1,653,800

BUSINESS TYPE FUNDS

Solid Waste - Fund 4411:

Administration - 44008	1,736,249	1,967,580	5,847,926	1,986,300	4,973,200	3,577,900
CWMA - 44009	118,511	129,859	125,100	121,480	125,300	126,400
Construction/Demolition & Waste Reduction - 44010	229,102	78,635	98,250	94,980	93,700	94,300
Residential - 44443	8,681,668	9,164,655	10,739,589	10,220,560	8,735,000	8,784,000
Commercial Roll-Off - 44444	1,775,580	1,706,072	1,867,390	1,568,720	1,684,100	1,687,200
Commercial Front Load - 44445	4,882,011	5,560,169	6,015,266	4,819,160	5,278,400	5,287,200
Total Operating Expenditures	17,423,121	18,606,970	24,693,521	18,811,200	20,889,700	19,557,000
Reimbursements	(1,632,645)	(1,870,993)	(2,586,470)	(1,891,500)	(1,979,000)	(1,979,000)
Net Operating Expenditures	15,790,476	16,735,977	22,107,051	16,919,700	18,910,700	17,578,000

Wastewater Treatment Plant - Fund 4311:

Plant Management - 43431	603,103	558,556	520,300	528,440	805,600	810,000
Operations - 43432	-	-	-	-	-	-
Quality Assurance - 43433	660,422	778,737	786,520	612,500	603,700	609,200
Mechanical Maintenance - 43434	488,914	564,910	563,260	556,650	580,800	595,500
Sanitary Sewer Maintenance - 43435	1,835,499	1,779,431	1,934,090	1,771,571	1,951,200	1,967,400
Bio Solid - 43436	177,297	243,999	241,850	287,794	414,900	416,000
Farm Operations - 43440	1,457,930	1,518,306	1,468,450	1,299,200	1,473,400	1,475,700
Total Operating Expenditures	5,223,165	5,443,939	5,514,470	5,056,155	5,829,600	5,873,800
Reimbursements	-	-	-	-	(46,600)	(47,200)
Net Operating Expenditures	5,223,165	5,443,939	5,514,470	5,056,155	5,783,000	5,826,600

Storm Sewer Maintenance - Fund 4812

	1,610,565	1,857,218	2,081,779	2,125,940	1,913,700	1,925,600
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Total Business Type Funds

	22,624,206	24,037,134	29,703,300	24,101,795	26,607,400	25,330,200
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INTERNAL SERVICE FUNDS

Fleet Services - Fund 5011:

Fleet Maintenance - 31171	1,977,545	2,068,107	2,203,800	2,079,480	2,151,300	2,204,100
Fleet Parts - 31172	1,260,596	1,204,301	1,233,410	1,361,780	1,372,700	1,373,300
Fleet Fuel - 31173	894,434	1,114,988	926,640	1,222,840	1,278,400	1,315,000
Total Operating Expenditures	4,132,575	4,387,396	4,363,850	4,664,100	4,802,400	4,892,400
Reimbursements	(4,067,440)	(4,272,473)	(4,205,290)	(4,590,300)	(4,618,700)	(4,618,700)
Net Operating Expenditures	65,135	114,923	158,560	73,800	183,700	273,700

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OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTED	2012-13 PROPOSED	2013-14 PROPOSED
Vehicle Replacement - Fund 5012, 5013 & 5014						
Vehicle Replacement - 5012	1,645,657	1,310,008	1,092,998	1,317,100	2,215,700	2,045,700
Measure T - Police - 5013	89,480	106,131	74,560	106,000	180,700	454,200
Measure T - Fire - 5014	32,315	32,325	32,300	32,320	32,500	32,300
Total Operating Expenditures	1,767,452	1,448,464	1,199,858	1,455,420	2,428,900	2,532,200
Reimbursements	(9,888)	(3,912)	(3,910)	(3,900)	(3,900)	(3,900)
Net Operating Expenditures	1,757,564	1,444,552	1,195,948	1,451,520	2,425,000	2,528,300
Total Internal Service Funds	1,822,699	1,559,475	1,354,508	1,525,320	2,608,700	2,802,000
DEPARTMENT EXPENDITURE TOTAL	24,787,531	27,143,849	32,552,518	27,558,615	30,808,400	29,786,000

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Performance Measurements - Public Works Administration

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Personnel Support To provide CV9 preparation service to Public Works.	Number of CV9s prepared.	74	66	80	85	85
Clerical Support/Payroll Provide payroll services, clerical and administrative support to Public Works.	Number of full-time staff supported:					
	Administration	9	9	9	9	9
	Street Maintenance	9	9	9	9	9
	Traffic Maintenance	3	3	3	3	3
	Solid Waste	47	47	49	49	49
	Fleet Maintenance	10	10	10	10	10
	Total	78	78	80	80	80
Liability Claims Represent department on Liability Review Committee & Safety Committee.	Number of claims filed for the department.	37	48	45	45	45
Customer Service Requests (CSR) To resolve citizen concerns and requests for service.	Number of CSR's completed for the department.	1,347	1,566	1,414	1,428	1,442

Performance Measurements - Traffic Maintenance

Goal: To provide the public with a well maintained traffic control system.

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
Underground Service Alerts (USA) - provides contractors with utility information.	# of Underground Service Alerts done.	2,962	3,339	3,356	3,372	3,389
Street & Regulator Signs - are manufactured and installed to replace faded, damaged or missing.	# of Street Signs installed.	1,219	1,237	1,249	1,262	1,274
Work Orders - provide specific task in the maintenance of traffic flow	# of Work Orders completed.	662	669	676	682	689

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<i>Performance Measurements - Wastewater</i>						
Goal: To provide the public with a high quality, reliable and cost effective treatment of sewer wastewater that meets the federal, state, regional standards and meets the local publics current and future needs.						
<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
PLANT OPERATION:						
<u>Compliance with Governmental Regulations</u> - ensures compliance with applicable regulations.	# of violations received	3	3	4	4	4
<u>Treatment of Wastewater</u> - provides community with the treatment of sewer waste stream.	# of millions of gallons (Mgd) treated a day	12.22	12.26	12.30	12.40	12.45
<u>Generator MW-hour production</u> - reduces the energy consumption costs.	# of Mega Watt (MW) hours produced	2,071	1,754	1,725	1,751	1,751
<u>Septic Truck Loads</u> - provides treatment of waste for septic haulers.	# of septic loads processed	1,675	1,700	1,750	1,800	1,800
<u>Grease Loads</u> - Reduces the risk of sanitary sewer overflows.	# of grease loads processed	75	70	70	70	70
<u>After Hour Call Backs</u> - reflects the efficiency of the plants operation during non-business hours.	# of call backs incurred	78	80	80	80	80
QUALITY ASSURANCE:						
<u>Laboratory Test</u> - measure of the quality control effort.	# of tests performed	14,587	14,780	15,000	15,000	15,000
<u>Surveillance Monitoring Reports</u> measurement of effort in enforcing pretreatment program.	# of monitoring	1,620	1,650			
<u>Inspections</u> - provides protection for the treatment processes.	# of Significant Industrial Users (SIU)	15	13	13	13	13
	# of Non-significant Industrial Users (NIU)	304	312			
<u>Samples</u> - measurement of effort in enforcing pretreatment program.	# of Surcharge samples	300	312	300	300	300
	# of Compliance Confirmation samples	512	500	500	500	500

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Performance Measurements - Wastewater

Goal: To provide the public with a high quality, reliable and cost effective treatment of sewer wastewater that meets the federal, state, regional standards and meets the local publics current and future needs.

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
COLLECTIONS:						
SANITARY - provides a measure of the level of effort taken to maintain the sanitary sewer collection system.	# of miles of sewer lines cleaned	130	87	100	125	125
	# of main line plug ups	25	21	25	25	25
	# of lateral plug ups	32	35	30	30	30
	# of sanitary sewer overflows	8	4	5	5	5
FARMING OPERATIONS						
Water Reuse - provides for the efficient disposal of treated water.	# of millions of gallons per year applied to the City's farm	248.0	250.0	250.0	250.0	250.0

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Performance Measurements - Solid Waste

Goal: To provide excellent customer service, reliability, and cost effective solid waste services to residences and businesses that maximizes manpower and meet the public's needs and the City's growth,

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14
Call Center	Total # of calls received	35,383	42,784	45,700	46,500	47,500
To ensure telephone calls answered in a professional and timely manner.	Answered Calls % of total received	87%	79%	80%	85%	85%
	Dropped Calls % of total received	13%	21%	20%	15%	15%
	Average Wait (seconds)	24	42	35	20	18
Landfill Diversion	% of materials recycled (from CalRecycle for the Consolidated Waste management Authority)	68.7%	N/A	N/A	69.0%	70.0%
To ensure that state regulations for mandatory landfill diversion are accomplished.						
Operational Efficiencies	Average number of residential containers per day picked-up by each driver (as reported by the drivers)	678	691	700	710	720
To ensure that drivers are efficiently picking-up containers.						

Performance Measurements - Fleet Maintenance

Goal: To provide quality cost effectively maintenance of the City's fleet including responsive service and

<i>Strategy</i>	<i>Measure</i>	Actual 2009-10	Actual 2010-11	Projected 2011-12	Forecast 2012-13	Forecast 2013-14
To have the City's fleet readily available for use.	Percentage of the City's fleet available for use.	97%	98%	98%	98%	98%
To provide cost effective service.	Hourly shop labor rates	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
To prevent breakdowns and extend the useful life of the fleet.	The number of preventative work orders processed	1,031	1,112	1,200	1,275	1,350
To maintain the fleet to be mechanically sound.	The number of repair work orders processed	3,638	3,677	3,700	3,750	3,800
To maintain the minimum amount of inventory, while ensuring an adequate supply.	Inventory Turnover in Days - Parts	104	129	125	115	105
	Inventory Turnover in Days - Fuel	14	19	22	20	18
To increase the City's use of alternative fuels.	Percentage of the City's fleet using alternative fuels	5%	9%	13%	18%	22%

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PUBLIC WORKS - ADMINISTRATION - 31006

The Administration Division has four employees and is responsible for the general administrative activities of the Public Works Department and for addressing citizen calls for service. The division tracks labor and material costs, as well as processes payroll for Public Works. This division is also responsible for managing many of the maintenance projects at the Corporation Yard.

2010-2012 Accomplishments

- Received, logged and tracked over 1,200 Customer Service Requests (CSR) per year during the last two-year budget cycle. Over 80% of the calls were completed within 30 days. Many of the calls are for street maintenance (e.g. pothole patching, or plugged storm drains). Some calls are for requests that take longer to complete (e.g. traffic signal request).
- Maintained the personnel records for approximately 93 employees in the Department, including evaluation and CV-9 processing.
- Managed the City's street sweeping contract. Prepared contract change orders when new streets were added to the City. Addressed all street sweeping complaints and calls for service.
- Developed new Street Sweeping RFB proposal scope of work.
- Dispatched manpower and equipment for emergency calls for service (e.g. fallen trees blocking the street, sewer overflows, traffic accidents, power failures, etc.).
- Processed monthly and quarterly journal entries for Street Division, Traffic Maintenance Division and Fleet Division.
- Worked with the Finance and Wastewater Departments to secure low cost State funding to upgrade the Water Conservation Plant.
- Worked with Code Enforcement and Solid Waste to abate several illegal homeless campsites.
- Scheduled sidewalk and gutter replacements with contractor and arranged payments from homeowners when necessary.
- Worked with Urban Tree Foundation to secure several grants to landscape median islands, storm drain ponds, and waterways.

2012-2014 Objectives

- Assist Public Works Manager to complete pavement condition survey for all streets and enter into pavement maintenance software to improve scheduling of overlays, slurry seals, and cape seals.
- Continue to work with the Finance Department to secure low cost State funding to upgrade the Water Conservation Plant.
- Audit street light power costs and investigate purchasing Edison owned lights.
- Work to install a storm drain system in the Corporation Yard with filters to remove oil and grease.
- Work to repave several areas of the Corporation Yard where the asphalt is in poor condition.
- Monitor Public Works Budget to control cost and reduce waste.
- Work with Urban Tree Foundation to remove trip hazards in downtown caused by street trees. Install additional trees on Court and Locust and improve the landscaping at the Main Street intersections with Court and Locust. This work will be paid for by grants secured by the Urban Tree Foundation, CSET, and the Downtown Visalians.

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STREET MAINTENANCE - 31324

The Street Maintenance division has seven employees and maintains the City's roadways in a smooth and safe condition to the satisfaction of the traveling public. They also respond to reports of hazardous conditions like potholes, obstacles in the roadway, and provide clean up / assistance for vehicular accidents. These activities are mainly funded by the Gas Tax fund, and with charges to Special Revenue and Enterprise Funds.

2010-2012 Accomplishments

- More than 1560' of pave outs on collector streets against newly installed curb and gutter.
- Repaired more than 2 miles of collector and arterial roadways with "dig outs".
- Repaired seven major sink holes in residential and arterial and collector roadways.
- Crack sealed 25 miles of streets in all quadrants of the City.
- Overlaid Goddard Street 200' between Noble Avenue and College Avenue.
- Overlaid Giddings Street, Wren Avenue to Riggins Ave.
- Overlaid streets in several newly annexed county islands including Wren Avenue and Crawley Ave.

2012-2014 Objectives

- Continue to maximize the use of funding sources other than the General Fund.
- Continue performing "dig outs" where required to maintain acceptable street conditions.
- Hire contractor to Chip Seal several local streets.
- Hire contractor to Cape Seal several streets.
- Hire contractor to Reclamite several streets.
- Implement and utilize the Pavement Management System for the City's short-term and long-term roadway maintenance program.
- Perform maintenance assessment survey of all City streets.

TRAFFIC MAINTENANCE – 31326

The Traffic Maintenance Division has three employees and its responsibilities include the maintenance of traffic signs, pavement markings, intersection traffic control and signal maintenance. This division is supported in part by Gas Tax funding.

2010-2012 Accomplishments

- Maintained and serviced all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Provided maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Replaced faded, missing, or damaged street name signs to provide effective guidance throughout the city.
- Provided maintenance for the City owned street lighting systems.
- Responded to the Underground Service Alerts (USA) requests.
- Implemented asset management program in a new data base for street signs.

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2012-2014 Objectives

- Continue to maintain and service all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Continue to provide maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Continue to maintain the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Continue to replace faded, missing, or damaged street name signs to provide effective guidance throughout the city.
- Continue to provide maintenance for the City owned street lighting systems.
- Continue to respond to the Underground Service Alerts (USA) requests.
- Continue to maintain asset management data for street signs.

WASTEWATER OVERVIEW

The Wastewater divisions are responsible for the collection, treatment, and disposal of wastewater generated from the more than 37,000 homes and businesses within the City of Visalia. As an enterprise fund, user fees provide 100% of the division's funding.

The wastewater collection system includes 12 lift stations and over 450 miles of sanitary sewer mains ranging in size from 4-inches to 54-inches in diameter. All lift stations are continuously monitored, via a telemetry system, to reduce the risk of sewer blockages and overflows. The wastewater flows to the Water Conservation Plant (WCP) for treatment.

The WCP is designed to provide secondary treatment and disinfection of 22.0 million gallons of wastewater per day (mgd). Current flows average 13.0 mgd. The treatment processes remove greater than 98.5% of total suspended solids (TSS) and biological oxygen demand (BOD); the regulatory requirement is 85%.

WASTEWATER – ADMINISTRATION - 43431

The administration division has three employees and is responsible for coordinating all aspects of the Wastewater Division, especially as it deals with regulatory and other outside agencies, consultants, the public, etc.

2011-2012 Accomplishments

- Complied with all monthly and annual reporting deadlines for permits held by the Wastewater Division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.
- Advanced design of the Water Conservation Plant Upgrades project to the 95% level. The project will include:
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane filtration.
 - Nitrogen removal to below 10 mg/l.
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Pre-selected several major systems that form the core of the Water Conservation Plant upgrade project.

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- Monthly user fees remain one of the lowest of any City throughout the southern San Joaquin Valley.

2012-2014 Objectives

- Begin construction of the required plant upgrades to comply with Waste Discharge Requirements.
- Negotiate a water exchange agreement to enhance groundwater recharge efforts for the City.
- Maintain 100% compliance with permit requirements.
- Maintain the facility in a clean and professional manner so it is presented appropriately to regulators and the general public.
- Actively manage capital projects to avoid unnecessary cost overruns.

WASTEWATER – PLANT OPERATIONS - 43432

The operations division has nine employees and is responsible for the overall performance of the WCP. These employees make daily process control adjustments to ensure compliance with permit requirements, and are chiefly responsible for the appearance of the facility.

2011-2012 Accomplishments

- Certification of 100% of the operators at the Grade 3 level or higher. All Operators are required by the State of California to possess a Wastewater Treatment Plant Operator license. In order to obtain the license, an individual must have the required years of experience as well as pass a written exam. In order to certify at a higher level, additional experience and education are required and the exams become increasingly more complex and difficult. Over the past four years, operator certification levels at the Visalia WCP have increased substantially. This allows greater flexibility in staffing and provides a clear indication of the competency of the operations staff.

Operator Certification levels

	2008	2010	2012
Grade 1	45 %	11 %	0%
Grade 2	44 %	33 %	0%
Grade 3	11 %	56 %	88%
Grade 4	0%	0%	12%

2012-2014 Objectives

- Coordinate equipment tie-ins during the upgrade project with zero discharge violations.

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WASTEWATER – QUALITY ASSURANCE - 43433

The quality assurance division has five employees and serves two primary functions. First, the onsite laboratory staff performs nearly 1,500 analyses per month. These tests are used to demonstrate compliance, establish industrial billings, and to make operational decisions at the facility. Second, the industrial waste inspectors monitor, inspect, and sample the 13 large industrial dischargers and over 500 small commercial dischargers throughout the City. This federally mandated Pretreatment Program ensures a level of protection to the system.

2011-2012 Accomplishments

- Updated local discharge limits.
- Maintained Environmental Laboratory Accreditation Program (ELAP) certification by successfully passing federally mandated laboratory proficiency testing.
- Performed over 15,000 analyses per year.
- Successfully administered the pretreatment program with thirteen significant users and over five hundred non-significant users.
- Conducted facility inspections of all 13 significant industrial users.

2012-2014 Objectives

- Maintain Environmental Laboratory Approval Program (ELAP) certification.
- Continued compliance with State and Federal regulations.

WASTEWATER –MAINTENANCE - 43434

The maintenance division has five employees and is responsible for preventative and corrective maintenance on plant equipment and structures.

2011-2012 Accomplishments

- Completed the retrofit and rehabilitation of several outdated structures, including primary and secondary clarifiers and anaerobic digesters.
- Performed preventative maintenance on all equipment in accordance with manufacturer's specifications.

2012-2014 Objectives

- Facilitate construction activities with no loss of process control.
- Continue with an effective preventative maintenance program.

WASTEWATER – COLLECTIONS - 43435

The collections division has nine employees and is responsible for maintaining the sewer collection system, which includes more than 450 miles of sanitary sewer mains, more than 250 miles of storm mains, more than 5,000 manholes, and 45 lift stations. Duties include video inspection and cleaning of mains, coordinating new sewer hook-ups, and locating underground facilities. This division is also responsible for maintaining the waterways and ponding basins throughout the city.

2011-2012 Accomplishments

- Maintained over 450 miles of sanitary sewer mains throughout the City.

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- Maintained over 250 miles of storm sewer mains throughout the City.
- Maintained over 30 miles of waterways through the City.
- Responded to routine and emergency calls for service.

2012-2014 Objectives

- Minimize sanitary sewer overflows.
- Identify and correct deficiencies within the sewer system.

WASTEWATER – BIO SOLIDS - 43436

The bio-solids division has two employees and is responsible for the pumping, drying, stockpiling and removal of biosolids. This division is also responsible for weed control at the WCP.

2011-2012 Accomplishments

- Removed approximately 2,000 tons of biosolids per year for beneficial reuse.
- Produced Class A, Exceptional Quality biosolids which is the highest quality possible.

2012-2014 Objectives

- Continue to beneficially reuse biosolids.
- Continue to produce Class A, Exceptional Quality biosolids.

WASTEWATER – FARMING OPERATIONS - 43440

The Farming division has no employees and was set up to segregate farming revenue and expenses from wastewater user fees and expenses.

2011-2012 Accomplishments

- Positive net farm revenue each year.
- Recycled approximately 375 million gallons of treated effluent to irrigate fodder crops.
- Evaluated the long term strategy of the farm operation and began a program to replace older, less productive walnut trees with pecan trees.

2012-2014 Objectives

- Continue to recycle treated effluent for the irrigation of fodder crops.
- Continue efforts to replace unproductive portions of the walnut orchard.

SOLID WASTE OVERVIEW

Solid Waste divisions are responsible for the collection and disposal of residential, commercial and industrial solid waste. The operation services more than 36,000 residential customers and over 3,000 business customers within the City of Visalia. As an enterprise fund, 100% of operational revenues come from user fees.

The Solid Waste operation currently has 65 employees and operates 44 residential routes and about 12 commercial routes within the City. Residential routes are serviced with split containers (half recyclable and half waste) which are collected by split trucks that have a divided body to keep recyclables separated from waste, and with green waste containers that collect grass trimmings and other green waste. Commercial accounts are serviced with a variety of bins and boxes, ranging from two-yard bins to thirty-yard boxes.

SOLID WASTE MANAGEMENT - 44008

The Management division is staffed by six employees and provides for overall management of the Solid Waste operation, administrative support for Solid Waste operations and staffing the Solid Waste call center, which handles all customer and account related calls for the Solid Waste operation.

2010-2012 Accomplishments

- The Solid Waste Call Center completed over 13,000 internal work orders in 2010-2011 averaging about 50 work orders per work day.
- The Solid Waste Call Center processed over 26,000 weight tags, 4,000 contamination tags, and handled over 13,000 bin rental calls.
- The Solid Waste Call Center processed over 31,000 telephone calls in the Call Center during 2011 averaging almost 125 calls per work day.
- Worked with the Visalia Unified School District to expand recycling into their administrative offices and school buildings. This included providing blue recycling containers and setting up recycling bins.
- Worked with Visalia Unified School District to reduce their costs by monitoring services at schools and stopping service when school is not in session.
- Successfully competed for a CMAQ grant that will provide approximately \$2.3 million dollars toward the purchase of nine new Solid Waste trucks ordered in the 2009-10 fiscal year.
- Awarded a CMAQ grant to pay 100% of approximately \$1.8 million dollars for the purchase of 5 new Solid Waste trucks.
- Worked with the Solid Waste operating divisions, other City personnel and outside contractors to coordinate and operate four Dump on Us (DOU) events each year. Overall, about 60% of DOU material gets recycled.

2012-2014 Objectives

- Increase local recycling diversion rates.
- Continue to provide administrative and managerial support for each of the Solid Waste Divisions.
- Continue to work with the Visalia Unified School District to expand recycling to additional administrative offices and school buildings.
- Continue to coordinate and operate at least four Dump on Us events each year, and coordinate any other cleanup activities as needed. Expand the programs and extend the hours of operation for the events.

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SOLID WASTE – CONSOLIDATED WASTE MANAGEMENT AUTHORITY (CWMA) - 44009

The CWMA division is staffed by one contract employee that is 100% paid for by the CWMA and managed by the City's Solid Waste Manager. The CWMA is a Joint Powers Authority (JPA) with seven of the cities in Tulare County and with the County of Tulare. The JPA works to increase the diversion rate of material being land filled and to increase recycling efforts. The division provides all the administrative support for the CWMA, and is completely funded by the CWMA.

2010-12 Accomplishments

- Completed financial audits for 2009-10, and 2010-11.
- Decreased the CWMA Disposal Rate from 5.0 pounds/person/day in 2007 to 3.9 pounds/person/day in 2009 and 2010. Pounds/Person/Day (PPD) is the daily per capita amount of waste taken to the landfills (basically, the annual tonnage taken to landfills converted to pounds, divided by 365 and then divided again by the population). The CWMA's benchmark as determined by the State is 6.4 PPD (has to be at or below this amount).
- Development of outreach and educational material to meet the July 1, 2012 deadline for Mandatory Commercial Recycling Program requirement.
- CWMA members use 310 Clear Stream Containers for collecting beverage containers at public events. These containers are intended to increase recycling at major public events throughout the Joint Power Authority's (JPA) jurisdiction and were purchased with grant money.
- Purchased an additional 5,000 28-qt blue, recycling containers for the member agencies to use to promote recycling.
- Increased battery collection container drop-off locations to 112. The Battery Collection Program yielded 3,997 lbs. in 2010, and 7,047 lbs. in 2011, all of which was diverted from the landfills.
- 2011 Tulare County Fair – gave away 40 large boxes of used children's books.
- The CWMA Construction and Demolition Waste Reduction Program identified 28,148 tons that were sent to the landfill as C&D material for 2010 and 23,373 tons for 2011. Of the tonnages identified as C&D, 31,862 tons in 2010 and 36,105 tons in 2011 were recycled.
- CSET E-waste program through the CWMA collected 358,180 tons of electronic waste in 2010.
- Applied for and received \$66,425 in 2009-10 and \$122,794 in 2010-11 in grants from the CalRecycle City/County Grants Program.
- CWMA received transformation credit for transferring 10,754 tons in 2010 and 8,923 tons in 2011.
- Full implementation of the Residential Food Scrap Collection Program in Visalia in 2010 and in 2011 began implementation of the Commercial Food Scrap Program. CWMA worked with the cities of Tulare and Porterville as well as with private haulers, Waste Connections and Waste Management, to begin implementing a Residential Food Scrap Collection in their areas.

2012-2014 Objectives

- Continue to work toward a goal of 75% diversion by 2020 as mandated by the State.
- Work with individual jurisdictions to implement recycling programs.
- Work to develop programs for proper disposal of sharps, batteries, medications, and other banned materials.
- Administer the CWMA operation to be efficient and cost effective.

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SOLID WASTE - CONSTRUCTION & DEMOLITION / WASTE REDUCTION (C&D) - 44010

The C&D division is staffed by one employee and is responsible for administratively monitoring the City's C&D program, including processing permits and associated weight tickets, meeting with customers and verifying compliance with the program. Division costs are partially paid for with C&D permit fees.

2010-2012 Accomplishments

- Processed 1,272 permit C&D plans in 2010; total tonnage 5,950. Achieved 95% recycling rate.
- Processed 1,255 permit C&D plans in 2011; total tonnage 10,287. Achieved 96% recycling rate.
- Separately tracked concrete tonnage for CWMA: 4,280 tons in 2010; 834 tons in 2011.
- Monitored and participated in the planning of large events in the City of Visalia to ensure they had a recycling plan and recycled as much as possible.
- Implemented new standards for parade events and events being held downtown and in Garden Plaza. Event coordinators MUST have adequate waste & recycle containers and are required to clean up after the event.
- Performed several waste stream audits to establish recycling programs and provide advice and education on commercial recycling.
- Worked hands on and established Sierra Meadows Senior Living Center from ground up with owners and contractors to ensure the best possible green environment and recycling efforts.
- Conducted several "Recycling Presentations" at commercial businesses, schools and day care centers demonstrating how split trucks work. Prepared packets of recycling information and samples of recycled items for individuals to take home.
- Monitored each of the neighborhood clean-ups and "Dump on Us" events to ensure that every effort was made to successfully divert construction and demolition material from the landfill at these events.

2012-2014 Objectives

- Continue to expand the public's knowledge of the construction and demolition ordinance and the awareness to reduce, reuse and recycle construction and demolition material.
- Work with Community Development Department to add "Alt Res" permits to C&D Fee Schedule. Currently there is no fee.
- Continue to monitor and participate in the planning for large events in the City of Visalia to ensure they have a recycling plan; emphasizing requirements on their end to be certain there is no mess left after their event. Working with Special Events Committee to determine if deposit should be required.
- Complete the auditing process of commercial accounts to ensure that they are recycling; implementing AB 341, which goes into effect July 1, 2012. This will make recycling mandatory, not only for commercial businesses with more than 4 yards of refuse; but also for multi-residential units with 5 units or more. This sets a state-wide 75% waste diversion goal by 2020.
- Continue to educate the citizens and contractors in Visalia regarding the Construction and Demolition and large events recycling ordinances.
- Continue to monitor the neighborhood clean-ups and "Dump on Us" events to ensure that every effort is made to successfully divert construction and demolition material from the landfill at these events.

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SOLID WASTE - RESIDENTIAL 44443

The residential division is staffed by 33 employees and is responsible for servicing over 35,000 residential accounts. Each account has a split container (½ recyclables, ½ waste) that is picked up once a week and a green waste container that is also picked up once a week. Ongoing assemblies, delivery, pick up and maintenance of an inventory approaching 75,000 containers is also conducted. Residential operations also assist with all the various cleanup events including four Dump on Us events, spring and fall clean up events, and various other cleanup events held throughout the year.

2010-2012 Accomplishments

- Achieved an average diversion rate over 50% in the residential collection routes. The City recycled over 10,400 tons of material from the split-container program and over 22,800 tons of green waste from the Curbside Green Waste Collection Program.
- Refined residential collection routes to achieve the best balance between collection efficiency and manpower and equipment usage.
- In addition to the curbside specials that solid waste already offers to residential customers, the program was expanded to offer additional curbsides specials for split containers and yard waste containers. In 2011, 3,794 curbside specials were picked up.
- Monitored and minimized the amount of over weight loads taken to the landfill and Tulare County Compost and Biomass. By actively minimizing overweight loads, we comply with the law, drivers are safer and trucks do not get damaged from carrying more than they are supposed to.
- Recycled over 2,000 tons of greenwaste material as part of the Spring and Fall Drop Off events each year. The fall Drop Off program was expanded to run through the Holiday Season and end in January.
- Purchased 3 split trucks and 2 yard waste trucks using a 100% Congestion, Mitigation and Air Quality (CMAQ) grant. All 5 trucks will be 100% paid for by the grant.
- Delivered an additional 884 containers to customers (increased work load).

2012-2014 Objectives

- Monitor collection routes for contamination of recyclables and green waste containers and continue enforcement program that encourages recycling in a positive manner in those areas which have high contamination levels.
- Monitor routes and modify as needed to achieve the highest collection efficiency possible.
- Evaluate the efficiency of the division's compressed natural gas vehicles to determine the feasibility of purchasing replacement vehicles with Compressed Natural Gas. (CNG).
- Expand the drop off programs and Dump-On-Us programs for longer times and hours of operation to accommodate customer demand.
- Continue to provide top quality automated curbside service to 36,000 residents in the City of Visalia.
- Cross train Solid Waste Operators on routes so drivers have the capability to do multiple routes.

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SOLID WASTE - ROLL-OFF - 44444

The roll-off division is staffed by five employees and is responsible for servicing all of the large 20, 30 and 40 yard roll-off boxes. This division also participates in the maintenance, delivery and pickup of both bins and boxes throughout the City.

2010-2012 Accomplishments

- Installed a device called “The Hooker” to secure the roll off boxes on to the trucks. This device provides more safety and ease loading and unloading boxes from the trucks.
- Converted the entire fleet of roll off trucks from diesel to Compressed Natural Gas (CNG).
- Started using banners on front load trucks to advertise the roll off division to help increase customer base.
- Provide free box services to various clean up events around the City as directed.
- Successfully coordinated the four Dump ON Us events each year, servicing over 700 vehicles in disposing of waste material and recycling as much as possible.
- Ordered roll off boxes with covered tops to help deter illegal dumping and to use for composting material.

2012-2014 Objectives

- Continue to look for ways to increase recycling in the Roll-Off division.
- Continue to promote green waste recycling in the Roll-Off division.
- Continue monthly safety meetings to comply with the injury and safety program for SB198.
- Implement a new Roll-Off Saturday route to better service customers.
- Continue to increase the amount of recyclables collected in the Dump-On-Us events.
- Compete with private sector to get more customers by providing better service and lower rates.

SOLID WASTE - FRONT LOAD – 44445

The Front load division is staffed by 18 employees and is responsible for servicing all of the bins (2-yard to 8-yard) in the City. Bins can be picked up anywhere from one time a week to five times a week, so routes are varied daily. Employees in this division are also responsible for the maintenance, delivery and pickup of both bins and boxes throughout the City.

2010-2012 Accomplishments

- All of our front line trucks are now Compressed Natural Gas.
- Converted all but two front load routes to side pockets.
- Continued to increase the tonnage on our green waste route by implementing compost bins which are used for non-protein food scraps.
- Developed a bin that is split in half one side for recycling and the other for trash, by doing this we now can have businesses that didn't have the room for a recycling bin to start recycling. This has increased the amount of recycling tonnage.
- Started to use 10yd containers, which provide enough service through the weekend for our customers.
- Found a method of fixing cracked driveways which were making it difficult for the drivers to roll bins in and out for collection. We believe by doing this we have probably reduced workman's comp claims.
- Purchased a portable steam cleaner that has made it much easier to clean bin enclosures and oil spills.

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- Changed from a passive GPS system to a real time system, by going to this system we can now check whether or not a customer's claims of having their container missed are true. This has saved our division time and money by not have to go back and service a container that was already serviced.
- Completed the 12th and final route to five days a week.
- Implemented a Monday and Friday 13th recycling round to lighten up the long recycle routes on these days.

2012-2014 Objectives

- Continue our monthly safety meetings to assure compliance with the injury and safety program for SB198.
- Complete the conversion of bottom pocket bins to side pockets.
- Continue to Increase customers in our front load green waste and compost recycle routes.
- Complete the repair of the floor in our bin maintenance shop.
- Increase the recycling diversion at our dump on us events.
- Continue to cross train drivers on other routes to make our division more diverse.
- Continue providing an efficient cost savings service to our customers.

FLEET MAINTENANCE - 31171

The Fleet Maintenance division has twelve employees and maintains the City's entire fleet of vehicles and equipment, performing preventative maintenance on over 550 City vehicles and pieces of equipment. It minimizes mechanical failures and keeps 98% of the fleet in operation each day. This division also assists with the management the City's Vehicle Replacement fund, to ensure cost effective replacement of vehicles.

2010-2012 Accomplishments

- Serviced and maintained over 550 City vehicles and equipment in a cost effective manner and minimized vehicle down time, keeping a minimum of 98% of the fleet mechanically sound and available for service.
- Continued to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Continued to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
- Continued to assist in the writing of specifications and acquisition of vehicles and equipment.
- Continued to assist in the disposition of vehicles and equipment that were replaced.
- Continued to pass state smog inspection.
- Continued to comply with C.A.R.B. rules.
- Continued to comply with the B.I.T. program.
- Continued to maintain good customer relations with user departments.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

2012-2014 Objectives

- Service and maintain over 550 City vehicles and equipment in a cost effective manner and minimize vehicle down time, keep a minimum of 98% of fleet mechanically sound and available for service.
- Continue to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Continue to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
- Continue to assist in the writing of specifications and acquisition of vehicles and equipment.
- Continue to assist in the disposition of vehicles and equipment that were replaced.
- Continue to pass state smog inspection.
- Continue to comply with C.A.R.B. rules.
- Continue to comply with the B.I.T. program.
- Continue to maintain good customer relations with user departments.

**City of Visalia
Two-Year Budget
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CAPITAL IMPROVEMENT PROGRAM (CIP)

The Capital Improvements Program (CIP) budget includes all expenditures for the purchase or construction of capital assets in the amount of \$10,000 or more. These projects include the construction of streets and public facilities, the purchase of major pieces of equipment, major maintenance of existing facilities, land acquisition for future city use and other construction projects.

Revenue for capital improvements comes from the individual city fund that is funding the improvements. These improvements are within the specific purpose of each fund. For example, the Airport fund would provide the funding for a capital project such as an airport runway reconstruction project. A summary of the 2012/13 and 2013/14 Capital Improvements Program follows on Page 13-2.

A listing of significant projects over \$1 million for fiscal years 2012/13 and 2013/14 is presented below. These 13 projects represent 83% of the total proposed capital expenditures for fiscal years 2012/13 and 2013/14.

	Project Description (Fund)	12/13	13/14	Total
1	Water Conservation Plant Design Upgrade	\$ 99,350,000		\$ 99,350,000
2	Lower Kaweah / Mill Creek Flood Control Prop 84 Grant	5,365,174		\$ 5,365,174
3	Developer Reimbursement for Street Oversizing	1,920,000	1,958,400	\$ 3,878,400
4	North Shirk sewer line extension		3,000,000	\$ 3,000,000
5	Downtown Storm/Flood Protection Project EDA	2,561,053		\$ 2,561,053
6	Mineral King trunk line	500,000	2,000,000	\$ 2,500,000
7	Reconstruct Goshen Bike Path		2,400,000	\$ 2,400,000
8	Replace Residential Yard Waste Side Loader(s)	1,533,600	394,200	\$ 1,927,800
9	Cape Seal	700,000	650,000	\$ 1,350,000
10	Santa Fe Connectivity Project: Phase 1A	60,000	1,280,000	\$ 1,340,000
11	Chip Seal	600,000	610,000	\$ 1,210,000
12	Asphalt overlay major collector and arterial roadways	505,000	505,000	\$ 1,010,000
13	Lovers Lane/SR 198 improvements		1,000,000	\$ 1,000,000
	Total	\$ 113,094,827	\$ 13,797,600	\$ 126,892,427

**City of Visalia
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2012-13 & 2013-14**

**2012/13 - 2017/18 Capital Improvements Program
SUMMARY OF CAPITAL PROJECTS**

Fund Name (Number)	2012-13	2014-15	Future Capital Projects	Page
General (0011)	8,329,556	0	4,794,858	12-4
General Fund Designation (Civic Center/Public Safety-0013)	369,808	418,211	0	12-17
General Fund Designation (Community Sports Park- 0014)	388,000	0	5,160,000	12-18
General Fund	9,087,364	418,211	9,954,858	
Fire Impact Fees (1061)	0	0	33,000	12-20
Gas Tax (1111)	3,795,000	3,723,250	14,735,500	12-21
Park & Recreational Facilities (1211)	433,000	663,000	12,330,900	12-25
Storm Sewer Construction (1221)	155,000	125,500	1,854,500	12-28
Transportation Impact Fees (1241)	2,020,000	2,008,400	5,110,100	12-32
State Transportation Development Act (1611)	10,000	1,660,000	40,000	12-36
Capital Projects Funds	6,413,000	8,180,150	34,104,000	
Fire Sales Tax (1122)	101,481	0	13,116	12-38
Measure R-Local Fund (1131)	685,000	1,250,000	10,110,000	12-39
Measure R-Trailways (1132)	1,051,000	3,130,000	8,435,000	12-43
Measure R-Regional Projects (1133)	0	0	23,900,000	12-47
Waterways Fund (1261)	0	25,000	320,000	12-49
Landscape and Lighting (1513)	110,000	7,000	353,500	12-50
Special Revenue Funds	1,947,481	4,412,000	43,131,616	
Storm Sewer Deficiency (1222)	1,348,432	35,000	635,000	12-51
Underground Water Recharge (1224)	305,000	670,000	2,780,000	12-55
Wastewater Trunk Line Construction (1231)	620,000	5,120,000	3,120,000	12-57
Airport (4011)	602,000	510,000	18,037,000	12-59
Convention Center (4131)	135,700	50,000	1,700,000	12-63
Valley Oak Golf (4211)	300,000	300,000	330,000	12-66
Wastewater (4311)	100,588,800	1,631,585	5,027,930	12-68
Solid Waste (4411)	2,862,400	1,462,500	25,377,800	12-73
Transit (4511)	2,224,554	376,154	9,151,016	12-78
Storm Sewer Maintenance & Operations (4812)	195,000	197,500	625,000	12-81
Business-type (Enterprise) Funds	109,181,886	10,352,739	66,783,746	
Fleet Maintenance (5011)	120,000	42,000	37,000	12-85
Vehicle Replacement (5012)	1,435,658	1,265,630	5,366,921	12-86
Police Vehicle Replacement Measure T (5013)	0	273,500	808,100	12-94
Information Services (5111)	265,200	473,640	1,619,160	12-96
Internal Service Funds	1,820,858	2,054,770	7,831,181	
Total Projects	128,450,589	25,417,870	161,805,401	
Community Development Block Grant (1811) (memo only-see Adopted Action Plan)	240,800	233,400		
Total Capital Appropriation	128,691,389	25,651,270		

*Multi-funded projects (Fund 3011) -- see pages 98-105

**City of Visalia
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Budget Preparation

Over the course of 4 Council meetings during the months of April and May 2012, the City Council of the City of Visalia reviewed the various portions of the Capital Improvements Program (CIP) Budget in detail. In preparation for their presentation to Council, projects were reviewed by staff to determine the appropriate funding source for each. Within each separate fund, the projects were prioritized with particular emphasis being placed upon projects which fulfill the requirements of General Plan Elements and/or represent priorities set by the City Council. This process has produced the current 6-year capital plan (2012-2018).

In the pages that follow, each fund is summarized beginning with a brief description of revenues and any restrictions on their use. A short executive summary shows the projected cash flow for each fund over the 6 years of the capital plan. This is followed by a listing of the projects included in each fund. The Capital Improvement Program includes the appropriations for the 2012/13 and 2013/14 fiscal years, along with four additional years presented for planning purposes (2014-2018).

**City of Visalia
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**General Fund - 0011
2011/12 - 2017/18 Capital Improvement Program**

This fund's revenues include sales and property taxes, business licenses, transient occupancy taxes, fees for services and interest earnings. These revenues, for the most part, are discretionary and can be used for anything approved by City Council.

Executive Summary

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Cash Available for General Fund Capital Projects	-	-	-	80,500	80,500	80,500
Grants, Donations	7,312,060	-	-	50,000	-	-
Operating Revenue	1,017,496	-	1,738,610	1,125,853	1,003,141	957,754
Capital Expenditures	(8,329,556)	-	(1,658,110)	(1,175,853)	(1,003,141)	(957,754)
Total Resources Available for Projects	-	-	80,500	80,500	80,500	80,500

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Grant and Donation Funded Projects:												
1	Downtown Storm/Flood Protection Project - consisting of the Jennings Ditch Layoff Basin, Soroptimist Park Storm Basin Expansion and Downtown Storm Drain Installation. (Multi-funded: Project total of \$2.6m to be funded from \$2.0m EDA grant (0011) and \$563k Storm Sewer Deficiency (1222).) Project will not proceed if City is not awarded the grant.	1A	Adam Ennis	3011/8332	--	N/A	1,997,621					
2	Mill Creek Setback area and Miki City Park - Improve and construct the Mill Creek setback area and .65 acre park with a Japanese theme located at Mineral King and Stevenson Street. (Multi-funded: Project total of \$9674k funded from \$499k Prop 84 grant (0011) and \$175k match from Recreation Facilities (1211).)	1B	Vince Elizondo	3011/9933	**	B11	499,265					
3	Recreation Park Splash Pad - In cooperation with Rotary Foundation and Visalia Rawhide, develop a fenced, 3,200 sq. ft. rectangular splash pad in Recreation Park to be available for use during Rawhide baseball games and to the general public (and rental reservations) when baseball games are not in session. To increase revenues with higher attendance at Rawhide games and rentals of the feature which would offset costs of maintaining and operating the facility. (Multi-funded: Project total of \$400k funded from Rotary Club donations of \$200k (0011), Parks and Recreation Facilities of \$100k (1211), and grant funding (possibly CDBG) to be secured of \$100k (TBD).) Project will not move forward without receipt of donations and/or grant funding. This project was placed ON HOLD, effective 6/18/12 pending further Council action.	N/A	Vince Elizondo	3011/8333		N/A	200,000					
4	Lower Kaweah River and Mill Creek System (Prop 84 Grant) Flood Control Improvements along Lower Kaweah River & Mill Creek System (PROP 84 GRANT) (Multi-funded: Project total of \$5.4m from \$4.6m prop 84 grant awarded to the City and \$750k matching funds from Storm Sewer Deficiency (1222)).	N/A	Adam Ennis	3011/8334	**	N/A	4,615,174					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	1A Project Ranking											
5	General Plan Update - Third year funding for the General Plan Update which is underway. In December 2009, Council approved hiring Dyett & Bhatia as the planning consultants for preparation of our General Plan Update and EIR in an amount that exceeded the budget with palms to budget additional funds in future fiscal years when the project was scheduled for completion. Staff does not have the resources to accomplish this major task without consulting assistance. Current Land Use Elements are 15 years old and other elements are as much as 20 years old.	1A	Josh McDonnell	8078	--	N/A	100,000					
6	Voting Repeater for Communications Tower (Fire Dept.) - New Voting repeater (essentially a radio transmitter to strengthen and clarify signals) to allow clear reception between fire crews and dispatch to be located on the SE side of town for area currently without repeater coverage. Also includes associated estimates for securing a lease on a cellular tower and site upgrades for a pad and power to the site. Repeater coverage is critical when crews are inside a building responding to life & safety incidents.	1A	Danny Wristen	8335	*	N/A	76,601					
7	Wireless Communication System - Currently the captains are the only firefighters with this technology. Providing 52 remaining fire crew members with communication systems will equip them to interact with each other with less difficulty during emergency response requiring the use of face masks. Scott EPIC RI Wireless Communication System, Voice Amplifier RI assembly, EPIC RI wireless console lapel mic & interface for Kenwood radios. To outfit all engineers & firefighters. (Multi-funded: Project total of \$76k for 52 units funded from \$63k General Fund (0011-43 units) and \$13k Meas T (1122-9 units))	1A	Charlie Norman	New	*	N/A			62,700			
8	Maintain City owned/City Occupied property as buildings age, needs for various maintenance issues arise and are critical. For example: roof repairs and replacements, pressure washing, repair of storm and vandalism damage, etc. Amount proposed includes roof repairs for the and the Anthony Center (\$20k-12/13), City Hall East (\$175k-14/15), Corp Yard Buildings & Parks shop (\$80,000-15/16), Fire Station #51 (\$30k-16/17), and Police Headquarters and the Fairview Community Center (\$80k-17/18).	1A	Eric Frost	9708	--	N/A	120,000		225,000	110,000	80,000	130,000
9	Maintain City Owned property leased to tenants - Maintenance of City leased property such as the SPCA, Creative Center, Icehouse, etc. As these properties age, needs for various maintenance issues arise.	1A	Eric Frost	9491	--	N/A	100,000		50,000	50,000	50,000	50,000

**City of Visalia
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**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
10	Motorola Dual Band Portable Radio- To increase the capability of firefighters to manage an incident on multiple frequencies and have the capability to utilize multiple frequency bands for interoperability. This will allow us to communicate with all agencies within a 60-minute radius of our city if a large scale disaster should occur. New Motorola Dual Band APX 7000 Portable radio for each front line vehicle and chief officer. One would also be assigned to the Rescue team as well as the Hazmat team for interoperability. We would like to fund and purchase these radios in the 2013-2014 budget year if the CalSeic funds are not made available to us by the end of the 2012-2013 fiscal year.	1A	Danny Wristen	8336	--	N/A	57,176					
11	Self-Contained Breathing Apparatus (SCBA)- Replace 7 aging and/or damaged units to maintain necessary number of frontline and reserve air-paks for fire response. Scott NxG7 SCBA (self-contained breathing apparatus) air-pak , Dual EBSS, PASS, with 30 minute cylinder from Allstar Inc. The request for seven NxG7 SCBA will be added to the reserve/spare apparatus.	1A	Charlie Norman	8337	--	N/A	40,144					
12	Gym Motors for Basketball goals- Add electrical motors to 6 baskets at the Anthony Community Center and 6 baskets at the Manuel F. Hernandez Community Center. This project includes all electrical work as well as purchase and installation of motors and switches. Employees currently stand on a ladder and manually raise e/lower baskets with a drill. This is an unsafe act as it requires the employee to be on the ladder utilizing both hands on the drill. Electric motors will eliminate the City's risk for on the job injury and will save staff time as employees will no longer have to bring a ladder to each location, climb it, operate baskets, move ladder, etc.	1A	John Bradley	8338	--	N/A	36,000					
13	Police Records Software (Fusion) Upgrade- Replace outdated Records Fusion Management System software to be compatible with current City system using Windows 7. This records software provides data for reports to the Department of Justice and the District Attorney. A temporary fix was created to support the system but will not work with newer versions of software. Current version is outdated and will no longer be serviced. Records must upgrade to a newer version to retain maintenance on the software.	1A	Lisa Daws	8339	--	N/A	32,230					
14	Corp Yard Paving - Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too damaged and need to be removed, repave areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Project total of \$1.2m from \$747k Solid Waste, \$57k Storm Sewer and \$345k General Fund.)	1A	Renee Nagel	3011/8340	--	N/A	75,000	60,000	75,000	90,000	45,000	

**City of Visalia
Two-Year Budget
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**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
15	Crisis Negotiators Throw Phone- Equipment required for level 2 SWAT status. This is a "throw phone" for use in hostage and crisis negotiations. Current "throw phone" is 11 years old and has failed in use. SWAT responds to 12-15 calls annually. Phone comes with 1200 feet of cable and allows up to 3500 feet when in use. It allows the SWAT team to view from the cameras from a remote area. It has integrated cellular phone capability, has upgraded connectors and cabling, allows the SWAT team to scan other cameras than the negotiators are viewing, and is built with the newest available components. It also comes with a two year warranty. Staff will pursue COPS funding for this item but must move forward with purchase if grant funding is not available.	1A	Steve Scofield	8341	--	N/A	28,885					
16	Park Sidewalk Repairs- Replace existing portions of concrete sidewalk in various parks that have been either damaged or cracked by trees, environment, or traffic use and or through the eliminate of time have become dangerous to the public safety. These are a safety issue and need to be repaired for foot traffic for our citizens utilizing the parks. The cement repairs are located in parks that are over 15 years old.	1A	Jeff Fultz	8342	--	N/A	30,000					
17	Metal Evidence Lockers at Police Headquarters- including refrigeration compartment and installation. Needed to replace wooden lockers at Police Headquarters currently secured with residential cabinet grade exterior hinges, which can be easily removed. Existing lockers provide an extremely low level of security and protection for the evidence in the locker and access to the property room.	1A	James Poits	8343	--	N/A	18,660					
18	Cyanoacrylate Fuming Chamber- Misonix CA-3000 Cyanoacrylate Fuming Chamber: This unit is designed to process evidence for latent fingerprints and protect workers from exposure to hazardous fumes. The unit utilizes an internal air circulation fan, hot plate, and humidifier and is microprocessor controlled. The system uses several built-in safety features including the ability to evacuate the fumes during the fuming cycle when the door is inadvertently opened to prevent exposure. The Crime Lab would use this chamber to replace the current use of a 10 gallon fish tank which does not provide the safety precautions that the Misonix provides to prevent exposure of Cyanoacrylate fumes to the technician.	1A	Bob Douglas	8344	--	N/A	10,800					
19	Bomb Squad Total Containment Vehicle- The Total Containment Vessel is designed to safely mitigate and transport explosive devices. It is built on a trailer and pulled behind our bomb response vehicle. Currently the consolidated Bomb Squad is using a 35 year old containment vessel which has outlived its functionality. Amount proposed is half of the cost with the other half to be paid for by Tulare County Sheriff's Department. Staff will pursue Homeland Security grant funding for this purchase.	1A	Steve Phillips	New	**	N/A			189,160			

**City of Visalia
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**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
20	Electronic Patient Care Report Software & Equipment- To automate mandated storage of records on treatment administered to patients which is currently written on paper forms in the field with data entry at a later time. Will eliminate duplication of effort and data entry errors. To include Getac V100 rugged tablet and Zöll RescueNet ePCR Base System, including mobile licenses, WebPCR user license, security, Physio interface (to be used with the LP12/15 cardiac monitors in use by the department), CA CEMESIS plug-in, NEMESIS plug-in, CAD interface and set up costs.	1A	Dustin Hall	New	*	N/A						130,287
21	Digital Image Mgmt System- Replacement - Upgrade will include computer server hardware, hard drives, software, licensing, redundant back-up system, uninterrupted power supply, warranty and installation. This system is used by officers to download and transfer digital images and audio files to the main server from various network locations. The server is located in the Crime Lab. All evidence photos and audio recordings are stored on this server. The Digital Image Management System was purchased in 2007 for the storage and remote downloading of all digital images and audio recordings. The replacement is necessary due the wear and age of the hardware. The storage space also will need to be expanded.	1A	James Potts	New	--	N/A						34,600
22	EOD 9 Bomb Suit (standard configuration)- Including the EOD 9 Helmet Platform. Currently the Consolidated Bomb Squad has two EOD 9 Bomb Suits. One suit was manufactured in 2005 and will need to be replaced in 2014/2015 by the City. Replacement of the second suit will be paid for by the Tulare County Sheriffs Department. Staff will pursue Homeland Security grant funding for this purchase but must replace the suit in 2014/15 even if no grant funding is received.	1A	Steve Phillips	New	--	N/A			29,234			
23	Pre-emption System- Install 5 Emergency Vehicle Pre-Emption Systems per year in existing signals. This system allows emergency vehicles to control traffic signals along their route. Retrofit has been completed on approximately 50 signals with another 30 soon to be underway. Funding in years 2012-2017 has been deferred. Funding in 2017-18 will provide for 5 installations per year. On-going funding for 5 each year would complete the remaining 70 signals by 2031. All new signals will be installed with the system. (Multi-funded: \$50k from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	1A	C. Norman/E. Bons	3011/9531	--	N/A						17,000
24	Video Recording System for Evidence- Video recording system for evidence intake lockers. Increases security for evidence intake and reduces potential for unauthorized or illegal entry into the property rooms. Includes 4 cameras, computer server, and installation.	1A	James Potts	New	*	N/A			13,843			

**City of Visalia
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General Fund - 0011 (Continued) 2011/12 - 2017/18 Capital Improvement Program												
#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1B Project Ranking												
25	Athletic Lights Recreation Park Stadium- Replacement of 2 infield poles in 2012/13, 2 midfield poles in 2014/15 and 4 outfield poles in 2015/16. Requested by Rawhide subcommittee to ensure player safety.	1B	Steve Salomon	8345	--	N/A	192,000		295,000		296,000	
26	Zoning Code Update- Major update to the City's Zoning Ordinance. The Zoning Ordinance is the primary implementing tool to the General Plan. The General Plan is expected to be completed and adopted in FY12-13 and the Zoning Ordinance will need to be made consistent with the General Plan as is required by law. The last ordinance update was 1996 following completion of the 2020 Plan. Amount proposed is reduced by substantial portion of work to be done in-house.	1B	Josh McDonnell	9889	--	N/A	75,000		75,000			
27	Parking lot maintenance- Funding for repaving, crack seal, patch, slurry seal, and re-stripe of downtown public parking lots and park parking lots with a goal of resurfacing 2 parking lots per year (1 downtown and 1 park). Included in the 2-year portion are Fairview Park (2012-13) and Summer's Park (2013-14). There are 23 Park and 34 City Parking lots in this 10 year program. Maintenance has been deferred for several years and some lots are in very bad condition. When possible, remaining funds will be used for maintenance on the remaining lots.	1B	Jim Bean/Jeff Fultz	8214	--	N/A			150,000	150,000	150,000	150,000
2 Project Ranking												
28	Park Arbor Replacement- These arbors are very old and are full of dry rot at the base and in the overhead rafters causing an unsafe condition over the picnic areas. Replace old wooden arbors in Blain Arbor 1, 3, and 4, Whitendale Arbors 1, 2, and 3, and Plaza Park Arbors 4, 5, 6, and 8 and would include demolition and installation of Arbors. Blain would be the first year, Whitendale the second year, and Plaza third and fourth years. If not replaced, arbors would need to be removed at some point at a cost of \$1,000 each. Rental of these arbors generates annual revenues of \$?	2A	Jeff Fultz	New	--	N/A			100,000	100,000	56,000	63,000

**City of Visalia
Two-Year Budget
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**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
29	Microfiche Conversion Police Records- Convert 24 boxes of microfiche (approximately 2.4 million images) dated 1976-1994 into an electronic format storeable on a server and accessible on workstations at all three Records locations. Currently each microfiche sheet must be located and pulled manually and read on a microfiche reader, and outdated process which can only be performed at Police Headquarters, is time consuming (approx. 1 hour per report), and results in wear on the original films. Copies printed are of poor quality. Microfiche documents are utilized frequently when performing background checks or processing mandated purgings and sealings of documents. The microfiche quality is deteriorating due to age and sheets are easily lost or misfiled. Conversion would preserve the images and reduce, if not eliminate, files being misplaced or lost.	2A	Lisa Davis	New	--	N/A	60,410		60,410	60,410		
30	Replace Facility Doors- Doors are a security issue as they are unoperable at times and need constant repair. Buildings recommends replacement. Manuel F. Hernandez Community Center 1 double door including door jam and hardware, Wittman Center - 4 double doors with new door jams and hardware, Senior Center 1 double glass storefront door with hardware and 1 single exterior door at kitchen with hardware.	2A	John Bradley	new	--	N/A	31,200					
31	Blain Park Retaining Wall- Remove and Dispose of old telephone pole retaining wall around the Blain Park Restroom Facility and install new 172 liner feet of brick wall to match the existing wall around playground. Telephone poles are decaying and are a hazard. They not only have decayed wood and creosote a hazardous material, but they keep the bank or mound from eroding down into the sidewalk and restroom facilities soiling the area and creating a slip and fall hazard.	2A	Jeff Fultz	New	--	N/A	15,000					
32	Anthony Community Center Sidewalk & Concrete Repair- Located at 345 N Jacob St. Remove shrubs on north side of facility and connect concrete from new ADA compliant handicap parking area to sidewalk in the back of the building. Remove and replace broken concrete between building and skate park, on the west end of the facility, and at other recreational facilities as needed to eliminate trip hazards. There is currently no pedestrian walkway from Jacob street to the skate park.	2A	John Bradley	new	--	N/A	10,000					
33	Lasertiche - Com Dev- Outsource document scanning of pertinent documents that have "lifetime" retention such as Site Plan Review, Conditional Use Permits and Parcel Maps & Subdivisions, Development Reimbursement Agreements, Notice of Completions and Improvement Plans. Paper storage is bulky, temporary and cannot be searched efficiently. Template based digital storage is efficient and permanent also time saving for retrieval and eliminates storage costs of paper files for "lifetime". No staff available to perform services.	2B	Young/ Bond	8346	--	N/A	25,000					14,000

**City of Visalia
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**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
34	Replace Irrigation controllers- Replace 134 existing Irritrol MC-plus and IBOC battery operated irrigation controllers with the TORO/Sentinel IIS Hydro-WOB Sentinel Water Management controllers at a cost of \$4,701.49 each to accommodate the TORO/Sentinel Central Water Management System. Irrigation control allows the project manager to have operational control, system watering, trouble reporting and multi-level programming abilities in on location. The IIS Hydro WOB Sentinel allows the controllers to be monitored from a central computer and can be programmed from one location in the city. New controllers will cut water usage and staff time by 20%. The IIS Hydro WOB Sentinel can be installed in locations that do not have AC power like medians & roadsides.	2B	Dave Pendergraft	3011/new	--	N/A			72,000	81,000	90,000	99,000
35	Irrigation Booster Pumps- To increase water flow (pressure) for efficient operation of outdated equipment. Less expensive than replacement. Install booster pumps in a 6-year plan to the following park locations, Houk Park, Jefferson Park, Burke Park, Cherry Meadow Park, Pinkham Park, Crestwood Park, Willow Glen Park, Constitution Park, Rierbend Park, and Blain Park. Allows irrigation in shorter days and periods of time to stay compliant with water regulations set forth by the State of California and the City of Visalia.	2B	Jeff Fultz	3011/New	--	N/A			17,000	34,000	34,000	34,000
36	John Combs Park Planter Revamp- At Crenshaw/La Vida. Replace existing ground cover plants with turf and install new overhead irrigation with new valves, lateral lines, control wires, etc. along the entire planter fronting park on Crenshaw. Current irrigation drip system is non functioning and landscaping is being lost. Will reduce trip hazard for park visitors exiting vehicles parked along Crenshaw and reduce park maintenance costs.	2B	Jeff Fultz	New	--	N/A			15,000			
37	Variable Frequency Drive Pumps- Replace old submersible well pumps and install new variable frequency drive control panel to Ruiz, Fairview, John Combs, Mill Creek, Stonebrook, and Sunset Park. All six parks are storm pond parks where two-thirds of the maintenance is paid for by enterprise funding. Pumps are getting old and may not be economically efficient and are also a direct drive type that causes a lot of pressure on the irrigation lines forcing breaks to main lines, etc.. The VFD would allow the pump to pressurize the system as it is needed instead of full pressure all at once allowing for less chances of main line blow outs. (Multi-funded: Project total of \$204k funding with General Fund \$45k (0011), Storm Sewer Maint. \$134k (4812-deferred), and prior year CDBG \$25k (1811).)	2B	Jeff Fultz	3011/New	--	N/A			6,563	6,875	7,250	7,600

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
38	Woodland Park Planter Revamp- north of Houston, west of Mooney. Replace existing ground cover plants (some with turf) and install new overhead irrigation with new valves, lateral lines, control wires, etc. along the entire planter fronting park along Woodland, Elwin, Terrace, Prospect, Zachary, and Buena Vista. The outside planters would become turfed areas but the inside planters would remain but with new irrigation to the plants. Current irrigation drip system is non functioning and landscaping is being lost. Will reduce trip hazard for park visitors exiting vehicles parked along the curb and reduce park maintenance costs.	2B	Jeff Fultz	New	--	N/A	29,000		29,000	29,000	29,000	
	3 Project Ranking											
39	Ford F-550 including equipment- The fire Department currently operates a single utility vehicle primarily as a storage and operating unit for fire investigations. The utility is capable of towing the Air Trailer as well as the Rescue Trailer. As a Type 2 Rescue Team, there is a potential that the utility could be deployed leaving the department without investigations capability and air supply. Ford F-550 Tow Vehicle for use with Visalia Fire Department Medium Rescue Trailer. Requesting a 4 wheel drive, diesel, F-550 Crew Cab Truck with a combination contractors type service bed. The service bed combines tool boxes, stake sides and a lumber rack into one bed. The center structural members of the lumber rack are removable to accommodate transportation of items that extend above the rack.	3A	Danny Winsten	New	**	N/A						73,467
40	Vehicle Exhaust Extraction Systems (3)- for Fire Stations 52, 53, and 54. Currently the department has five fire stations and only two have fully functional exhaust systems. The systems at stations 52, 53, and 54 are 15 years old and frequently break down. Exhaust systems at these stations are not compatible with the newer vehicles currently owned by the department so use is limited. Project will replace the system in one station each year, with prioritization to be based upon the least functional system at that time.	3A	Doyle Sewell	New	--	N/A	27,000		27,000	27,540	28,091	
41	Productivity improvements. Increased productivity can be pursued through effective training, seminars, research, and or product purchases. Increased productivity in individuals and or departments translates into increased efficiency therefore reducing costs to the City.	3	Eric Frost	9702	--	N/A	10,000		10,000	10,000	10,000	10,000
42	Install Maintenance Building to Riverway Sports Park- Due to the growth of various divisions housed at the Corporatio Yard on Ben Maddox Way the Parks and Urban Forestry Divisions can relocate equipment to this site to allow for growth of Parks and Urban Forestry. Install new 50' W x 200' L x 20' H metal building with 1 - 16' Rollup bay door and 4 - 14' rollup bay doors along with new office space, lounge, conference room, and other interior storage areas (chemical storage, plumbing, supplies, equipment, etc.) in 2017 and install asphalt to the entire maintenance yard in 2018. (Multi-funded: Project total of \$240k funded from \$98k Recreational Facilities (1221) and \$142k General Fund (0011).)	3B	Jeff Fultz	New	**	N/A					70,800	70,800

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
43	Main St. Theatre Improvements- to remodel lobby concession area and repair theatre interior. The Enchanted Playhouse Theatre Company currently pays the City \$3,000 per month (\$36,000 annually) which is requested to be set aside for improvements in the Theatre. As of June 2012 the City will have collected \$288k in rent on the theater since the City obtained title in 2007. Of this amount, \$244k to-date has been appropriated for theatre maintenance and improvements. Projects are currently underway to restore the Marquee and upgrade the electrical systems to bring them into compliance with building safety codes. Appropriations for this project are limited to revenues received from rent on the theater.	3B	Wally Roeben	9877	--	N/A			36,000	36,000		
44	Records Management System- Software System for tracking the City's agreements and contracts. Improve the City's records management by purchasing a comprehensive system to index, file, and track official City records in a way that the documents are easily retrievable and identifiable. Currently, records are located at all three City Hall locations and there is no centralized filing database. Using our current system, records have the potential to be lost and the expiration of contracts can easily be overlooked. The software program will track contract expiration dates and other pertinent information about a particular contract/agreement allowing the search for records to be more efficient.	3B	Leslie Cavaglia	new	*	N/A			30,000			
45	Rotary Park Decomposed Granite Path- Install a Decomposed Granite Path along the north, east, and southern fence line of Rotary Park meandering through the grove of trees as a walkway for exercise and leisure. Project to seek partial funding from Rotary club.	3B	Jeff Fultz	New	*	N/A			20,000			
46	City Hall East Interior Remodel - Offices located at 315 E. Acequia- Remodel 3 cubicle areas into offices by adding walls and doors. This will facilitate staff needs and increase efficiency and productivity also allowing to move divisions within the building to accommodate the recent reorganization and staff assignment changes that have occurred. More efficient set up for public counter access and service.	3B	Young/Bond	new	--	N/A			15,000			
47	CHE Misc Furnishings- CHE #6 - Conference table, 12 chairs, CHE lunch room 16 chairs, CHE front counter re-cover chair. Replace broken, frayed & unsafe furnishings. Some items were noted as needing replacement during last Safety Inspection. Public meetings held, need to have safe, presentable furnishings.	3B	Young/ Bond	new	--	N/A			10,000			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
53	City Council Meeting Video Streaming- Update City Council Chambers to allow video streaming of City Council meetings live over the internet. Includes purchase and installation of an entry level system that includes cameras, monitor, cabling and labor. Additional costs are for web connection, video lighting equipment and ongoing costs for personnel to run equipment during meetings and for annual maintenance. This project will improve public access to local government by providing live access to public meetings through the internet. The capability to broadcast live over the internet allows the public access to the meetings live from any computer with internet access.	3B	Leslie Caviglia	new	*	N/A				35,000		
54	Replace Lighting at Plaza Tennis Courts- Replace old 400 watt lamps and ballasts with new 1000 watt lamps and ballasts to provide proper lighting to the tennis courts 1 through 4. The lighting is not to the correct standard for night play and the dim lighting could cause possible injuries due to shadows from poor lighting.	3B	Jeff Fultz	New	--	N/A				23,000		
55	Records Copier/Printer/Scanner- Purchase Bizhub c552 (55 ppm B/ & 45ppm color) COPIER/PRINTER/SCANNER; Full Maintenance = .006 per page B/W AND .06 COLOR. The current copier is used by the entire Police Department and is often used for large volume copying. Due to this the copy machine is not always readily available to front counter members who must make copies of legal documents when releasing vehicles and processing transactions. Staff members must then leave the unit to utilize the next available copy machine, leaving the front counter unattended thus increasing the length of each transaction. Also when the copy machine is down for repair or maintenance this causes a delay in processing time sensitive packages for court due to employees having to transport their material and utilize a copy machine in another unit.	3B	Lisa Davis	New	--	N/A				15,028		
56	Whitendale Main Room Floor- Replace main room floor at Whitendale Community Center. Existing floor is 15+ years old and is very worn. Whitendale Community Center is heavily utilized for programs and classes.	3B	John Bradley	new	--	N/A				15,000		
57	ACC Gym Lines- Paint sports court lines on gym floor at Anthony Community Center located at 345 N Jacob St. Existing lines are faded and show wear.	3B	Jason Glick	new	--	N/A					12,000	
58	Senior Center Patio- Fence patio and turf area with ornamental fencing. Level berm areas, landscape, build a storage cabinet and purchase patio furniture. Visalia Senior Center is a heavily used facility and is in need of additional space for programming purposes. By enclosing the patio and and grass areas, these areas become a controlled environment appropriate for outside dining, social gathering and programs & classes. The fencing will also provide additional facility security. Homeless often visit this area after hours to drink, sleep, etc.	3B	Jeannie Greenwood	new	--	N/A						30,000

City of Visalia Two-Year Budget 2012-13 & 2013-14

General Fund - 0011 (Continued)
2011/12 - 2017/18 Capital Improvement Program

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
59	Anthony Community Center Flooring- Located at 345 N Jacob St. Remove and replace worn carpet in facility including two meeting rooms, business office and all areas in administrative wing. Carpet is showing wear and will need replacement.	3B	John Bradley	new	--	N/A						13,000
	Total						8,329,556	-	1,658,110	1,175,853	1,003,141	957,754

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund Designation (Civic Center/Public Safety) - 0013
2012/13 - 2017/18 Capital Improvement Program**

This reserve was established by Council in FY 98/99 for the land acquisition and construction of the new Civic Center. Money set aside in this reserve is from General Fund land sales and a portion of year end fund balance as directed by Council. This fund also receives revenue from rent allocations for City owned buildings occupied by departments which will eventually relocate to the planned Civic Center.

Executive Summary						
Resources	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Cash for Civic Center	8,999,460	8,715,952	8,463,741	8,759,941	9,066,541	9,383,841
Interest Earnings	86,300	166,000	296,200	306,600	317,300	328,400
Capital Expenditures	(369,808)	(418,211)	-	-	-	-
Total Resources Available for Projects	8,715,952	8,463,741	8,759,941	9,066,541	9,383,841	9,712,241

Additional Information: The General Fund is not projected to have funds remaining for distribution to reserves at year end for the 2012/13 and 2013/14 Budget years. With no General Fund land sales planned, no deposits to this fund are projected during that time.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Portable and Mobile Mixed Mode Radios- 138 Motorola XTS2500 and 147 Motorola XTL5000 Analog/Digital capable radios. These radios are P25 compliant, capable of mixed mode operation (analog/ digital) and will be used to replace current police mobile & portable radios that do not meet this requirement. Analog narrowbanding is a 2013 mandate and the Department needs to be prepared, via mixed mode capability, to meet future digital mandates and enhance interoperability requirements.	Jason Salazar	8347	--	N/A	369,808	372,508				
2	9th Dispatch Console- add a 9th Dispatch radio and phone console to accommodate growing number of calls received and dispatched by the Communications Center. During the busiest hours of the day, this will reduce the number of calls put on hold and provide an additional seat for necessary staffing of peak hours. Dispatch currently has eight (8) consoles.	Gloria House	8348	*	N/A		45,703				
	Total					369,808	418,211	-	-	-	-

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011". The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

- No Annual Maintenance Costs (or no increase over existing costs)
- * Annual Maintenance cost is \$5,000 or less
- ** Annual Maintenance cost is \$5,000 to \$25,000
- *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
- **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund Designation (Community Sports Park) - 0014
2012/13 - 2017/18 Capital Improvement Program**

This reserve was established by Council in FY 98/99 for the land acquisition and construction of community recreational sports parks. Money set aside in this reserve is from General Fund land sales and a portion of year end fund balance as directed by Council.

Executive Summary						
Resources	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Cash for Community Sports Parks	1,522,646	1,145,746	1,160,846	1,207,246	1,255,546	1,305,746
Interest Earnings	11,100	15,100	46,400	48,300	50,200	(154,200)
Capital Expenditures	(388,000)	-	-	-	-	(5,160,000)
Total Resources Available for Projects	1,145,746	1,160,846	1,207,246	1,255,546	1,305,746	(4,008,454)

Additional Information: In addition to amounts set aside by Council action, this fund receives community donations earmarked for recreation projects. The donations for the Riverway Sports Park are deposited to, and spent from, this fund. With amounts expected in the 2012-13 budget year, the total donations for the Riverway Sports Park are expected to be \$367k. The General Fund is not projected to have funds remaining for distribution to reserves at year end for the 2012/13 and 2013/14 Budget years. With no General Fund land sales planned, no reserve deposits to this fund are projected at this time.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Riverway Sports Park Phase 3- Additional funding from community donations to add new special event stage and promenade area and complete project which will develop hardscape improvements to the area south of former BMX area and east of new baseball fields (.3 acres) to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk, and landscaping improvements including additional irrigation, turf, and trees. All improvements are in accordance with the adopted park master plan. (Multi-funded: Total of \$1,368m from \$499k Recreation Impact Fees (1211-all prior year), \$502k Community Sports Park set-aside (0014-all prior year) and \$367k various donations (0014), \$217k of which were in prior years.)	Vince Elizondo	3011/8293	**	B9	150,000					
2	Riverway Sports Park Phase 4 - Design and preliminary costs for park improvements for the 1.8 acre former BMX track area to be developed into a new usable park area. The Parks and Recreation Commission will work with City staff to design a site plan to be brought to Council for review and approval. All improvements will be in accordance with the adopted park master plan. Costs estimated on average cost per acre to develop park sites. (Multi-funded: Project total of \$396k funded from \$238k Sports Park Reserve (0014) and \$158k Parks & Rec Impact Fees (1211))	Vince Elizondo	3011/8349	**	B9	238,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**General Fund Designation (Community Sports Park) - 0014 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
3	Riverway Sports Park Phase 5- Develop Phase 5 of the Riverway Sports Park project to include four lighted adult and youth softball fields with a concession/restroom and additional parking and picnic amenities. This phase would also include additional irrigation system and a new pump system. (Multi-funded: Project total of \$8.6m funded with Recreation (1211) \$3.4m and Sport Park Reserve (0014) \$5.2m.)	Vince Elizondo	3011/8099	***	B9						5,160,000
	Total					388,000					5,160,000

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost)

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects explained in detail in the project description.

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Fire Impact Fees - 1061
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from Public Safety Impact fees collected at the time of building permit issuance. Funds are to only be used for new facilities, equipment, and not for operation and maintenance.

Executive Summary							
Resource	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash	(3,014,700)	(2,876,521)	(2,748,942)	(2,671,242)	(2,588,542)	(2,500,742)	
Fire Impact Fees	186,600	188,500	190,400	192,300	194,200	196,100	
Operating Expenses	(2,621)	(2,621)	(2,700)	(2,800)	(2,900)	(3,000)	
Interest Earnings	(45,800)	(58,300)	(110,000)	(106,800)	(103,500)	(101,300)	
Capital Expenditures	-	-	-	-	-	(33,000)	
Total Resources Available for Projects	(2,876,521)	(2,748,942)	(2,671,242)	(2,588,542)	(2,500,742)	(2,441,942)	

Additional Information: Impact fees in this fund are projected to stay level through 2012/13 and begin to grow 1% in 13/14 and each year thereafter.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Pre-emption System - Install 5 Emergency Vehicle Pre-Empion Systems per year in existing signals. This system allows emergency vehicles to control traffic signals along their route. Retrofit has been completed on approximately 50 signals with another 30 soon to be underway. Funding in years 2012-2017 has been deferred. Funding in 2017-18 will provide for 5 installations per year. On-going funding for 5 each year would complete the remaining 70 signals by 2031. All new signals will be installed with the system. (Multi-funded: \$50k from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	Charles Norman/ Eric Bons	3011/9531	--	N/A						33,000
Total											33,000

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existin

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Gas Tax Fund - 1111
2012/13 - 2017/18 Capital Improvement Program**

This fund includes monies derived from Sections 2103, 2105, 2106, 2107 and 2107.5 of the Streets and Highways Code. These revenues come from special taxes (excise taxes) on the sale of transportation fuels which are levied in addition to the state sales tax. Allocations are generally distributed on the basis of population and registered vehicles. This fund also receives money from the State Highway Fund that is distributed to each region based on population and road miles. Funds are to be used only for construction, improvements and maintenance of streets and roads.

Executive Summary										
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18				
Beginning Balance	517,100	201,700	14,700	21,900	34,400	8,100				
Gas Tax Apportionment	1,904,739	1,923,800	1,943,038	1,962,468	1,982,093	2,001,914				
Gas Tax Prop 42 Swap	1,367,370	1,381,000	1,394,810	1,408,758	1,422,846	1,437,074				
Surface Transportation Program (STP)/State Highway Account Funds Exchange	938,500	966,700	995,700	1,025,600	1,056,400	1,088,100				
Interest Earnings	2,000	100	200	300	100	100				
Electrical Costs - City Street Lights	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)				
Operating Expenditures and Allocations	(233,040)	(235,360)	(240,067)	(244,869)	(249,766)	(254,761)				
Street Maintenance Projects Contracted Out	(2,082,500)	(2,042,500)	(1,927,500)	(1,937,500)	(2,002,500)	(1,997,500)				
Street Maintenance Projects Performed In-House	(1,285,000)	(1,303,000)	(1,331,000)	(1,374,000)	(1,407,000)	(1,445,000)				
Street Maintenance Equipment Purchase and Replacement	-	-	-	-	-	-				
Other Capital Expenditures	(427,500)	(377,750)	(328,000)	(328,250)	(328,500)	(328,750)				
Total Resources Available for Future Projects	201,869	14,690	21,881	34,408	8,073	9,277				

Additional Information:

The State may borrow Gas Tax funds for cash flow purposes if the amount is repaid within the same fiscal year. The last time the State delayed payment of gas tax for cash flow purposes was in 2011. The State Constitution also provides for State borrowing of the Gas Tax for up to 3 years, providing the Governor proclaims an emergency affecting the State's General Fund or the State experiences revenues totaling less than the previous year. The amount borrowed by the State must be repaid before this provision can be used again. There are currently no prior year gas tax payments outstanding from the State.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Preliminary Engineering and Design work necessary for potential future capital projects.	Adam Ennis	3011/9699	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
2	Akers Widening- Acquire property and widen between Mineral King and Tulare Ave and widen Cypress Ave to allow two east bound lanes. Project will upgrade median turn pockets on Cypress Ave to allow dual left turns. Phase 2 (12/13): Under SR 198 widen Akers St., Caltrans to do preliminary study to widen undercrossing and see about on/off ramp improvements with TCAG covering preliminary costs, Measure R Regional (1133) \$1.5 million in future years for construction. This intersection heavily congested during peak hours. Project supports future growth and ensures a non-failure level of service. (Multi-funded: City portion of project \$2.3m funded from \$305k Gas Tax (1111) \$255k of which is in prior year funding, \$1.5m Measure R Regional (1133), and \$500k Measure R Local (1131).)	Rebecca Keenan	3011/9944	**	C5		50,000				

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Gas Tax Fund - 1111 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
3	Railroad Crossing Upgrades- for use with projects associated with railroad crossings. Current projects planned include the Mooney/Goshen traffic signal, Demaree/Goshen traffic signal and the construction of Oak Ave. from Tipton to Burke St.	Adam Ennis	9367	--	B13	100,000	100,000	100,000	100,000	100,000	100,000
4	Reimburse developers for street improvements on unfunded, existing arterial/collector and local streets not identified in the circulation element which have various remaining improvements to be completed.	Jason Huckleberry	9207	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
5	Bike Plan Implementation. This annual project is to implement the most recent Bike Plan. This includes striping bike lanes and adding signs to improve safety for bicyclist and improve traffic flow for vehicles and bikes.	Adam Ennis	9923	--	N/A	40,000	40,000	40,000	40,000	40,000	40,000
6	Traffic counts, speed survey & supplemental services- services to assist staff with the increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections. To help relieve vehicle congestion.	Eric Bons	8101	--	N/A	12,500	12,750	13,000	13,250	13,500	13,750
7	ADA Self Evaluation and Transition Plan For compliance with 49 CFR, Part 27: Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance. This is required component in regards to funding through the Federal Highway Administration (FHWA).	Norm Goldstrom/ Adam Ennis	8350	--	N/A	100,000					
8	Replace street name blades that have been stolen, vandalized, damaged, or are non-readable. Funding of \$50k per year will replace approximately 1,000 name blades annually. This will accomplish the replacement of all name blades on a 15 year rotating schedule.	Norm Goldstrom	9555	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
9	Annual striping contract for misc pavement markings (centerlines, arrows, bicycle lanes, parking T's, & crosswalks) as needed for new and existing streets.	Eric Bons	9226	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
10	Upgrade or modify various existing traffic signals which have become substandard over the years. Upgrades consist of replacing outdated signal controllers, minor modifications to signals including vehicle and bicycle loops and upgrade of outdated equipment. This project may also supplement signal improvements for other projects.	Adam Ennis	9516	--	N/A	87,500	87,500	87,500	87,500	87,500	87,500

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Gas Tax Fund - 1111 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
	Street Maintenance Projects Performed In-House											
11	Dig Outs: Remove and replace isolated deteriorated pavement on various city streets. This will improve the ride quality of city streets, reduce pothole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles.	Norm Goldstrom	9508	--	N/A	425,000	425,000	425,000	450,000	450,000	475,000	
12	Minor Asphalt Overlays: Placement of an asphalt overlay on local city streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface.	Norm Goldstrom	3011/9525	--	N/A	205,000	210,000	220,000	230,000	235,000	240,000	
13	Thin Skin Patch miscellaneous streets. Thin skin patching is used to fill in uneven pavement surfaces. This provides better drainage and improves the ride on the pavement. This provides a first step in the cost effective method of recouping the structure of a badly determinate street and is used also as a leveling course for ease and cost effective future maintenance.	Norm Goldstrom	9520	--	N/A	225,000	230,000	235,000	235,000	245,000	245,000	
14	Crack Sealing - Placement of rubber type based product in cracked pavement. Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger.	Norm Goldstrom	9496	--	N/A	125,000	125,000	130,000	130,000	140,000	140,000	
15	Reclaimite various City streets. - Cost effective pavement maintenance if performed routinely after initial proper street installation, within the first 5-7 years. Cost savings for pavement life span when performed at appropriate routine cycles over other more expensive methods of pavement maintenance or costly pavement replacement. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces.	Norm Goldstrom	9510	--	N/A	70,000	71,000	72,000	73,000	74,000	75,000	
16	Hot Patching - Allows for repairing of small areas of alligatored asphalt or potholes surrounded by generally good condition asphalt. Used for small repairs in colder weather situations. A heating device is used to heat the existing asphalt roadway (maximum 6' x 8' area) in order to introduce small amounts of new hot asphalt paving with fresh oil emulsions, blending of new with the old (existing).	Norm Goldstrom	8351	--	N/A	50,000	52,000	54,000	56,000	58,000	60,000	
17	Pot Hole Patch- Patch portions of pavement temporarily with an asphalt cold mix. Pot Hole patching is an effective and fast method of preventative maintenance on small portions of pavement that have deteriorated due to water penetration into the base.	Norm Goldstrom	9515	--	N/A	60,000	62,000	65,000	68,000	70,000	72,000	

**City of Visalia
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**Gas Tax Fund - 1111 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
18	Slurry Seal the asphalt surface using petroleum based product. Used as filler to seal pavement cracks and for minor resurfacing. Slurry sealing extends the life of asphalt pavement.	Norm Goldstrom	9530	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
19	Pave Outs - Restore pavement that has been cut away to install/refurbish curb and gutter and approaches. This will improve environmental conditions and maximize use of roadway.	Norm Goldstrom	9094	--	N/A	25,000	28,000	30,000	32,000	35,000	38,000
Street Maintenance Projects Contracted Out											
20	Cape Seal - Places an emulsified seal over weathered and raveled pavement without substantial amount of cracking. By using timely proactive maintenance strategies to seal the weatherization and raveling process that inevitably occurs over time and extends the life of the pavement.	Norm Goldstrom	8007	--	N/A	700,000	650,000	650,000	650,000	675,000	675,000
21	Asphalt overlay major collector and arterial roadways. Asphalt overlays are done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. An annual street survey is completed by the Streets Division that lists roads that are showing signs of stress.	Rebecca Keenan	9225	--	N/A	505,000	505,000	500,000	510,000	500,000	495,000
22	Chip Seal - Placement of aggregate chips over an asphalt binder as a sealant over pavement. This will provide the city's traveling public a well maintained infrastructure with minimal expenditures.	Norm Goldstrom	9203	--	N/A	600,000	610,000	500,000	500,000	550,000	550,000
23	Concrete Repairs - Repairs concrete (sidewalk, curb and gutter, and drive approaches) in the city. (Note: Property owners will reimburse the city for their portion of the cost of material and labor by approximately 30%). The repairs bring the concrete into compliance with codes and regulations.	Norm Goldstrom	9646	--	N/A	90,000	90,000	90,000	90,000	90,000	90,000
Total Expenditures						3,795,000	3,723,250	3,586,500	3,639,750	3,738,000	3,771,250

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Parks & Recreational Facilities Fund - 1211
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from fees paid by developers in lieu of providing parks and open space. Funds are to be used to implement the Parks Master Plan for open space acquisition and providing park and other recreational facilities.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash For Capital	5,996,500	6,097,100	5,933,300	6,169,600	5,752,400	6,230,300	
Park & Recreational Impact Fees	414,300	418,400	422,584	426,810	431,078	435,389	
Interest Earnings	90,697	117,123	208,634	194,527	210,685	(147,854)	
Donations	65,000	-	-	-	-	-	
Operating Expenditures	(36,355)	(36,355)	(37,400)	(38,500)	(39,700)	(40,900)	
Capital Expenditures	(433,000)	(663,000)	(357,500)	(1,000,000)	(124,200)	(10,849,200)	
Total Resources Available for Future Projects	6,097,142	5,933,268	6,169,618	5,752,437	6,230,263	(4,372,266)	

Additional Information:

The Parks & Recreational Impact Fees revenues are estimated to stay level through 2012/13 and grow 1% beginning in 13/14.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Riverway Sports Park Phase 4 - Design and preliminary costs for park improvements for the 1.8 acre former BMX track area to be developed into a new usable park area. The Parks and Recreation Commission will work with City staff to design a site plan to be brought to Council for review and approval. All improvements will be in accordance with the adopted parks master plan. Costs estimated on average cost per acre to develop park sites. (Multi-funded: Project total of \$396k funded from \$238k Sports Park Reserve (0014) and \$158k Parks & Rec Impact Fees (1211).)	Vince Elizondo	301/8349	**	B9	158,000					
2	Riverway Sports Park Phase 5 - Develop Phase 5 of the Riverway Sports Park project to include four lighted adult and youth softball fields with a concessions/restroom and additional parking and picnic amenities. This phase would also include additional irrigation system and a new pump system. (Multi-funded: Project total of \$8.6m funded with Recreation (1211) \$3.4m and Sport Park Reserve (0014) \$5.2m.)	Vince Elizondo	new	***	B9						3,440,000
3	Mill Creek Setback area and Miki City Park - Improve and construct the Mill Creek setback area and .65 acre park with a Japanese theme located at Mineral King and Stevenson Street. (Multi-funded: Project total of \$674k funded from \$499k Prop 84 grant (0011) and \$175k match from Recreation Facilities (1211).)	Vince Elizondo	301/9933	*	B11	175,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Parks & Recreational Facilities Fund - 1211 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	East Civic Center Park- 14/15 develop specific plan for park improvements from Tipton St. to Burke St. on South side of Oak. To occur after Oak St. is extended. Develop a 4-acre park, trail, and riparian area. (Multi-funded: Project total of \$1.2m funded with Waterways (1251) \$275k, Measure R Bike/Trail (1132) \$275k and Recreation (1211) \$663k.)	Vince Elizondo	3011/9920	**	B10		663,000				
5	Recreation Park Splash Pad- In cooperation with Rotary Foundation and Visalia Rawhide, develop a fenced, 3,200 sq. ft. rectangular splash pad in Recreation Park to be available for use during Rawhide baseball games and to the general public (and rental reservations) when baseball games are not in session. To increase revenues with higher attendance at Rawhide games and rentals of the feature which would offset costs of maintaining and operating the facility. (Multi-funded: Project total of \$400k funded from Rotary Club donations of \$200k (0011), Parks and Recreation Facilities of \$100k (1211), and grant funding (possibly CDBG) to be secured of \$100k (TBD).) Project will not move forward without receipt of donations and/or grant funding. This project will be brought back to Council for approval once financing has been received.	Vince Elizondo	3011/8333	*	N/A	100,000					
6	Modoc Basin Multi-use Facility - Acquisition and development. Acquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45-acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224), \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261).)	Vince Elizondo/ Doug Damko	3011/9935	--	N/A			282,500			1,260,000
7	Highway 198 Open Space Setback Area (formerly Hillside Neighborhood Park)- The total area owned by the City is 16 acres and is located north of Highway 198 between Cottonwood and Preston, adjacent to Hillside. This parcel can be utilized to initiate the City's open space and trail concept plan. Funding is to develop design and construction documents.	Vince Elizondo	9719	*	A5			75,000	750,000		

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Parks & Recreational Facilities Fund - 1211 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
8	SR 198/Sierra Village Open Space- Develop an open space and trail area as part of the City's proposed open space setback area. The area is South of highway 198 and West of Demaree St.	Don Stone/ Doug Darnko	9934	*	C2				250,000		
9	Multi-Generational Recreation Center- Build a 20,000 sq. ft. space for community events, recreation and educational classes, in an effort to promote health and wellness for both our youth and seniors in one common facility. The facility will be located on a 3-acre site on City owned property just south of the South police precinct. The City will pursue any grant funding available for this project.	Vince Elizondo	8096	--	D15					75,000	4,500,000
10	Install Maintenance Building to Riverway Sports Park- Due to the growth of various divisions housed at the Corporation Yard on Ben Maddox Way the Parks and Urban Forestry Divisions can relocate equipment to this site to allow for growth of Parks and Urban Forestry. Install new 50' W x 200' L x 20' H metal building with 1 - 16' Rollup bay door and 4 - 14' rollup bay doors along with new office space, lounge, conference room, and other interior storage areas (chemical storage, plumbing, supplies, equipment, etc.) in 2017 and install asphalt to the entire maintenance yard in 2018. (Multi-funded: Project total of \$240k funded from \$98k Recreational Facilities (1221) and \$142k General Fund (0011).)	Jeff Fultz	New	**	N/A					49,200	49,200
11	SW Neighborhood Park- Development of a future 5-6 acre neighborhood open space park/storm pond. This park will serve the needs of current and future residents south of Highway 198, between Akers and Shirk, north of West Walnut Avenue. The park will feature a walking trail, playground equipment, picnic facilities, and various other park amenities.	Vince Elizondo	9800	*	C4						500,000
12	Cameron Creek Park & K Road Park/Basin- Locate and acquire site for 6-8 acre neighborhood park and storm basin to serve area from Lovers Lane to Rd 148 and Walnut Ave to Caldwell Ave. (Multi-funded: Project total \$1.3m from Recreation (1211) \$1.1m and Storm Sewer (1221-deferred) \$220k.)	Vince Elizondo	3011/8103	--	N/A						1,100,000
Total Expenditures						433,000	663,000	357,500	1,000,000	124,200	10,849,200

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Construction Fund - 1221
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from Storm Sewer impact fees collected at the time of development and a portion of the monthly storm sewer users fees. This fund shares \$.84 of the \$2.47 monthly storm sewer fee with the Wastewater Trunkline construction fund (1231). Funds are to be used only for construction of new storm sewer infrastructure to implement the Storm Sewer Master Plan.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash For Capital	(1,211,800)	(846,800)	(445,200)	(409,400)	206,100	855,200	
Storm Sewer Impact fees	108,476	109,600	300,000	303,000	306,000	309,100	
Storm Sewer Rate	437,700	439,900	446,500	453,200	460,000	466,900	
Interest Earnings	(5,350)	(1,550)	(15,700)	7,900	32,900	27,200	
Operating Expenditures	(20,832)	(20,832)	(21,500)	(22,100)	(22,800)	(23,500)	
Capital Expenditures	(155,000)	(125,500)	(673,500)	(126,500)	(127,000)	(927,500)	
Total Resources Available for Future Projects	(846,806)	(445,182)	(409,400)	206,100	855,200	707,400	

Deferred Projects Waiting on Development (shaded listing pgs. 30-31)
Funding deficit including unfunded projects

-	-	(650,000)	(675,000)	(300,000)	(320,000)
(846,806)	(445,182)	(1,059,400)	(1,118,900)	(769,800)	(1,237,600)

Additional Information:

The Storm Sewer impact fees have decreased significantly as a result of decreased housing development. Revenues are estimated to stay level through 2012/13 and begin to grow 1% in 13/14. They are then projected to return to the 1995-1999 FY average in 2014/15 and grow 1% each year thereafter. Sewer Fees are estimated to increase annually by .5% (based upon 250-300 new housing units per year) in 12/13-13/14 and 1.5% (based upon 600-700 new housing units per year) in 14/15-17/18.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Storm Sewer Oversizing- Construct various storm drain lines. Pays the City's annual cost of reimbursing developers for the design and construction of storm drain lines which implement the Storm Water Master Plan.	Jason Huckleberry	9229	-	N/A	100,000	100,500	101,000	101,500	102,000	102,500
2	Park Place Storm Basin- (S43) Located on east side of Pinkham, 1,000 feet north of Caldwell. Includes fence relocation to accommodate Urban Tree Foundation (UTF) grant funded landscaping project. Project must move forward based upon grant time frame. Adjacent to Tulare Irrigation Company (TIC) canal that crosses Pinkham. Basin fully developed by Centex Homes as part of the Park Place subdivision. Will serve existing and future development north of Caldwell south of K Road and west of Lovers Lane. Designed as retention basin with ability to take in water from TIC canal for groundwater recharge.	Jason Huckleberry	9097 (PC-43)	*	D12	30,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Construction Fund - 1221 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
3	Storm Sewer Master Plan Administration- staff preliminary design and administration of new storm sewer construction projects as identified in the Storm Sewer Master Plan.	Jason Huckleberry	8222	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
4	Modoc Basin Multi-use Facility – Acquisition and development. Aquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224, \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261)).	Mike Olmos/ Jason Huckleberry	3011/9935	--	A3			547,500			800,000
	Total Expenditures					155,000	125,500	673,500	126,500	127,000	927,500

Note:

Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Construction Fund - 1221 Deferred Projects
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on development:										
6	Construct Shannon Ranch Master Plan storm drain lines. This project will be constructed in multiple phases as development occurs within the Shannon Ranch Master Plan area. The project includes storm drain lines in Shannon Pkwy, Mooney Blvd, Giddings St, Conyer St and Court St. The timing of the project is dependant on development activity.	Doug Damko	9937	*	N/A			250,000			
7	Goshen Avenue Trunkline- A storm drain trunk line in Goshen Avenue from Cain Street to Goshen/Virmargo Basin. Provides drainage for approved private developments/some of the East downtown areas and Goshen Ave runoff from Ben Maddox to Mill creek Parkway. Trunk line terminates at Goshen/Virmargo Basin. Improvements needed for east downtown area.	Jason Huckleberry	8109	--	N/A				420,000		
8	Virmargo Street Trunkline- Storm drain trunk line in Virmargo Street from Houston Ave to Goshen/Virmargo Basin. Provides drainage for 6 approved subdivision projects in area totaling approximately 400 residential lots. Trunk line terminates at Goshen/Virmargo basin. Construction of this project associated with Eagle Meadows Development, an approved master planned residential site where the proposed pipeline alignment runs through. Improvements needed for existing and future development.	Jason Huckleberry	8108	--	N/A			150,000	55,000		
9	Goshen Avenue Forcemain- A force main pipeline with a pump station at Goshen/Virmargo Basin discharging into Jennings Ditch. Basin is categorized as a detention basin. Once more than half of service/tributary area is built out, a pump station with a discharge forcemain will be needed. Improvements needed for existing and future development.	Jason Huckleberry	8107	--	N/A					100,000	100,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Storm Sewer Construction Fund - 1221 Deferred Projects (Continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on development:										
10	Hillside Storm Basin- Construct permanent storm basin on 16 acres owned by City on Hillside just north of Highway 198 in the scenic corridor.	Jason Huckleberry	9719	--	N/A				200,000		
11	SW Neighborhood Park/Basin- Acquire land for basin to serve area from Hwy 198 to Walnut and Akers to Shirk. Need based on development.	Jason Huckleberry	9800	*	N/A					200,000	
12	Linwood Ranch Storm Basin- This project reimburses developers for construction of a pump station, discharge line, and installation of landscaping, sidewalk, curb, gutter and pavement along northern, southern and eastern street frontages of storm basin.	Jason Huckleberry	9774	--	N/A			250,000			
13	Cameron Creek Park & K Road Park/Basin- Locate and acquire site for 6-8 acre neighborhood park and storm basin to serve area from Lovers Lane to Rd 148 and Walnut Ave to Caldwell Ave. (Multi-funded: Project total \$1.3m from Recreation (1211) \$1.1m and Storm Sewer (1221-deferred) \$220k.)	Jason Huckleberry	3017/8103	*	D13						220,000
	Total Expenses					-	-	650,000	675,000	300,000	320,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Transportation Impact Fees Fund - 1241
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from fees collected at the time of building permit issuance. Funds can be used only for new street improvements and expansion of transportation facilities related to growth.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash For Capital	(4,727,400)	(5,269,255)	(5,820,200)	(6,660,200)	(6,139,100)	(5,564,400)			
Transportation Impact Fees	1,591,745	1,607,700	1,639,900	1,672,700	1,706,200	1,740,300			
Interest Earnings	(51,811)	(88,411)	(236,100)	(236,100)	(214,000)	(205,700)			
Operating Expenditures	(61,789)	(61,789)	(63,600)	(65,500)	(67,500)	(69,500)			
Capital Expenditures	(2,020,000)	(2,008,400)	(2,160,100)	(850,000)	(850,000)	(1,250,000)			
Total Resources Available for Future Projects	(5,269,255)	(5,820,155)	(6,660,200)	(6,139,100)	(5,564,400)	(5,349,300)			

Deferred Projects (listing pgs. 34-35)	-	(200,000)	(2,375,000)	(2,250,000)	(650,000)	(6,650,000)			
Fund Balance w/Unfunded Projects	(5,269,255)	(5,820,155)	(9,035,200)	(10,764,100)	(10,839,400)	(17,274,300)			

Additional Information:

The Transportation Impact Fees are estimated to stay level through 2012/13, and begin to grow 1% in 13/14. They are then projected to grow at a rate of 2% each year thereafter.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Transportation Impact Fee Administration- Staff time and consultant cost to administer the Transportation Impact Fee program that oversees the development of arterial and collector roadways near areas of development. Includes calculation of impact fees as well as updates to the program. Additional funds requested in 12/13 and 17/18 to pay for completion of recertification process which must be completed every five years.	Chris Tavaraz	9633	--	N/A	100,000	50,000	50,000	50,000	50,000	100,000
2	Modoc Basin Multi-Use Facility- Acquisition and development. Acquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224, \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261).)	Vince Elizondo/ Doug Damko	3011/9935	--	A3			112,500			350,000

City of Visalia Two-Year Budget 2012-13 & 2013-14

Transportation Impact Fees Fund - 1241
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	<i>Street Widening throughout the City</i>										
3	Reimburse developers for additional costs incurred when constructing required arterial & collector streets with their development. Additional cost is the difference between "development requirement" & requirement to accommodate for future development in area. Project cost based upon current agreements, estimates of future projects and estimated completion dates.	Doug Damko	9130	**	N/A	1,920,000	1,958,400	1,997,600	800,000	800,000	800,000
Total Expenditures						2,020,000	2,008,400	2,160,100	850,000	850,000	1,250,000

Note:

Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Transportation Impact Fees Fund - 1241 (Deferred Projects)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on development:										
4	Widen Santa Fe St from K St to Noble Ave- Widening will follow the Santa Fe Master Plan currently being drafted. This project may be split into two phases from K Street to Tulare and Tulare to Noble which would include intersection improvements at Tulare/Santa Fe. Phases to be constructed will be contingent upon available funding.	Manuel Molina	9942	**	N/A			150,000			2,500,000
5	Santa Fe Street from Houston to Riggins- To improve circulation from central north to the downtown area including the new civic center and the completion of the Santa Fe Trail along old railroad right of way owned by the City. Phase 1 begin design in 2014-15 and Phase 2 construction when funding is available from Transportation Impact Fees (1241).	Adam Ennis	new	**	N/A					250,000	3,750,000
6	Traffic Signal at Hurley Ave & Shirk Rd- The traffic signal will be constructed in conjunction with the widening of Shirk Street between Hwy 198 to just north of Hurley Avenue. (3011 Multi-Funded: Project total of \$350K from \$50K Measure R Local in 12/13 for design and \$300K TIF (1241) in 14/15 for construction which has been deferred due to lack of funding. Project will move forward when funding is available.)	Adam Ennis	3011/9725	*	A7			300,000			
	Extension of Streets throughout the City										
7	Construct Visalia Parkway culvert at Packwood Creek- This project is to connect Visalia Parkway between Mooney Blvd and Demaree by constructing a culvert at Packwood Creek. The culvert will help provide better circulation for development occurring south of Caldwell. This project will require Army Core permits. Phases: (12/13) Permits & Design. Construction (13/14).	Adam Ennis	9948	**	D18		200,000	900,000			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Transportation Impact Fees Fund - 1241 (Deferred Projects)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on development:										
	<i>Extension of Streets throughout the City (Continued)</i>										
8	Tulare Ave extension (Lovers Lane and Mc Auliff)- Acquire ROW and extend Tulare Ave between Lovers Lane and McAuliff. Tulare Ave will be a collector road and will provide another access route to the west from subdivisions around McAuliff St. south of SR 198.	Peter Spiro/ Fred Lampe	9823	**	N/A			750,000	1,500,000		
9	Construct Tulare Ave- between Arroyo St (east of McAuliff) to Road 148 (Visalia Parkway) and extend Road 148 south approximately 1/4 mile towards Walnut. Tulare Ave will be built to a collector (84 ft) status roadway while Road 148 would be built to a half arterial (36ft).	Adam Ennis	9946	**	N/A			275,000	600,000		
10	Construct Chinowith from Goshen Ave to Houston Ave- This project will complete the connection of Chinowith from Goshen Avenue to Houston. The project will include a railroad crossing and a signal at Goshen and Chinowith upon PUC approval.	Adam Ennis	9762	--	N/A				150,000	400,000	400,000
	Total Expenses					-	200,000	2,375,000	2,250,000	650,000	6,650,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Local Transportation Fund - 1611
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from 1/4 cent of statewide sales tax collected and returned to each County in compliance with the Local Transportation Development Act. First priority of funds is public transit (buses); remaining monies, as well as various discretionary revenues, may be used for road and street purposes, including bike/pedestrian facilities. This fund also receives monies from Tulare County Association of Government (TCAG), State Transportation Improvement Program (STIP), and Congestion Mitigation and Air Quality (CMAQ). These monies are to be used only for approved transportation projects.

Executive Summary											
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18					
Beginning Cash For Capital	96,500	259,240	18,960	27,854	35,907	43,100					
(LTD) Local Transportation Development Funds (662966)	200,000	200,000	50,000	50,000	50,000	50,000					
(TCAG) Tulare County Association of Government (421440)	10,000	10,000	10,000	10,000	10,000	10,000					
(TEA) Federal Transportation Enhancement Grant	1,000	1,250,000	1,000	1,000	1,000	1,000					
Misc Revenue (481620)	(38,260)	(41,280)	(42,106)	(42,948)	(43,807)	(44,683)					
Operating Expenditures	(10,000)	(1,660,000)	(10,000)	(10,000)	(10,000)	(10,000)					
Capital Expenditures											
Total Resources Available for Future Projects	259,240	18,960	27,854	35,907	43,100	49,417					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Bike and Pedestrian Trail Projects										
	Monitor transportation system by traffic counts for Highway Performance Monitoring System-										
	Implement project as part of Tulare County Association of Governments-Transportation Planning Agency work element (TCAG-TPA) (TCAG 605.01) Project is funded by TCAG.										
1	Santa Fe Connectivity Project- Construct approximately 5,230 l.f. of a multi-purpose trail along Santa Fe alignment from Avenue 272 south to the Visalia Sphere of Influence boundary (staff time to review project and coordinate). Multi-funded from Measure R and a Federal TEA grant as a programmed Measure R Regional Bike Trail Project. (City to be the lead on the project). Project total of \$1.3 m funded from \$90k Measure R Trailways (1132) and \$1.2 m TEA grant (1611).	E. Bons	9549	-	N/A	10,000	10,000	10,000	10,000	10,000	10,000
2	Install sidewalks along various school routes- this will be used for various matching fund requests for Safe Routes 2 School Grants and areas of public concern throughout the City. (Multi-funded: Project total of \$567k from \$467k Measure R local (1131), \$267k of which is in prior year and \$100k Local Transportation (LTF-1611).)	Vaughn Melcher	3011/8352	**	D3		1,250,000				
3		Adam Ernis	3011/8035	--	N/A		100,000				

City of Visalia Two-Year Budget 2012-13 & 2013-14

Local Transportation Fund - 1611 (Continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Modification to traffic signal at Demaree & Goshen- modify existing traffic signal and railroad crossing safety equipment south of railroad tracks on Demaree working with Railroad and CA Public Utilities Commission. Includes roadway improvements to Demaree and Goshen Ave. Dual left turns will be added on Goshen Ave and associated roadway improvements. (Multi-funded: Project total of \$840k funded from \$540k Measure R Local (prior year) and \$300k Local Transportation (LTF-1611))	Rebecca Keenan	3011/8123	--	not incl.		300,000				
Total Expenditures						10,000	1,660,000	10,000	10,000	10,000	10,000

Note:
Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost)

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure T - Public Safety Sales Tax Fire 40% - 1122
2012/13 - 2017/18 Capital Improvement Program**

This fund is Fire's portion (40%) of the Public Safety Sales Tax revenue from ¼ cent sales tax increase approved by voters in 2004. Revenues are to be spent on public safety.

Executive Summary										
Resources	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18				
Beginning Cash	5,965,700	5,966,119	5,781,719	5,561,515	5,332,929	5,081,566				
Measure T 1/4 cent sales tax	1,890,500	1,956,700	2,025,200	2,096,100	2,169,500	2,245,400				
Transfers (to) from the Economic uncertainty fund										
Operating Expenses	(1,868,600)	(2,231,100)	(2,309,189)	(2,390,010)	(2,473,660)	(2,560,239)				
Interest Earnings	90,000	90,000	201,900	194,700	186,700	177,900				
Southwest Station Operational Budget			(125,000)	(129,375)	(133,903)	(138,590)				
Capital Expenditures	(101,481)	-	(13,116)	-	-	-				
Total Resources Available for Projects	5,966,119	5,781,719	5,561,515	5,332,929	5,081,566	4,806,038				

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Uniform & PPE (9 New Meas T Fire Personnel)- Nine Measure T firefighters will be hired in FY-12-13. This will provide all of the required Personal Protective Equipment/PPE, uniforms, and station linen. This includes rental PPE for use during the recruit academy if needed.	Danny Wristen	8353	*	N/A	63,180					
2	Wireless Communication System- Scott EPIC RI Wireless Communication System, Voice Amplifier RI assembly, EPIC RI wireless console lapel mic & interface for Kenwood radios. To outfit all engineers & firefighters. Currently the captains are the only firefighters with this technology. Providing 52 remaining fire crew members with communication systems will equip them to interact with each other with less difficulty during emergency response requiring the use of face masks. (Multi-funded: Project total of \$76k for 52 units funded from \$63k General Fund (0011-43 units) and \$13k Meas T (1122-9 units).)	Charlie Norman	New	--	N/A			13,116			
3	Monitor/Defibrillator for new Measure T Engine- For performing manual defibrillation, synchronized cardio version, noninvasive pacing and ECG/vital sign monitoring. The LP 12 performs automated ECG analysis and a prompted treatment protocol for patients in cardiac arrest. Physio Control LP 15 Monitor/Defibrillator with pacing, 12 lead, ETCO2 capabilities. The LP 15 is an adaptive biphasic, fully escalating (360joules), multi-parameter, monitor/defibrillator. An a/c charger with (4) lithium ion batteries and a carry case with shoulder strap.	Dustin Hall	8354	New	N/A	38,301					
	Total					101,481		13,116			

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".
 The Budget impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance cost is \$5,000 to \$25,000
 *** Project will result in savings as described in project description
 **** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Local Fund - 1131
2012/13 - 2017/18 Capital Improvement Program**

This fund receives monies from the local portion of the Measure R ½ cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Local agencies collectively receive 1/3 of all Measure R revenues for local projects. These funds are to be expended in accordance with the Measure R expenditure plan as administered by the Tulare County Transportation Authority (TCTA).

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Balance	(1,081,491)	245,901	1,097,679	261,236	(1,413,754)	597,174	
Measure R Local Funding	2,040,162	2,111,568	2,185,473	2,261,964	2,341,133	2,423,073	
Interest Earnings	3,600	21,500	10,000	(54,400)	23,000	1,900	
Operating Expenditures	(31,370)	(31,290)	(31,916)	(32,554)	(33,205)	(33,869)	
Capital Expenditures	(685,000)	(1,250,000)	(3,000,000)	(3,850,000)	(320,000)	(2,940,000)	
Total Resources Available for Future Projects	245,901	1,097,679	261,236	(1,413,754)	597,174	48,278	

Additional Information:

Measure R Local Fund revenues are estimated based upon Tulare County Association of Governments (TCAG) projections.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Construct Oak Ave from Tipton St to Burke St. - pending finalization of environmental in progress by County of Tulare expected completion 11-12. Design and ROW acquisition estimated to begin 2012-13, with construction by 2014-15. (Multi-funded: Project total \$5.5 m from Measure R Regional \$5 million and \$500k Measure R Local)	Adam Ennis	3011/9924	*	not incl.	600,000					
2	Traffic Signal at Hurley Ave & Shirk Rd. The traffic signal will be constructed in conjunction with the widening of Shirk Street between Hwy 198 to just north of Hurley Avenue. (3011 Multi-Funded: Project total of \$350k from \$50k Measure R Local in 12/13 for design and \$300k TIF (1241) in 14/15 for construction which has been deferred due to lack of funding. Project will move forward when funding is available.)	Adam Ennis	3011/9725	*	A7	50,000					
3	Safe Routes 2 School (SR2S)-Fairview East Side of Quail Drive Improvements for pedestrian and bicycles along Quail Drive from Robin to Wren along the east side of the street. (Multi-funded: Project total of \$76k from \$26k Measure R Local (\$6k in prior year), and \$50k SR2S Grant - prior year (1611).)	Adam Ennis	3011/8271	--	B12	20,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Local Fund - 1131 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4.	Safe Routes 2 School (SR2S)- Crestwood and Hurley Safe Route to School grant matching funds for design and construction. (Multi-funded: Project total of \$70k from \$21k Measure R Local (\$6k in prior year), and \$49k SR2S Grant - prior year (1611).)	Rebecca Keenan	3011/8270	--	A9	15,000					
5.	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Engineering Consultant completing a Project Study Report (PSR) on the Lovers Lane and State Route 198 interchange. This will also include the Lovers Lane intersections with Noble and Mineral King. A PSR is needed for all projects that affect Caltrans facilities. This report will outline the project alternatives, possible environmental concerns and existing and future traffic. This project is projected to be in ROW and Design phases through 13/14 and begin construction in 13/14. (Multi-funded: Project total of \$25.8m includes \$18.5 m, Measure R Regional (1133) \$6.5m Measure R Local (1131) and \$700k prior year contribution paid to the City from Wal. Mart.)	Adam Ennis	3011/9958	*	D16		1,000,000	2,000,000	3,550,000		
6.	Connect Burke St Roosevelt to Houston- Connect Burke Street between Roosevelt Avenue and Houston Avenue. Includes ROW, paving, curb & gutter. Design through 2013/14; Construction 2014/15. Project total of \$575k includes \$325 prior year funding.	Rebecca Keenan	8031	*	B14		250,000				
7.	Install sidewalks along various school routes- this will be used for various matching fund requests for Safe Routes 2 School Grants and areas of public concern throughout the City. (Multi-funded: Project total of \$567k from \$467k Measure R local (1131), \$267k of which is in prior year and \$100k Local Transportation (LTF-1611).)	Adam Ennis	3011/8035	--	N/A				100,000		100,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Local Fund - 1131 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
8	Caldwell Widening from Santa Fe to Lovers Lane- pending finalization of environmental in progress by County of Tulare expected completion 11-12. Design and ROW acquisition estimated to begin 2012-13, with construction by 2014-15. (Multi-funded: Project total \$5.5 m from Measure R Regional \$5 million (\$1.1m prior year) and \$500k Measure R Local as City Match)	Adam Ennis	3011/8268	*	D17			500,000			
9	Akers Widening- Acquire property and widen between Mineral King and Tulare Ave and widen Cypress Ave to allow two east bound lanes. Project will upgrade median turn pockets on Cypress Ave to allow dual left turns. Phase 2 (12/13): Under SR 198 widen Akers St., Caltrans to do preliminary study to widen undercrossing and see about on/off ramp improvements with TCAG covering preliminary costs. Measure R Regional (1133) \$1.5 million in future years for construction. This intersection heavily congested during peak hours. Project supports future growth and ensures a non-failure level of service. (Multi-funded: City portion of project \$2.3m funded from \$305k Gas Tax (1111) \$255k of which is in prior year funding, \$1.5m Measure R Regional (1133), and \$500k Measure R Local (1131).)	Rebecca Keenan	3011/9944	*	C5			500,000			
10	Santa Fe Street from Houston to Riggins- To improve circulation from central north to the downtown area including the new civic center and the completion of the Santa Fe Trail along old railroad right of way owned by the City. Phase 1 begin design in 2014-15 and Phase 2 construction when funding is available from Transportation Impact Fees (1241).	Adam Ennis	new	*	B15				200,000		
11	Install a traffic signal at Burke & Main- This project will require additional ROW to be Purchased.	Adam Ennis	8127	*	B16					20,000	270,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Local Fund - 1131 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
12	Ben Maddox & Douglas Street Traffic Signal - Install a traffic signal at the intersection of Ben Maddox & Douglas Street to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW will need to be acquired. Project will improve vehicle safety at this high traffic volume intersection.	Adam Ennis	8116	*	B17					300,000	
13	Widen Shirk St from SR 198 to Goshen Ave - 1st Phase will be environmental and project report. Phase 2 to include Right of Way acquisition and design. (17/18) Construction of Shirk/198 overcrossing improvements and Shirk from 198 to Goshen to be completed in two separate phases unless funding is available to combine. (Multi-funded: Project total of \$12.7m funded from \$3.7m Measure R local (1131) and \$9m Measure R Regional (1133).)	Adam Ennis	3011/9822	**	A8						2,570,000
Total Expenditures						685,000	1,250,000	3,000,000	3,850,000	320,000	2,940,000

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

:: No Annual Maintenance Costs (or no increase over existing cost)

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Trailway Fund - 1132
2012/13 - 2017/18 Capital Improvement Program**

The Measure R Trailway fund shares a 14% portion of the Measure R revenues with Transit. After funding for Transit, environmental projects and projects in unincorporated areas (Santa Fe gap), the remaining funds are to be used for ballot measure authorized Bike and Pedestrian Trails.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Balance	0	0	0	0	0	0	0
Measure R Bike and Trail Revenue	1,056,600	3,135,800	1,906,000	1,356,200	491,400	4,706,600	
Operating Expenditures	(5,600)	(5,800)	(6,000)	(6,200)	(6,400)	(6,600)	
Capital Expenditures	(1,051,000)	(3,130,000)	(1,900,000)	(1,350,000)	(485,000)	(4,700,000)	
Total Resources Available for Future Projects	0	0	0	0	0	0	0

Additional Information: Funding is received on a reimbursement basis from Measure R - TCAG (Tulare County Association of Governments).

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Packwood Creek Bike/Pedestrian Trail Santa Fe to Walnut- Acquire 2.3 acres and construct .4 miles of asphalt trail with landscape. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	8129	**	D9				350,000		
2	Packwood Creek trail from Rail Road to Cedar- Project will construct approximately 4,360 ft. of a multi-purpose trail along Packwood Creek parallel to Walnut Ave from the railroad tracks west of Ben Maddox to Cedar St. Some landscaping and irrigation improvements will be included. The project's CEQA documents are complete and is currently under design. The project is to improve City trail system and implement Measure R Trails and the City Trail Plan. (Multi-funded: Project total of \$514k funded with Measure R (1132), Bike and Trail funds \$110k prior year, \$50k 2012/13 and prior year CMAQ grant (1611) \$320k.	Vaughn Melcher	3011/8119	**	D2	50,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Trailway Fund - 1132 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
3	Packwood Creek Trail: Cedar/Mainut Ave. to Lovers Lane- Acquire and develop approximately 2,000 feet of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	new	*	D7			200,000			
4	Packwood Creek Bike/Pedestrian Trail: Lovers Lane to Crumel St.- Acquire 1.1 acres of setback on north side of Packwood Creek from Lovers Lane to Creekside park and build 1,300 ft path with landscape. To improve City trail system and implement Measure R Trails and City Trail Plan. Delivery contingent on funding availability to be determined with TCAG.	Vaughn Melcher	8132	*	D10					485,000	
5	Packwood Creek Trail: College Ave to the Visalia Parkway alignment- acquire and construct approximately 1,250 feet of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	8355	*	D5		150,000				
6	Cameron Creek Trail: Santa Fe Railroad R/W to Avenue 272 @ Mooney Grove Park- Acquire and develop approximately 7,000 i.f. of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	8356	**	D4		200,000	550,000			
7	Santa Fe All Purpose Trail Tulare Ave to Ave 272- Build Approximately 13,500 linear ft. of paved bicycle/pedestrian path on bed of abandoned railroad from Tulare Ave to rail spur crossing Santa Fe Street continuing between trails and roadway to Ave 272. Includes landscaping, irrigation, striping and signage. Requires bridges over two creeks. To improve City trail system and implement Measure R Trails and City Trail Plan. (Multi-funded: Project total of \$2.5m funded from prior year TEA grant (1611) \$423k and Measure R Trailway (1132) \$2m prior year funding and \$100k 2012/13.)	Michael Cairr	3011/8117	**	D8	100,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Trailway Fund - 1132 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
8	Santa Fe Connectivity Project- Construct approximately 5,230 lf of a multi-purpose trail along Santa Fe alignment from Avenue 272 south to the Visalia Sphere of Influence boundary (staff time to review project and coordinate). Multi- funded from Measure R and a Federal TEA grant as a programmed Measure R Regional Bike Trail Project. (City to be the lead on the project). Project total of \$1.3 m funded from \$90k Measure R Trailways (1132) and \$1.2 m TEA grant (1611).	Vaughn Melcher	3011/8352	**	D3	60,000	30,000				
9	Mill Creek Trail: Akers Road to Crenshaw Road- Acquire and develop approximately 1,500 feet of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	8357	*	A1		175,000				
10	Mill Creek Trail: Chinowth to Linwood Avenue - Acquire and develop approximately 1,600 feet of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	new	*	B5						200,000
11	Mill Creek Trail: Lovers Lane to Cain St - construct as in the master plan. Build 4,000 ft of trail including landscaping and irrigation. Design and acquisition to occur in 12/13 through 13/14 with construction in 14/15. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	9919	**	B3	50,000	150,000	400,000			
12	Mill Creek Bike/Pedestrian trail Mill Creek Garden Park to McAuliff Ave- Construct all purpose trail. Includes approximately .5 miles of asphalt trail, irrigation system and landscaping master plan. To improve City trail system and implement Measure R Trails and City Trail Plan. (Multi-funded: Project total \$276k from prior year State Parks and Recreation grant \$81k (07/08-0011 fund), Parks & Rec Foundation \$6k (07/08) and Measure R-(1132) Bike and trail \$134k prior year and \$61k 2012/13.)	Vaughn Melcher	3011/9843	*	B4	61,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Trailway Fund - 1132 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
13	Reconstruct Goshen Bike Path- Repave 5.5 miles of the Goshen bike path and add more landscaping to improve City trail system and implement Measure R Trails and City Trail Plan. Prior year funding for design with construction to occur 2013/14. Project funding \$3 million from Measure R Trail Fund, \$600k prior year and \$2.4m 2013/14.	Vaughn Melcher	8130	**	B7		2,400,000				
14	Modoc Creek Trail: Giddings Street to Demaree Street- Acquire the land for, design and construct approximately 8,200 lf of an Multi-Purpose trail on the south and west sides of the Modoc Ditch between Giddings and Dinuba Sts. The project is to improve the City trail system and implement Measure R Trails and the City Trail Plan. (Total cost \$900,000 including \$170k of prior year funding).	Vaughn Melcher	8228	**	B6	730,000					
15	K Road Trail: Santa Fe Railroad to Lovers Lane- acquire and construct approximately 2 miles of all purpose trail. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	new	**	D6			500,000	1,000,000		
16	K Road Regional Trail: from Lovers Lane east to Farmersville- acquire and construct all purpose trail along K Street alignment. To improve City trail system and implement Measure R Trails and City Trail Plan.	Vaughn Melcher	new	*	D11						4,500,000
17	East Civic Center Park- 14/15 develop specific plan for park improvements from Tipton St. to Burke St. 15/16 develop a 4 acre park, trail, and riparian area at east Civic Center to coordinate with first phase of public improvements. The park master plan identifies an amphitheater to accommodate special events and provide green space. The amphitheater will provide seating for approximately 300. (Multi-funded: Project total of \$1.2m funded with Waterways (1261) \$275k, Measure R Bike/Trail (1132) \$275k and Recreation (1211) \$663k.)	Vince Elizondo	3011/9920	**	B10		25,000	250,000	1,350,000	485,000	4,700,000
Total Expenditures						1,051,000	3,130,000	1,900,000	1,350,000	485,000	4,700,000

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance costs is \$5,000 to \$25,000
 *** Project will result in savings as described in project description
 **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Measure R Regional Project Fund - 1133
2012/13 - 2017/18 Capital Improvement Program**

This fund receives monies from the Regional Portion of the Measure R 1/2 cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Regional projects in Tulare County collectively receive 1/2 of all Measure R revenues. The Tulare County Transportation Authority (TCTA) administers the Measure R expenditure plan which restricts how this money can be spent.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Balance	-	-	-	-	-	-	-
Measure R Regional Funding	-	-	5,400,000	18,500,000	-	-	-
Capital Expenditures	-	-	(5,400,000)	(18,500,000)	-	-	-
Total Resources Available for Future Projects	-	-	-	-	-	-	-

Executive Summary Assumptions:

Measure R Regional funding will be received on a reimbursement basis. Revenues are estimated upon Tulare County Association of Governments (TCAG) projections and expected reimbursement dates.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Caldwell Widening from Santa Fe to Lovers Lane- pending finalization of environmental in progress by County of Tulare expected completion 11-12. Design and ROW acquisition estimated to begin 2012-13, with construction by 2014-15. (Multi-funded: Project total \$5.5 m from Measure R Regional \$5 million (\$1.1m prior 1 year) and \$500k Measure R Local as City Match)	Adam Ennis	3011/8268	**	D17			3,900,000			
2	Akers Widening- Acquire property and widen between Mineral King and Tulare Ave and widen Cypress Ave to allow two east bound lanes. Project will upgrade median turn pockets on Cypress Ave to allow dual left turns. Phase 2 (12/13): Under SR 198 widen Akers St., Caltrans to do preliminary study to widen undercrossing and see about on/off ramp improvements with TCAG covering preliminary costs. Measure R Regional (1133) \$1.5 million in future years for construction. This intersection heavily congested during peak hours. Project supports future growth and ensures a non-failure level of service. (Multi-funded: City portion of project \$2.3m funded from \$305k Gas Tax (1111) \$255k of which is in prior year funding, \$1.5m Measure R (Regional (1133), and \$500k Measure R Local (1131).)	Rebecca Keenan	3011/9944	**	C5			1,500,000			

City of Visalia Two-Year Budget 2012-13 & 2013-14

Measure R Regional Project Fund - 1133 (Continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
3	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Engineering Consultant completing a Project Study Report (PSR) on the Lovers Lane and State Route 198 interchange. This will also include the Lovers Lane intersections with Noble and Mineral King. A PSR is needed for all projects that affect Caltrans facilities. This report will outline the project alternatives, possible environmental concerns and existing and future traffic. This project is projected to be in ROW and Design phases through 13/14 and begin construction in 13/14. (Multi-funded: Project total of \$25.8m includes \$18.5 m, Measure R Regional (1133) \$6.5m Measure R Local (1131) and \$700k prior year contribution paid to the City from Wal Mart.)	Adam Ennis	3011/9958	**	D16				18,500,000		
Total Expenditures								5,400,000	18,500,000		

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost)

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Waterways Fund - 1261
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from developer impact fees. Funds are restricted for acquisition of development setbacks along waterways designated in the Visalia General Plan and restoration of riparian vegetation.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash For Capital	(173,893)	(69,226)	12,220	(157,048)	(49,222)	60,708			
Waterways Impact Fee	112,934	114,063	115,204	116,356	117,520	118,695			
Interest Earnings (Expense)	(700)	100	(1,600)	(500)	600	1,300			
Operating Expenditures	(7,566)	(7,718)	(7,872)	(8,029)	(8,190)	(8,354)			
Capital Expenditures	-	(25,000)	(275,000)	-	-	(45,000)			
Total Resources Available for Future Projects	(69,226)	12,220	(157,048)	(49,222)	60,708	127,349			
	104,668	81,446	(169,268)	107,827	109,930	66,641			

Executive Summary Assumptions: The Waterways Impact Fee revenues are estimated to stay level through 2012/13 and grow 1% each year thereafter. Waterways Fees are estimated to increase annually by 1.5% (based upon 600-700 new housing units per year) in 12/13-13/14 and 2% (based upon 900 new housing units per year) in 14/15-17/18. Additional Information: In November 2003 Council approved a General Fund loan of up to \$500k to the Waterways Fund to continue with the acquisition and development of waterway setbacks.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	East Civic Center Park- 1415 develop specific plan for park improvements from Tipton St. to Burke St. 15/16 develop a 4 acre park, trail, and riparian area at east Civic Center to coordinate with first phase of public improvements. The park master plan identifies an amphitheater to accommodate special events and provide green space. The amphitheater will provide seating for approximately 300. (Multi-funded: Project total of \$1.2m funded with Waterways (1251) \$275k, Measure R Bike/Trail (1132) \$275k and Recreation (1211) \$663k.)	Vince Elizondo/ Adam Ennis	3011/9920	--	B10		25,000	250,000			
2	Modoc Basin Multi-use Facility - Acquisition and development. Acquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224), \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261).)	Vince Elizondo/ Doug Damko	3011/9935	--	A3		25,000	25,000			45,000
Total Expenditures							25,000	275,000			45,000

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011". The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
 * Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description
 ** Annual Maintenance costs is \$5,000 to \$25,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Special Service District-Landscape and Lighting - 1513
2012/13 - 2017/18 Capital Improvement Program**

Funding from property tax assessments on property owned within each Landscape and Lighting (L&L) District for maintenance of common areas, street maintenance and landscaping. Funds to be used only within each individual L&L District for costs included in the engineer's report prepared at the time of the creation of each L&L. Increases in the assessment amount paid by each property owner or changes to the approved expenditures must be voted upon by the owners of the property located within each L&L.

	Executive Summary											
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Resources												
Beginning Cash	2,802,600	2,844,600	2,901,500	3,017,500	3,138,200	3,263,700						
Special Service District Assessments	1,107,700	1,140,900	1,175,100	1,210,400	1,246,700	1,284,100						
Interest Earnings	41,700	58,600	119,800	118,900	122,100	133,900						
Operating Expenditures	(1,017,200)	(1,047,700)	(1,079,700)	(1,111,500)	(1,144,800)	(1,179,100)						
Funding (Reserved)/ Released from Reserves for future Capital and Maintenance	19,800	(87,900)	(98,300)	47,900	88,500	(88,400)						
Capital Expenditures	(110,000)	(7,000)	(1,500)	(145,000)	(187,000)	(20,000)						
Total Resources Available for Projects	2,844,600	2,901,500	3,017,500	3,138,200	3,263,700	3,394,200						

Additional Information: The Landscape and Lighting (L&L) fund is comprised of more than 160 individual L&L Districts throughout the City. Beginning in 2005, new Landscape and Lighting Districts began to include the cost of street maintenance. As this practice continues, this fund will reserve a portion of revenues each year for future street maintenance within the individual L&L's.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Landscape & Lighting District Street Maintenance- Reclamite - Cost effective pavement maintenance if performed routinely after initial proper street installation, within the first 5-7 years per the L & L agreement. Crack Seal is to be completed in year 8 per the L & L agreement which adds to life expectancy of the street pavement. The first L & L formation agreements requiring this type of street maintenance are coming due. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces. Crack Sealing will keep water from seeping into and getting under the AC pavement and deteriorate the street base section.	Norm Goldstrom	8358	---	N/A	110,000	7,000	1,500	145,000	187,000	20,000
	Total					110,000	7,000	1,500	145,000	187,000	20,000

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Additional Annual Maintenance Costs

* Annual Maintenance cost is \$5,000 or less

*** Annual Maintenance cost is over \$25,000. These projects will be explained in detail in the project description.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Deficiency - 1222
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$.67 of the \$2.47 monthly storm sewer fee. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Sewer Master Plan.

Executive Summary

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Cash	3,000	(1,022,100)	(731,800)	(657,300)	(330,200)	(89,900)
Storm Sewer Fees	352,500	354,300	359,600	365,000	370,500	376,100
Interest Earnings (Expense)	(13,250)	(13,100)	(18,800)	(11,200)	(3,000)	100
Operating Expenditures	(15,890)	(15,890)	(16,300)	(16,700)	(17,200)	(17,600)
Capital Expenditures	(1,348,432)	(35,000)	(150,000)	(110,000)	(110,000)	(265,000)
Total Resources Available for Projects	(1,022,072)	(731,790)	(557,300)	(330,200)	(89,900)	3,700

Deferred Projects Waiting on Funding (Shaded Listing pages 53-54)
Funding deficit including unfunded projects

(1,060,000)	(1,870,000)	(2,310,000)	(2,260,000)	(1,360,000)	(1,860,000)
(2,082,072)	(3,661,790)	(5,797,300)	(7,830,200)	(8,949,900)	(10,716,300)

Executive Summary Assumptions:

Storm Sewer Fees are estimated to increase annually by .5% (based upon 250-300 new housing units per year) in 12/13-13/14 and 1.5% (based upon 600-700 new housing units per year) in 14/15-17/18.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Lower Kaweah River and Mill Creek System (Prop 84-Match) Flood Control Improvements along Lower Kaweah River & Mill Creek System (PROP 84 GRANT) (Multi-funded: Project total of \$5.4m from \$4.6m prop 84 grant awarded to the City and \$750k matching funds from Storm Sewer Deficiency (1222)).	Adam Ennis	3011/8334	**	A6	750,000					
2	Developer Reimbursement Storm Sewer Deficiency- Reimburse developers for improvement of existing drainage deficiencies in inflow areas with their proposed projects. Does not include new storm drainage that results from new construction.	Jason Huckleberry	8143	--	N/A	10,000	20,000	20,000	20,000	20,000	20,000
3	Storm Drainage System Infill & Replacement - Ongoing annual evaluation and analysis with infill, repair and/or replacement of storm drainage system components such as drain inlets, manholes, pipes and culverts.	Doug Damko/Brian Vanciel	9170	--	N/A	25,000	15,000	30,000	90,000	90,000	90,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Deficiency - 1222 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Downtown Storm/Flood Protection Project (EDA Grant-Match) - consisting of the Jennings Ditch Layoff Basin, Soroptimist Park Storm Basin Expansion and Downtown Storm Drain Installation. (Multi-funded: Project total of \$2.6m to be funded from \$2.0m EDA grant (0011) and \$563k Storm Sewer Deficiency (1222).) Project will not proceed if City is not awarded the grant.	Adam Ennis	3011/8332	**	N/A	563,432					
5	Modoc Basin Multi-use Facility – Acquisition and development. Acquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224), \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261).)	Doug Damiko	new	--	A3			100,000			155,000
Total Expenses						1,348,432	35,000	150,000	110,000	110,000	265,000

NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Deficiency - 1222 Unfunded Projects
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on funding:										
5	Green Acres Area - Install new and replacement storm drain lines, inlets and curb & gutter as needed to improve flow capacity from this area.	Doug Damko	new	--	N/A	150,000			150,000		
6	Storm Drainage Pumps Replacement - Replace 40 surface mount turbine pumps with wet well submersible pumps to allow basins and pipe systems to be pumped out to lower levels to increase pipe flows and reduce sedimentation plugging.	Doug Damko	new	--	N/A	160,000	160,000	160,000	160,000	160,000	160,000
7	County Island Annexations Drainage Systems - Install new and replacement curb & gutter, drain inlets, manholes and storm drain lines as needed in recently annexed County subdivisions that have old, substandard storm drainage systems.	Doug Damko	new	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
8	Eliminate gravity flow and pumped discharges into Modoc, Mill Creek, Evans and Packwood Creek channels - Ongoing effort to evaluate existing discharge points and developing specific projects to eliminate these discharges.	Doug Damko	new	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
9	Storm Drainage System Replacement - Ongoing annual evaluation, analysis, repair and/or replacement of storm drainage system drain inlets, manholes, pipes and culverts.	Doug Damko	new	--	N/A	350,000	350,000	350,000	350,000	350,000	350,000
10	Oval Area Drainage System - Replace and upsize existing storm drain lines to increase flow capacity.	Doug Damko	new	--	N/A		100,000	100,000	100,000	100,000	100,000
11	Downtown Area Drainage System - Replace and upsize existing storm drain lines to increase flow capacity.	Doug Damko	new	--	N/A		100,000	100,000	100,000	100,000	100,000
12	Old Sceptomist Park Basin at Santa Fe and Douglas (relocated Basin S33) - Increase capacity by expanding basin north. Expand service area with new trunk lines to divert east downtown and oval area storm flows into the basin rather than into Mill Creek culvert.	Doug Damko	new	--	N/A		250,000	250,000	250,000		

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Storm Sewer Deficiency - 1222 Unfunded Projects (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on funding:										
13	Improve Drainage around the Oval , upgrade a lift station & upsized 600 i.f. of 10" storm lines. This area has been suffering a drainage deficiency for a long time specifically at the intersection of Court & NW 2nd Street, the project will be coordinated with Caltrans .	Doug Damko	8141	--	N/A		250,000				
14	Mill Creek East Side Layoff Basins - Ongoing development of layoff basins along the Lower Kaweah distributory system, which includes Mill Creek and Packwood Creek. Basins under development are Hannah Ranch and East Side Regional Park.	Doug Damko	new	--	N/A		250,000	250,000	250,000	250,000	250,000
15	Evans Ditch outflow siphon at Combs Park - Convert existing siphon outflow structure to an open box design to allow full removal of sand and debris.	Doug Damko	new	--	N/A			200,000			
16	Northside Scenic Corridor Basin (east of Shirk) - Development of a linear, landscaped basin with functional passive open space. This basin would receive water from Mill Creek to reduce flow rate in the channel.	Doug Damko	new	--	N/A			250,000	250,000		
17	Southside Scenic Corridor Basin (East of Shirk) - Development of a linear, landscaped basin with functional passive open space. Phase 1 would be the relocated Sierra Village Basin. This basin would receive water from Mill Creek to reduce flow rate in the channel.	Doug Damko	new	--	N/A				250,000		
18	Lakeside Basin - Add inflow piping and outflow system to allow flows from the Goshen Drain trunk line to relieve this trunkline that terminates in the Goshen Ocean Basin.	Doug Damko	new	--	N/A						500,000
	Total Expenses					1,060,000	1,870,000	2,310,000	2,260,000	1,360,000	1,860,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Underground Water Recharge - 1224
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from a portion of the monthly City utility bill. The fees for this fund are based on the size of the water service line that range from \$.35 to \$39.65 a month. In 2002, City Council adopted the additional fee as part of an agreement with Tulare Irrigation District and Kaweah Delta Water Conservation District for the acquisition of water and other activities to improve groundwater levels and increase supply of water to the City.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash For Capital	(406,474)	(4,795)	(618)	2,350	(1,544)	2,904			
Ground Water Recharge Fees	233,734	234,903	238,426	242,002	245,632	249,317			
Ground Water Extraction Fee	437,611	439,799	446,396	453,092	459,889	466,787			
Ground Water Annexation Fee	66,423	66,756	67,757	68,773	69,805	70,852			
Farm Income	124,292	88,000	88,000	88,000	88,000	88,000			
Operating Expenditures	(155,281)	(155,281)	(157,610)	(160,762)	(163,978)	(167,257)			
Capital Expenditures	(305,000)	(670,000)	(680,000)	(695,000)	(695,000)	(710,000)			
Total Resources Available for Future Projects	(4,795)	(618)	2,350	(1,544)	2,904	603			

Additional Information:
Storm Sewer Fees are estimated to increase annually by .5% (based upon 250-300 new housing units per year) in 12/13-13/14 and 1.5% (based upon 600-700 new housing units per year) in 14/15-17/18.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Construct Groundwater Recharge Facilities - and/or modification of existing basins to allow for groundwater recharge. Additional groundwater recharge facilities needed to effectively manage water received in exchange for recycled wastewater to help reduce groundwater overdraft. Projects include the former Blain property (Mineral King & Rd 152).	Kim Loeb	8146	--	D1	50,000	250,000	250,000	125,000	150,000	
2	Water Resource Management - Water resource management including consultations and engineering services as needed for guidance on water management issues, specifically those regarding surface- and irrigation-water allocations, revision of the water-efficient landscape ordinance, etc. The City utilizes a local engineering firm to provide these services. Additionally, staff anticipates contracting a consultant in 2012/13 to assist in developing a localized version of the State Model Water Efficient Landscape Ordinance.	Kim Loeb	8144	--	N/A	105,000	45,000	45,000	45,000	45,000	45,000
3	Purchase surface water rights and water supply for ground water recharge to help reduce groundwater overdraft.	Kim Loeb	9558	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000

City of Visalia Two-Year Budget 2012-13 & 2013-14

Underground Water Recharge - 1224 (Continued) 2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Modoc Basin Multi-use Facility - Acquisition and development. Acquire 45 acres of a 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224, \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261).)	Vince Elizondo/ Doug Damko	3011/9935	--	A3			157,500			165,000
5	Acquire Land for Basins - Acquire properties to develop into groundwater recharge facilities, principally recharge basins. Additional groundwater recharge facilities are needed to effectively manage water received in exchange for recycled wastewater to help reduce groundwater overdraft.	Kim Loeb	9886	--	N/A	50,000	275,000	127,500	425,000	400,000	400,000
Total Expenditures						305,000	670,000	680,000	695,000	695,000	710,000

Note:

Multi-funded means this is only this funds portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cos) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Wastewater Trunk Line Construction Fund - 1231
2012/13 - 2017/18 Capital Improvement Program**

This fund's revenues are derived from Sanitary Sewer and Trunk Line Connection Fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance. This fund also receives a portion of the monthly storm sewer users fees, sharing \$.84 of the \$2.47 monthly storm sewer fee with the Storm Sewer Construction fund (1221).

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash For Capital	2,650,700	2,839,800	(1,530,900)	(522,900)	7,300	52,600	
Sanitary Sewer and Trunk Line Connection Fees	173,967	175,707	530,700	536,007	541,367	546,781	
Sewer Master plan Fees	611,700	614,800	624,000	633,400	642,900	652,500	
Interest Earnings (Expense)	42,000	(22,600)	(7,700)	100	800	(400)	
Operating Expenditures	(18,600)	(18,600)	(18,972)	(19,351)	(19,738)	(20,133)	
Capital Expenditures	(620,000)	(5,120,000)	(120,000)	(620,000)	(1,120,000)	(1,280,000)	
Total Resources Available for Future Projects	2,839,767	(1,530,893)	(522,872)	7,256	52,629	(28,652)	

Additional Information:

The Sanitary Sewer/Trunkline Connection fees have decreased significantly as a result of decreased housing development. These revenues are estimated to stay level through 2012/13 and grow 1% in 13/14. They are then projected to return to FY 2000 levels in 2014/15 and grow 1% each year thereafter. Sewer Master Plan Fees are estimated to increase annually by .5% (based upon 250-300 new housing units per year) in 12/13-13/14 and 1.5% (based upon 600-700 new housing units per year) in 14/15-17/18.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Reimburse developers for sanitary sewer - costs incurred when constructing the Master Plan required sanitary sewer with development. Reimbursement for the difference between "development requirement" and the Master Plan requirement to accommodate for future development in the area.	Adam Ennis	9318	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
2	Preliminary engineering and design work necessary to provide developers and engineers with adequate information to construct master planned sewer lines with proposed development projects. To implement Sewer Line Master Plan.	Adam Ennis	9234	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000
3	Mineral King trunk line - replace from Stevenson St near Main and County Center along the Ranch Road alignment. The existing line is deficient, as shown in the master plan, and will need to be replaced or a parallel line will need to be installed to manage growth in the downtown area. Project will be constructed in phases. Phase 1: Locust to Central, Phase 2: Central to Ranch Rd. alignment. Project total of \$4.6m from \$2.1 prior year funding, \$500k 12/13 and \$2m 13/14.	Manuel Molina	9819	*	B8	500,000	2,000,000				

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Wastewater Trunk Line Construction Fund - 1231 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	North Shirk sewer line extension. Extend the 48 inch line in Shirk Ave from School St to Goshen Ave and Goshen Ave to Ferguson Ave/Sunnyview Ave. The 48 inch line is a master plan trunk line that will provide service to areas along Shirk St north of Walnut Ave extending to Ferguson Ave. To reimburse developers for necessary storm sewer deficiencies constructed by development. (Project total \$7.2m from \$3m 2013/14 and \$4.2m prior year funding.)	Adam Ennis	9741	*	A4		3,000,000				
5	Avenue 276 Trunk Line- Extend from Santa Fe St to Ben Maddox Way and from Ben Maddox to Lovers Lane along Visalia Parkway to service the area south of Caldwell. To implement sewer line master plan. This project dependant upon South East Master Plan approval to annex land. (Project cost \$4.6m.)	Adam Ennis	9993	*	D14				500,000	1,000,000	1,140,000
Total Expenditures						620,000	5,120,000	120,000	620,000	1,120,000	1,260,000

Note:

- The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
- No Annual Maintenance Costs (or no increase over existing cost) **** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
- * Annual Maintenance cost is \$5,000 or less
- ** Annual Maintenance costs is \$5,000 to \$25,000
- **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Airport Fund - 4011
2012/13 - 2017/18 Capital Improvement Program**

This fund receives money from the Federal Aviation Administration Airport Improvement Program (FAA-AIP) and various grants. This money can only be used for capital projects approved by the granting agency. This fund also receives revenues from airport user fees, such as hangar rentals and fuel sales. They are to be used for operations, improvements, and vehicle and equipment acquisitions. These revenues are also used for the Airport's 5% match on FAA and grant funded projects.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash for Capital Replacement	(401,874)	(255,614)	(77,539)	112,461	(73,639)	116,361	
Federal Aviation Administration Airport Improvement Program (FAA-AIP)	571,900	484,500	-	7,145,900	-	9,989,250	
Capital set-aside from Operating	176,360	203,575	190,000	190,000	190,000	190,000	
Capital Expenditures	(602,000)	(510,000)	-	(7,522,000)	-	(10,515,000)	
Total Resources Available for Projects	(255,614)	(77,539)	112,461	(73,639)	116,361	(219,389)	

Executive Summary: All proposed Airport capital projects in the 2-year capital plan are 95% funded with grants from the Federal Aviation Administration Airport Improvement Program (FAA-AIP). The 5% match required by FAA grant funding is paid with revenues from airport user fees, such as hangar rentals and fuel sales.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	<i>The projects listed below are contingent upon Federal Aviation Administration Airport (FAA) funding.</i>										
1	Runway Drainage Upgrade Construct New Drainage of Aircraft Aprons, Parking areas and Runway Safety Areas. This project would install two primary drain lines through the existing paved aircraft parking apron with required laterals and inlet structures to collect and deliver storm water to the existing drainage system located between the runway and taxiways. Drainage in the existing automobile parking lot, aircraft tie-down apron, runway safety areas, and hangar development area is inadequate and, even in moderate storms, significant flooding occurs. (Project total \$602k funded from \$572k FAA-95% and \$30k Airport fund 5%)	Mario Cifuentes	8234	--	C7	602,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Airport Fund - 4011 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
2	Airline Terminal Environmental Assessment of the impacts of the proposed terminal area facilities including the new airline terminal, terminal parking apron, terminal access road and automobile parking. As a result of the Terminal Area Study, funded under AIP 26, it is necessary to conduct an Environmental Assessment to determine the impact of the new terminal project proposed for the southeast portion of the airport, across from the Lakes Course at the Valley Oaks Golf Course. (Project total \$130k funded from \$124k FAA-95% and \$6k Airport fund 5%)	Mario Cifuentes	8359	--	C7		130,000				
3	Engineering Design Work Engineering design work for the Westside Hangar Site Development and Phase 1 of the Westside Access road extension. This project will design the Westside hangar development area, including drainage and infrastructure for utilities. Additionally, this project will design Phase 1 of the access road extension. This project will design the extension of the airport frontage road that will be extended to the North to serve the new Animal Control Facility site and eventually continue on around the airport perimeter and connect to Airport Drive on the North side of the Airport. (Project total \$380k funded from \$361k FAA-95% and \$19k Airport fund 5%)	Mario Cifuentes	8360	--	C7		380,000				
4	Westside Hangar Development Hangar area development on the Westside of the airport, south of the existing aircraft apron. This project will include one primary connector taxiway and a series of 25 foot tee hangar taxiways. Additionally, this project will include a new access road, grading and drainage for the site and electrical utility extension. The airport has a need to develop future hangar areas. Two existing businesses, one on airport and one in the industrial park, desire to expand their facilities and increase the number of employees. Unfortunately, there is no area currently on the airport to accommodate these types of larger commercial facilities. This project will provide infrastructure for those companies looking to build on an airport. (Project total \$5m funded from \$4.6m FAA-95% and \$360k Airport fund 5%)	Mario Cifuentes	New	**	C7				4,955,000		

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Airport Fund - 4011 (continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
5	<p>Westside Frontage Road Extension Phase 1 - Extend Diagonal 85 frontage road North along the Fwy 99 alignment towards Hwy 198. This is the first phase of an overall project that will ultimately connect Airport Drive in the North, around the perimeter of the airport to the existing Frontage Road. This will allow airport users to access future development on the West side of the airport. Additionally, this will allow citizens to exit Hwy 198 at Plaza drive and drive around the airport to access the new Animal Care Center and future VOSPCA facility. (Project total \$1.7m funded from \$1.65m FAA-95% and \$87k Airport fund 5%)</p> <p>Engineering Design for New Terminal Projects- This project will complete the engineering design for the following Projects: -New Airline Terminal Apron -New Airline Terminal F.A.A. is desirous of issuing AIP grants based on bids. In order to meet those requirements, it is necessary that the engineering design for the projects be started 6 to 12 months before the grant award. (Project total \$780k funded from \$741k FAA-95% and \$39k Airport fund 5%)</p>	Mario Cifuentes	New	--	C7				1,742,000		
6	<p>Airport Land Acquisition- Acquire approximately 2 acres of property to accommodate the realignment of Plaza drive. This project will provide the airport with the land necessary to realign Plaza drive to the East along the Golf Course. By realigning the road, there will be more land available inside the airport perimeter to build the proposed new Airline Terminal Facility. (Project total \$45k funded from \$43k FAA-95% and \$2k Airport fund 5%)</p>	Mario Cifuentes	New	--	C7				780,000		
7	<p>Airline Terminal Apron Construction- Approximately 13,000 square foot of apron to accommodate up to four (4) different air carriers. This apron will be built adjacent to the proposed new Airline Terminal. It is necessary to provide adequate parking for multiple airliners at the same time. This project will only happen if the demand for air travel increases at Visalia and demand warrants it. (Project total \$2.6m funded from \$2.5m FAA-95% and \$132k Airport fund 5%)</p>	Mario Cifuentes	New	*	C7				45,000		2,640,000

City of Visalia Two-Year Budget 2012-13 & 2013-14

**Airport Fund - 4011 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
9	Airline Terminal Project Proposed Construction of a new Airline Terminal to be located Southeast of the runway along Plaza Drive. This new terminal will only be built if the demand for airline flights increases to warrant the new construction. The existing terminal was built in the 1940's and was designed for times when no security measures were in place. The building only has 5,600 square feet and is inadequate for the current level of security equipment, much less a full aircraft of passengers. There is inadequate curb space, and automobile parking requires extensive walking of passengers. If flights continue to be successful and more flights are warranted, this terminal cannot accommodate them. (Project total \$7.9m funded from \$7.5m FAA-95% and \$394k Airport fund 5%)	Mario Cifuentes	New	**	C7	602,000	510,000	-	7,522,000	-	7,875,000
Total Expenses						602,000	510,000	-	7,522,000	-	10,515,000

Note:

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (for no increase over existing cost)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance cost is \$5,000 to \$25,000
 *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
 **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Convention Center Fund - 4131
2012/13 - 2017/18 Capital Improvement Program**

This fund's revenues come from rental fees at the Convention Center and from a contribution from the General Fund. Funds are to be used only for Convention Center projects.

Executive Summary

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning restricted cash available for capital replacement	-	-	-	-	-	-
Annual General Fund contribution for capital replacement	135,700	50,000	220,000	200,000	300,000	980,000
Capital Expenditures for Convention Center	(135,700)	(50,000)	(220,000)	(200,000)	(300,000)	(980,000)
Total Resources Available for Convention Center Projects	-	-	-	-	-	-

Executive Summary: While the Convention Center has improved it's bottom line over the last few years, it continues to receive a subsidy from the General Fund. For this reason, capital projects in this fund have been limited to maintenance items.

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Elevator Door Operator System Upgrade Replacement and installation of new lobby elevator door controller system. The elevator was out of service for 3 weeks this past year, raising ADA accessibility concerns. The system that controls the operation of the elevator door is the greatest cause of elevator malfunctions according to the repair company that maintains the elevator who recommends the door operator system replacement be a priority to ensure continued reliable service.	Wally Roeben	8361	--	N/A	21,700					
2	Replacement of Elevator Controller that drives the passenger elevator in the Convention Center lobby which provides easy access to the second story meeting rooms. The elevator was out of service for 3 weeks this past year, raising ADA accessibility concerns. This elevator dates back to the original construction of the Community Center in 1971. The elevator maintenance company recommends the electronics and controller systems be replaced with modern and energy-efficient equipment due to its age to ensure the reliable and safe operation of the elevator.	Wally Roeben	8362	--	N/A	65,000					
3	San Joaquin Ballroom Sound System Replacement: New sound system including wall mixers, equalizers, and speakers. The current sound system has been repaired on several occasions. Currently, a portable sound system must be used in the room if sound quality is a priority for an event. The sound maintenance contractor recommends replacement to ensure every client has a great experience. Presently, a client cannot be ensured that the sound in the San Joaquin room will work throughout their event without difficulties requiring a technician to correct the issue.	Wally Roeben	new	--	N/A			24,000			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Convention Center Fund - 4131 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Replace Portable Dance Floor used during weddings, parties, celebrations, etc. The current dance floor is twenty (20) years old and worn out, but still used almost weekly. It has been repaired on numerous occasions and new panels have been purchased as the old ones become unusable. New dance floors have considerably better mechanics allowing for quick set-up and take-down while providing a more durable product with fewer maintenance issues and new floor edging/transitions which are the primary tripping points as people get on and off the dance floor.	Wally Roeben	8363	--	N/A	11,500	23,500				
5	Replace folding tables and purchase new. This is a request to replace broken tables so a sufficient number of tables will be available for large tradeshows, conventions, or any combination of multiple events. Additional round tables are needed to seat 10 people as well as cocktail tables. We have a limited number of these sizes which are popular with clients. We currently borrow them from the Marriott when they are available or rent tables from a local decorator. The tables to be replaced will be a combination of 8', 6' and 4' banquet size tables along with the additional rounds of 10' and cocktail tables.	Wally Roeben	new	--	N/A		27,500				
6	Roof Sealer on 1991 Addition To extend the useful life, it needs to be resealed before it deteriorates further, necessitating a complete replacement. A resealing of the existing roof on the newer portion of the Convention Center installed in the 1991 remodel and expansion is needed. In 2013-14, the roof will be 23 years old, exceeding the normal useful life of most roofs.	Wally Roeben	8364	--	N/A	49,000	38,500				
7	Replacement of 2nd story roof on the original portion of the facility. The roof has been repaired for leaks on numerous occasions and must be replaced to avoid internal water damage to the facility. This section was not replaced during the 1991 expansion and is becoming irreparable.	Wally Roeben	new	--	N/A			120,000			
8	Carpet Replacement in Administrative Offices: This is the last remaining carpet from the 1991 renovation. All other carpeting has since been replace. It has held up extremely well but is showing its age. The carpet is one aspect of a facility that makes a lasting impression of quality and cleanliness.	Wally Roeben	new	--	N/A			25,000			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Convention Center Fund - 4131 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
9	Replacement of the exterior doors of the facility used by approximately 250,000 patrons each year. The doors have become problematic and difficult to keep operating smoothly. They have considerable slop or movement in the door when locked which can set off the burglar alarm if pulled on too much. The doors often stick and can be difficult to open as well as difficult to lock.	Wally Roeben	new	--	N/A				200,000		
10	Replacement of the concrete on the Plaza and Eucalyptus Courtyards. The Plaza (west) and Eucalyptus (east) courtyards are made up of a series of 12 X 12 concrete squares with a separate one foot wide band separating the squares which are very susceptible to settling. The courtyard has required grinding to minimize trip hazards and has begun to chip in many places requiring patching. Overall, the courtyards are an uneven patchwork of concrete, beginning to look bad and making a poor first impression when a client walks up to the building.	Wally Roeben	new	--	N/A					300,000	
11	Refurbish Facility- Replacement of the interior Furniture, Fixtures and Equipment. The Convention Center will be 27 years old in FY 2017/18 and will be due a freshening up if it is to remain in the current configuration. Also, replace interior wallcoverings and repaint the interior of the Center.	Wally Roeben	new	--	N/A						980,000
Total Expenditures						135,700	50,000	220,000	200,000	300,000	980,000

Note:

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost)

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Valley Oak Golf - 4211
2012/13 - 2017/18 Capital Improvement Program**

This fund's revenues come from a "CIP surcharge" fee paid by golf course users per round of golf. All revenue derived from the CIP surcharge is to be used for improvements and equipment.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning General Fund credit line balance	(3,900,000)	(3,862,605)	(3,843,897)	(3,571,778)	(3,290,136)	(2,998,635)	
CIP Surcharge Revenue	313,000	313,000	313,000	313,000	313,000	313,000	
Estimated Repayment of Advance from Operating	82,700	82,700	82,700	82,700	82,700	82,700	
Interest Charges	(58,305)	(76,992)	(123,581)	(114,057)	(104,200)	(105,547)	
Capital Expenditures	(300,000)	(300,000)	-	-	-	(330,000)	
Total Resources Available for Projects	(3,862,605)	(3,843,897)	(3,571,778)	(3,290,136)	(2,998,635)	(3,038,483)	

Additional Information: The City has established a General Fund credit line for use by the Golf course as a source of temporary financing for large capital purchases and improvements. In December of 2007 the City Council increased the limit on this credit line to \$2.6 million. The current balance of the CIP advance is \$1.3 million. With an additional advance of \$2.6 million remaining from the early payment of the Golf Course bonds in 2000, the total Golf Fund advance is \$3.9 million. Because the Golf Course is run under a contract with CourseCo, this fund may show projects below the \$10,000 capital threshold, due to the need for City oversight of the purchase of assets in this fund.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Bunker Renovation and Removal Lakes Course- Renovate green side and selected fairway bunkers on Lakes Course and re-shape or remove 6 fairway bunkers. Includes removing sand/dirt, installing new drains, re-shaping greens to original design, installing a protective liner, replacing sand, and additional sand for all bunkers on this course. Additionally, 6 fairway bunkers will be re-shaped or removed.	Jeannie Greenwood	8365	--	N/A	200,000					
2	Replace Rough mower (with refurbished unit)- Replace the second unit at the course. The replacement of this unit has been deferred for several years. Cost to maintain this piece of equipment continues to increase as the unit ages and course suffers from equipment down time. Additionally, the City has planted over 200 new trees on the course that require this machine to mow around. This unit allows more efficient mowing, decreasing maintenance time.	Jeannie Greenwood	9222 task 70213	--	N/A	35,500					
3	Replace Surrounds Mower- Trim mower used to mow around greens and tee tops. Replacement has been deferred for several years and will save on-going maintenance costs and improve efficiency, reducing down time.	Jeannie Greenwood	9222 task 70313	--	N/A	19,500					
4	Replace Workmen Utility Carts- Replace (2) Toro utility carts. Carts to be replaced are non-functional and staff has been using old golf carts for this function. Replacement of utility carts will allow staff to work more efficiently and properly transport necessary supplies and materials.	Jeannie Greenwood	9222 task 70413	--	N/A	15,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Valley Oak Golf - 4211 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
5	Replace Lely Broadcast Spreader - pull behind unit used for fertilization (or other applications) on the course's turf areas. Will replace old units that are in disrepair and out of service - replacement has been deferred for several years. This unit saves staff time allowing quicker applications.	Jeannie Greenwood	9222 task 70513	--	N/A	12,000					
6	Buffalo Blower - Buffalo Debris Blower - utilized to blow leaves, dirt and debris from cart paths, tee boxes, greens, etc. replace existing unit. Increase efficiency and decrease on-going maintenance costs.	Jeannie Greenwood	9222 task 70613	--	N/A	7,500					
7	Replace Radio For Irrigation System (Narrow Band) - Replace repeater to allow use of narrow band radio to operate golf course irrigation system. System currently uses broadband which has been banned by the FCC effective January, 2013.	Jeannie Greenwood	8366	--	N/A	7,000					
8	Replace Cart Path Edger - Used to edge along cart paths throughout the course. Existing unit is beyond it's operational life. Replacement will decrease maintenance time and money spent on the existing unit and will allow for more efficient maintenance.	Jeannie Greenwood	9222 task 70713	--	N/A	3,500					
9	Cart Fleet Replacement - Replace golf car fleet of 100 units with new Yamaha "The Drive" golf cars. Golf cart are a big revenue generator for the course (\$444,280 in FY 10/11) and have a useful life of 4 years. The cars are scheduled for replacement in June, 2013.	Jeannie Greenwood	8367	--	N/A		300,000				
10	Cart Fleet Replacement - Scheduled replacement of golf car fleet of 100 units. Golf cars have a useful life of 4 years.	Jeannie Greenwood	New	--	N/A						330,000
	Total Expenses					300,000	300,000				330,000

Note:
 The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
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 * Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description
 ** Annual Maintenance costs is \$5,000 to \$25,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Wastewater Treatment Plant Fund - 4311
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from Sanitary Sewer user fees and rates. Funds are to be used only for operations, maintenance, and improvements, including vehicle and equipment acquisitions related to collection and disposal of wastewater.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Restricted Cash - Capital Replacement	20,424,193	21,095,631	30,624,284	40,182,727	44,609,758	48,398,792			
Annual Depreciation for Treatment Plant Capital Replacement	1,786,397	1,786,397	3,822,125	3,898,567	3,976,539	4,056,069			
Annual Depreciation for Sewer Line Replacement	773,841	773,841	789,318	805,105	821,207	837,631			
Proceeds of Bond Issue	90,000,000								
Debt Service on Bond				(5,775,711)	(5,775,711)	(5,775,711)			
Contribution from Operating Cash for New Capital (contribution for maintenance, projects and new equipment)	8,700,000	8,600,000	6,772,000	6,772,000	5,922,000	5,922,000			
Capital Expenditures	(100,588,800)	(1,631,585)	(1,825,000)	(1,272,930)	(1,155,000)	(775,000)			
Ending Cash for Future Capital Replacement	21,095,631	30,624,284	40,182,727	44,609,758	48,398,792	52,663,761			
Accumulated Depreciation (cash needed for replacement)	(47,163,092)	(49,723,330)	(54,334,773)	(59,038,445)	(63,836,190)	(68,729,890)			
Cash in excess(deficit) of Capital Replacement Needs	(26,067,461)	(19,099,046)	(14,152,046)	(14,428,687)	(15,437,398)	(16,066,109)			

Additional Information: The ending cash shown above is money set aside annually for future capital maintenance and replacement. The Wastewater Fund currently has \$91m in capital assets which include the treatment plant and underground infrastructure. This amount will soon increase with the addition of improvements over the next two years which will bring the Water Conservation Plant into compliance with discharge permit requirements from the Regional Water Quality Control Board which are estimated to cost \$100m. The cost of some regularly planned maintenance will be temporarily absorbed by the WCP Upgrade project, allowing a larger portion of maintenance and capital funding to be set aside in the short term. As a result, this fund will begin building up cash to cover the future maintenance and replacement cost on this large amount of infrastructure. The amount of funding available to set aside will decrease once construction of the WCP upgrades is complete and debt service payments begin. If, at a future date, the cash balance of this fund is determined to exceed its operating and capital reserve needs, the cash balance may be used for an early pay down of the bonds.

The Water Conservation Plant Upgrades will be funded with bond financing through the Clean Water State Revolving Fund (CWSRF) over 20 years at an interest rate of 2.6%. Costs of construction will be reimbursed from bond proceeds as the project proceeds. The annual debt payment of \$5.7 million is estimated to begin in 2015-16 and end in 2035-36.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	<i>The following projects are for construction and maintenance of sewer lines throughout the City.</i>										
1	Replace Sanitary Sewer Mains that are shown to be deteriorating throughout the City. To eliminate sewer failure, which can cause overflows and service disruptions, the Engineering Division repairs failing sewer lines.	Adam Ennis	9456	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
2	Install sanitary sewers in County Islands annexed into the City to provide sewer service to new areas. The residents who choose to connect to the sewers pay connection fees that are used to reimburse the construction cost. Areas 3, 4, 12 & 13 additional \$200k to construct 12/13, areas 10 & 11 \$255k (13/14), area 6 \$190k (14/15), area 16 \$500k (16/17).	Adam Ennis	9457	--	N/A	200,000	255,000	190,000		500,000	
3	Relocate sanitary sewer mains- as necessary to accommodate redevelopment of property. Occasionally, buildings are proposed to be constructed within former streets or alleys containing sewer lines and sewer lines must be relocated.	Adam Ennis/ Brian Vanciel	9571	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Wastewater Treatment Plant Fund - 4311 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Install sewer laterals- Provide customer-requested hookups to the sanitary sewer. Contract costs are reimbursed by the property owner.	Jason Huckleberry	9228	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
5	Install sanitary sewer lines in the Fairway subdivision (Birdland). This will occur when the area is annexed and will insure new areas of the City have sewer available. Phase 2-4 to begin design 2014/15.	Adam Ennis	9783	--	N/A			1,000,000			
6	Manhole Repairs- Repair and raise manholes throughout the city's storm and sanitary system. (Multi Funded: \$25k Wastewater 4311, \$25k Storm Sewer 4812 annually) The following projects are for routine maintenance to keep the treatment plant operating.	Jim Ross	3011/8238	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
7	Sanitary Lift Station Improvements Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings. This would be inclusive of the remaining twelve lift stations currently in use throughout the City. Provide adequate and dependable sewer service for the citizens of Visalia. This will cause the cost of repairs to increase and possible sewer failures in the future.	Brian Vanciel	8266	--	N/A	150,000	150,000	150,000	150,000	150,000	150,000
8	Lift Pump Repair/Replacement- Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuildable. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$480k WWTP-4311, \$350k Storm Sewer-4812).	Jim Ross	3011/8241	--	N/A	90,000	90,000	90,000	90,000	60,000	60,000
9	Waukesha Overhaul- These (2) 300hp engines run on gas from the digester/or natural gas and will be replaced as part of the upgrade project (line 16). The Waukesha generate \$45-\$65k worth of electricity each month to power the plant. Funding for upkeep has been budgeted for the 2-year budget to keep them in good repair until they are replaced. Project will remove and replace valves, guides, springs, retainers, seats, gaskets and refurbish head. Check pistons, rings, sleeves and lower bearings for wear and replace as needed.	Jim Ross	9032	--	N/A	75,000					

**City of Visalia
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**Wastewater Treatment Plant Fund - 4311 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
10	Replace Pump Panel at Comstock Lift Station located East of Comstock between Wildwood and Douglas. Install new style of panel with SCADA controller and radio to match the panels in the rest of the sanitary pump station system. The current panel cannot be modified to fit the SCADA controller and radio. Without the controller the lift station is not being monitored on a 24/7 basis. If there is a failure within the lift station the proper personnel will not be notified in time. This could lead to a sewage overflow or cause property damage.	Brian Vanciel	8368	--	B2	75,000					
11	Digester Cleaning and Repair- Digester units need to be cleaned of accumulated grit, rags and plastics. Related pumps, valves and methane gas equipment need to be repaired or replaced. Upkeep in plant investment. Digester units must be kept in top working condition in order to decompose organic solids to produce methane gas and to allow the biosolids to meet Federal and State requirements for biosolids disposal.	Jim Ross	9768	--	N/A	50,000			50,000	50,000	50,000
12	Influent Pump/Motor Rebuild Complete rebuild of Influent pump and motor. Upkeep in plant investment. Two influent pumps run 24 hours 7days a week and are the only source that pumps the wastewater that enters the plant to the treatment processes to clean the water. Currently there are five influent pumps and one pump/motor is rebuilt annually. The cost for a new influent pump is approximately \$105,000.	Jim Ross	8369	--	N/A	45,000	45,000	45,000	45,000	45,000	45,000
13	Waukesha Valve Job- These (2) 300hp engines run on gas from teh digester/or natural gas and will be replaced as part of the upgrade project (line 16) Repair Remove and replace valves, guides, springs, retainers, seats, gaskets and refurbish head. Check pistons, rings, sleeves and lower bearings for wear and replace as needed. Upkeep in plant investment. Waukesha engines must be kept in top running condition to meet San Joaquin Valley Air Pollution Control District permit requirements and reduce the amount of electrical load the treatment facility purchases.	Jim Ross	8239	--	N/A	30,000	30,000				
14	Primary clarifier overhaul- Replace wear shoes, wear strips, chains, sprockets, flights and scum troughs. Year 15/16 recoting and replacement of equipment in Primary #1. Upkeep in plant investment and equipment must be kept in top running condition in order to remove solids and scum from the treatment system.	Jim Ross	9362	--	N/A	25,000	25,000	25,000	475,000	25,000	25,000

**City of Visalia
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**Wastewater Treatment Plant Fund - 4311 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
15	Jim Ross	9737	--	N/A		120,000		120,000		120,000	
	The following projects are improvements to the plant										
	Digester dome sealing- Clean and sandblast walls, ceiling, decant box and pipes. Apply a polyurethane coating to all areas that are sandblasted to protect structure. Upkeep in plant investment to help prolong the life of the concrete by coating it to protect it from the corrosive environment created by the hydrogen sulfide in the digesters.										
	WCP Design 2009 Upgrade- Convert plant to full tertiary treatment, utilizing Membrane Bioreactor technology. Includes the development of a recycled water distribution network. Amount shown for 2012/13 includes \$79.4m prior year unspent appropriations. Additional funding requested of \$20m brings total shown to \$99.4m and total project of \$100m, including \$600k spent to-date.										
16	Jim Ross	8186	--	C1	99,350,000						
	Fence Basin #4 New barb wire fencing around Basin #4. Keep public from using Basin #4 for recreational purposes. Public currently using Basin #4 for shooting, off road vehicles, recreational activities, and dumping.										
17	Jim Ross	8370	--	C1	20,000						
	Key lock fuel system to be installed on the current fuel tank at WCP. Key lock system would be able to record and track fuel usage by the different divisions fueling at the WCP. The system would transmit records and be compatible with the system used at Corp Yard and Police station.										
18	Jim Ross	8371	*	N/A	20,000						
	The following projects are vehicle replacements or vehicle additions.										
	Vehicle Replacement- replace current wastewater collections F-350 dump bed with 1-ton regular cab diesel truck										
19	Brian Vanciel	9223 task 70813	--	N/A	59,400						
	Budget Year / Unit / Year / Miles 2012-13 / 318917 / 2003 / 120,576										

**City of Visalia
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**Wastewater Treatment Plant Fund - 4311 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
		9223 task 70913	--	N/A	59,400					
20	Brian Vanciel	Vehicle Replacement- replace current wastewater collections F-150 3/4-ton 4x4 Extended Cab diesel truck Budget Year / Unit / Year / Miles 2012-13 / 318211 / 2003 / 136,980								
		New hybrid sedan for water conservation enforcement. Total vehicle cost \$30k multi-funded from \$15k Solid Waste and \$15k Wastewater. Budget Year / Requested 2012-13 / (1)	*	N/A	15,000					
21	Kim Loeb	Vehicle replacement- Replace current Sanitation Chevy Astro cargo van Budget Year / Unit / Year / Miles 2013-14 / 237213 / 1998 / 91,364				60,225				
22	Jim Ross	The following projects are equipment replacements or equipment additions.								
		Equipment Replacement- replace current wastewater collections sewer cleaning unit. Used to clean and maintain sanitary and storm sewer mains & lift stations. Budget Year / Unit / Year / Miles 2013-14 / 318918 / 2002 / 94,908	--	N/A		399,600				
23	Brian Vanciel	Muffin Monster Grinder/Washer/ Compactor with 5 horse power, 3 phase electrical motor (bar screen compactor). Used to compact screenings prior to disposal. Unit will be 6 years old and at the end of its life expectancy.								
24	Jeff Misenhimer	Replace GOLF CARTS (2) - One (1) two passenger Carry All electric flatbed cart with 800 lb capacity, 48 volt and one (1) Carry All electric flatbed cart with 1500 lb capacity. Both carts will be over 14 years old. The carts have a life expectancy of 13- 15 years.	--	N/A		131,760				
25	Jeff Misenhimer	Total Expenses	--	N/A	100,588,800	1,631,585	1,825,000	1,272,930	1,155,000	775,000

Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".
The Budget impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
-- No Annual Maintenance Costs (or no increase over existing cost)
* Annual Maintenance cost is \$5,000 or less
** Annual Maintenance costs is \$5,000 to \$25,000
*** Project will result in savings as described in project description
**** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Solid Waste Fund - 4411
2012/13 - 2017/18 Capital Improvement Program**

This fund is derived from refuse collection fees. Cash for capital replacements has been set aside for improvements and vehicle and equipment acquisitions related to collection and disposal of solid waste. Depreciation will continue to be used for capital replacements.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash for Capital Replacement	7,026,030	10,434,830	15,408,530	18,629,050	21,517,810	23,877,770			
Annual Depreciation for Capital Replacement	1,081,200	1,081,200	1,102,800	1,124,900	1,147,400	1,170,300			
Contribution from Operating for New Capital	5,190,000	5,355,000	5,255,000	5,055,000	4,655,000	4,655,000			
Capital Expenditures	(2,862,400)	(1,462,500)	(3,137,280)	(3,291,140)	(3,442,440)	(15,506,940)			
Ending Cash for Future Capital Replacement	10,434,830	15,408,530	18,629,050	21,517,810	23,877,770	14,196,130			
25% Operating Reserve									
	(4,100,000)	(3,925,000)	(4,003,500)	(4,083,600)	(4,165,300)	(4,248,600)			
Reserve for Capital Replacement									
	(8,200,000)	(8,364,000)	(8,531,300)	(8,701,900)	(8,875,900)	(9,053,400)			
Ending Cash available for Capital Projects									
	(1,865,170)	3,119,530	6,094,250	8,732,310	10,836,570	894,130			

Note: All new vehicles and equipment included in lines 16-20 are dependant upon actual need in response to growth in Solid Waste customers. These items are included in this document for planning purposes and no expenditures will be made until the need is present.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Purchase RFID Yard Waste Container System - Automated inventory of trash containers. Install readers on approx. 15 YW trucks; containers have RFID tags installed to identify inventory and verify when a container is emptied. Also prevents unauthorized use of cans remaining from closed accounts.	Earl Nelsen	8372	*	N/A	125,000					
2	Dump On Us - Four Dump On Us events to be held annually at the Corporation Yard. Also, two separate yard waste clean up events are held each year.	Earl Nelsen	9459	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
3	Wash bay/Lube rack remodel & addition There is a significant need for a second wash bay to be constructed next to the existing wash bay on the Corp Yard Fleet building. Approx. 26 SW refuse trucks must be washed daily. One existing bay services all the SW trucks, and any other maintenance vehicles/equipment that needs washing. The lube rack is also located inside the wash bay, taking longer to wash & lube each truck per the post trip requirements.	Earl Nelsen	8373	*	N/A	100,000					

**City of Visalia
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**Solid Waste Fund - 4411 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Automated IVR Call System - An Automated Interactive Voice Response System (IVR) will allow a large # of incoming customer calls to be automated so the CSR's don't have to answer every call. Routine calls for service like scheduling a curbside special could be done automatically and a report generated for the CSR's to issue work orders without spending time on the phone. Will give CSR's more time off the phones to conduct account management, account audits and other off the phone work.	Earl Nielsen	8374	*	N/A	80,000					
5	Miscellaneous Cleanup - Pick up trash (discarded furniture, shopping carts, homeless materials), clean up debris and remove weeds & brush along street right of ways. Clean up alleys. Emergency removal of fallen trees, light poles etc. to clear roadways.	Earl Nielsen	8159	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
6	Corp Yard Paving - Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repave areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-fund: Project total of \$1.2m from \$747k Solid Waste, \$57k Storm Sewer and \$345k General Fund.)	Norm Goldstrom	3011/8340	--	N/A	65,000	97,500	130,000	162,500	195,000	97,500
7	Renovate or Expand Solid Waste Corporation Yard - Current Corporation Yard facilities are aging and in need of renovation or expansion. This includes the Cain Street Building, CNG fueling station facilities, current employee parking lot, and fleet facilities (need heavy equipment bay). The facilities could be renovated at their current location or additional land could be purchased to accommodate moving the Solid Waste operations to newly constructed facilities.	Mike Olmos	new	***	N/A						12,000,000

**City of Visalia
Two-Year Budget
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Solid Waste Fund - 4411 (continued) 2012/13 - 2017/18 Capital Improvement Program											
#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	<i>The following are replacements of existing fleet vehicles and equipment</i>										
	Replace residential yard waste and automated side loader (multi-tasker) trucks: Budget Year / Unit# / Year / Miles / Hours										
	2012-13 / 253557 / 2001 / 123,296 / 12,125										
	2012-13 / 253560 / 2002 / 117,915 / 13,474										
	2012-13 / 253561 / 2002 / 115,496 / 13,474										
	2012-13 / 253564 / 2003 / 108,486 / 13,089										
	2013-14 / 253558 / 2002 / 109,200 / 12,958										
	2014-15 / 253559 / 2002 / 55,725 / 6,325										
	2014-15 / 253565 / 2003 / 87,917 / 9,788										
	2015-16 / 253570 / 2006 / 28,992 / 4,424		9223 task								
	2016-17 / 253575 / 2007 / 11,932 / 1,334	Earl Nielsen	13/14								
8	2017-18 / 253579 / 2008 / 28,411 / 3,227	Earl Nielsen	70414	--	N/A	1,533,600	394,200	804,200	406,080	416,880	427,680
	Replace Residential split trucks: Budget Year / Unit# / Year / Miles / Hours										
	2013-14 / 253562 / 2003 / 121,604 / 15,175										
	2013-14 / 253563 / 2003 / 108,282 / 10,985										
	2014-15 / 253567 / 2005 / 55,433 / 7,703										
	2014-15 / 253568 / 2005 / 61,906 / 8,080										
	2014-15 / 253569 / 2005 / 72,436 / 9,718										
	2014-15 / 253572 / 2006 / 54,804 / 7,375										
	2015-16 / 253566 / 2005 / 27,585 / 7,274										
	2015-16 / 253571 / 2006 / 44,624 / 7,042										
	2016-17 / 253573 / 2007 / 43,595 / 6,836										
	2016-17 / 253574 / 2007 / 39,178 / 6,025										
	2017-18 / 253576 / 2008 / 35,283 / 5,404		9223 task								
	2017-18 / 253577 / 2008 / 42,210 / 5,620	Earl Nielsen	70514	--	N/A		820,800	1,684,800	866,160	876,960	1,315,440
9	2017-18 / 253578 / 2008 / 40,523 / 5,850	Earl Nielsen									
	Replace 1 ton 350 Super Duty Pick Up w/utility bed Budget Year / Unit# / Year / Miles										
10	2014-15 / 255905 / 2004 / 62,619	Earl Nielsen	new	--	N/A			64,800			

**City of Visalia
Two-Year Budget
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**Solid Waste Fund - 4411 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
11	Replace Residential Trailer- #254702, 2004 Gaskin 5-Bin Trailer will be 11 years old at the time of replacement.	Earl Nielsen	9222 task new	--				37,800			
	Replace commercial front-loader trucks: Budget Year / Unit# / Year / Miles / Hours 2015-16 / 255504 / 2005 / 87,776 / 10,211 2015-16 / 255505 / 2005 / 105,526 / 12,375 2015-16 / 255506 / 2005 / 89,702 / 11,658 2016-17 / 255507 / 2006 / 68,885 / 7,827 2016-17 / 255508 / 2006 / 73,779 / 8,424 2017-18 / 255509 / 2007 / 51,889 / 6,673 2017-18 / 255510 / 2007 / 55,994 / 6,424 2017-18 / 255511 / 2007 / 54,872 / 6,231										
12	Replace commercial rolloff truck - Budget Year / Unit# / Year / Miles / Hours 2015-16 / 254510 / 2005 / 129,493 / 6,284 2016-17 / 254511 / 2006 / 91,626 / 6,181 2017-18 / 254512 / 2007 / 83,616 / 5,575	Earl Nielsen	9223 task new	--	N/A	991,440				682,560	1,056,240
13	Replace F350 1 ton Pick up Budget Year / Unit# / Year / Miles 2016-17 / 254901 / 2006 / 54,164	Earl Nielsen	9223 task new	--	N/A				276,480	287,280	298,080
14	Replace Residential Supervisor Work Trucks Budget Year / Unit# / Year / Miles 2017-18 / 253906 / 2009 / 8,768 2017-18 / 253905 / 2009 / 10,015	Earl Nielsen	9223 task new	--						75,600	
15	The following items are additions to the fleet and equipment. New vehicles will be added to the capital replacement program.										162,000
16	(1) New residential split truck to accommodate normal growth of the Residential collection routes. Budget Year / Requested 2012-13 / (1) 2015-16 / (1)	Jim Bean	9223 task 71313	--	N/A	410,400				438,480	

City of Visalia Two-Year Budget 2012-13 & 2013-14

Solid Waste Fund - 4411 (continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	New residential yard waste trucks to accommodate growth demands. Budget Year / Requested 2012-13 / (1)	Earl Nielsen	9223 task	--							
17	2016-17 / (1)		71413	--	N/A	383,400				406,080	
	New hybrid sedan for water conservation enforcement. Total vehicle cost \$30k multi-funded from \$15k Solid Waste and \$15k Wastewater. Budget Year / Requested 2012-13 / (1)	Kim Loeb	3011/8383	*	N/A	15,000					
18	2016-17 / (1)			--							
	New commercial roll-off truck to meet growth demands. Budget Year / Requested 2014-15 / (1)	Earl Nielsen	9223 task new	--	N/A			265,680			
19	2016-17 / (1)			--							
	New front load truck to meet growth demands. Budget Year / Requested 2016-17 / (1)	Earl Nielsen	9223 task new	--	N/A					352,080	
20	2016-17 / (1)			--							
Total Expenses						2,862,400	1,462,500	3,137,280	3,291,140	3,442,440	15,506,940

Notes:
 Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".
 The Budget impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance costs is \$5,000 to \$25,000
 *** Project will result in savings as described in project description
 **** Project will result in savings as described in project description

**City of Visalia
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**Transit Fund - 4511
2012/13 - 2017/18 Capital Improvement Program**

This fund includes monies from State Transportation Funds, Federal grants, and user fees. They are to be used for transit operating and capital expenditures, such as buses and bus shelters. State and Federal grant funds are to be used for major projects such as the operations and maintenance facility.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash for Capital Replacement	1,600,000	3,551,000	5,351,000	5,351,000	5,351,000	5,351,000			
(LTF) Local Transportation Funds (one-quarter percent state sales tax)	1,447,526	176,900	358,340	798,980	902,660	176,900			
Contribution from Operating for Capital Grant Funding:	1,930,000	1,800,000							
(TPA) Transportation Planning received through TCAG (Tulare County Association of Governments)	80,000	80,000	80,000	80,000	80,000	80,000			
(FTA) Federal Transit Administration Grant	479,520		725,760	2,488,320	2,903,040				
Prop 1B - Safety and Security (State Funding)	238,508	119,254	119,254	119,254	119,254	119,254			
Capital Expenditures	(2,224,554)	(376,154)	(1,283,354)	(3,486,554)	(4,004,954)	(376,154)			
Total Unfunded	3,551,000	5,351,000	5,351,000	5,351,000	5,351,000	5,351,000			

Executive Summary: Capital projects in this fund are paid for from a variety of grants, using Local Transportation Funds (LTF) as local match. LTF is apportioned from State sales taxes.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Planning Studies - Annual on-going planning studies. The City receives funds annually from TCAG specifically for planning purposes. Eligible expenses include the implementation of Short Range Transit Plans, Long Range Transit Plans, Bus Rapid Transit Plans, development of facilities and equipment, and vehicle purchases. Project is 100% funded by TCAG Planning.	Monty Cox	9259	--		80,000	80,000	80,000	80,000	80,000	80,000
2	Purchase & install new bus shelters with solar lighting annually. We receive requests on an ongoing basis for additional bus shelters. There are also some bus shelters that are old and need to be replaced. Some bus stop locations are very dark. These shelters will have solar lighting for safety & security measures. We have a 5-year contract with CM Construction to do this work. Project is 100% funded by State Prop. 1B Safety & Security.	Monty Cox	9640	--	N/A	119,254	119,254	119,254	119,254	119,254	119,254
3	Bus Stop & Shelter Improvements- Installation and repair of bus stops and bus stop equipment, including but not limited to concrete pads, signs, information panels, and shelter refurbishing. We receive requests on an ongoing basis for additional bus stops or bus shelters. These frequently require concrete pads and signs. We have a 5-year contract with CM Construction to do this work. Project is 100% funded with LTF.	Monty Cox	9635	--	N/A	176,900	176,900	176,900	176,900	176,900	176,900

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Transit Fund - 4511 (continued)
2012/13 - 2017/18 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Land Purchase for future Light Rail Purchase parcel of land located at 300 E. Oak Street (former Lumberyard) for future Light Rail. The purchase of this parcel would provide future use of a Light Rail system. This is a prime location as it's conveniently located within a block from the existing Transit Center. Project 100% funded with LTF.	Monty Cox	8375	--	B1	700,000					
5	Trolley Purchase Purchase three (3) heavy duty transit buses for the trolley service. These buses will be compressed natural gas (CNG). The City will either purchase these off the state contract or obtain from a bus manufacturer through a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). All three (3) buses will be replacing older heavy duty buses that have reached the end of their useful lives. This project is funded 80% by an approved FTA grant and 20% with Local Transit Fund (LTF).	Monty Cox	9223 task 71513	--	N/A	599,400					
6	Farebox Purchase Purchase & install new fareboxes on Fixed Route buses. We've experienced problems with the data the fareboxes provide which can be due to older fareboxes. The new fareboxes will have upgraded features that our current system does not support. Funding will be available from Prop 1B - Safety & Security (\$119k) and the rest will be from the Local Transportation Fund (LTF-\$376k).	Monty Cox	8376	--	N/A	495,000					
7	Replace Transit Prius with a 4-wheel drive SUV. The heavier duty vehicle will be better suited to all-weather travel to the Sequoia Park and will provide additional space for passengers and equipment when necessary. Budget Year / Unit / Year / Miles 7 / 2012-13 / 415001 / 2002 / 38,653	Monty Cox	9223 task 71613	--	N/A	54,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Transit Fund - 4511 (continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
8	Purchase six (6) medium duty transit buses for the Dial-A-Ride service. These buses will be compressed natural gas (CNG). The City will either purchase these off the state contract or obtain from a bus manufacturer through a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). All six (6) buses will be replacing older medium duty buses that have reached the end of their useful lives. This project is funded 80% by an approved FTA grant and 20% with Local Transit Fund (LTF).	Monty Cox	new	--	N/A			907,200			
9	Purchase six (6) heavy duty replacement transit buses for fixed route service. These buses will be compressed natural gas (CNG). The City will either purchase these off the state contract or obtain from a bus manufacturer through a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). All six (6) buses will be replacing older heavy duty buses that have reached the end of their useful lives. This project is funded 80% by an approved FTA grant and 20% with Local Transit Fund (LTF).	Monty Cox	new	--	N/A				3,110,400		
10	Purchase seven (7) heavy duty transit buses for fixed route service. These buses will be compressed natural gas (CNG). The City will either purchase these off the state contract or obtain from a bus manufacturer through a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). All seven (7) buses will be replacing older heavy duty buses that have reached the end of their useful lives. This project is funded 80% by an approved FTA grant and 20% with Local Transit Fund (LTF).	Monty Cox	new	--	N/A					3,628,800	
Total Expenses						2,224,554	376,154	1,283,354	3,486,554	4,004,954	376,154

Note:
Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description

** Annual Maintenance costs is \$5,000 to \$25,000

**City of Visalia
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**Storm Sewer Operations & Maintenance - 4812
2012/13 - 2017/18 Capital Improvement Program**

This fund includes monies generated from storm sewer user fees. The fees for this fund are collected with the monthly utility bill and each parcel is charged \$.24 per 1,000 sq. ft. Funds are to be used only for operation, maintenance, and improvements, including equipment and vehicle acquisitions related to collection and disposal of storm runoff.

Executive Summary							
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
Beginning Cash Balance	200,000	126,000	39,300	8,300	(11,500)	(19,200)	
Storm Sewer User fees	1,165,100	1,165,100	1,200,100	1,236,100	1,273,200	1,311,400	
Other Revenues	112,800	112,800	114,500	116,200	117,900	119,700	
Interest Earnings (Expense)	600	200	-	(100)	(100)	-	
Operating Expenditures (staff costs, allocations, etc)	(1,157,500)	(1,167,300)	(1,190,646)	(1,214,459)	(1,238,748)	(1,263,523)	
Capital Expenditures	(195,000)	(197,500)	(155,000)	(157,500)	(160,000)	(152,500)	
Total Resources Available for Projects	126,000	39,300	8,254	(11,459)	(19,248)	(4,123)	

Deferred Projects Waiting on Funding (shaded listing pages 83-84)

Additional Operating Budget Recommended by Staff for proper maintenance

Funding deficit including additional operating and deferred projects

Note:

The Storm Water rate has not been increased since 2004. Staff is currently evaluating this enterprise for a possible rate increase. If a rate increase is needed, the City could be balloting users during calendar year 2012. The Storm Sewer User Fees are estimated to remain flat in 2012-13 and 2013-14 and increase annually 1.5% after that based on growth.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Lift Pump Repair/Replacement - Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuildable. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$480k WWTP-4311, \$350k Storm Sewer-4812).	Jim Ross	3011/8241	--	N/A	75,000	75,000	50,000	50,000	50,000	50,000
2	Replace Storm Sewer Mains (Additional Funding Deferred below) - Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by rain or nuisance water. Prior year funding was from 1222 Storm Sewer Deficiency Fund.	Brian Vanciel	8232	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
3	Manhole Repairs - Repair and raise manholes throughout the city's storm and sanitary system. (Multi Funded: \$25k Wastewater 4311, \$25k Storm Sewer 4812 annually)	Jim Ross	3011/8238	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000

**City of Visalia
Two-Year Budget
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**Storm Sewer Operations & Maintenance - 4812 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Storm Catch Basin Repairs (Additional Funding Deferred below) - Repair catch basins that are found to be deficient throughout the cities storm system up to current City standards. Repairs or upgrades can help alleviate flooding in deficient areas of the storm sewer system.	Jim Ross	8245	--	N/A	40,000	40,000	20,000	20,000	20,000	20,000
5	Corp Yard Paving - Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repave areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Project total of \$1.2m from \$747k Solid Waste, \$57k Storm Sewer and \$345k General Fund.)	Norm Goldstrom	3011/8340	--	N/A	5,000	7,500	10,000	12,500	15,000	7,500
Total Expenses						195,000	197,500	155,000	157,500	160,000	152,500

Note:

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance costs is \$5,000 to \$25,000
 *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
 **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
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**Storm Sewer Operations & Maintenance - 4812 Deferred Projects
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
	Projects deferred to wait on funding:											
6	Lift Pump Repair/Replacement (Deferred Portion-see funded portion above) - Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuildable. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$480k WWTP-4311, \$1.1m Storm Sewer-4812).	Jim Ross	3011/8241	--	N/A	135,000	135,000	160,000	160,000	160,000	160,000	
7	Replace Storm Sewer Mains (Deferred Portion-see funded portion above) - Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by rain or nuisance water. Prior year funding was from 1222 Storm Sewer Deficiency Fund.	Brian Vanciel	8232	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000	
8	Storm Catch Basin Repairs (Deferred Portion-see funded portion above) - Repair catch basins that are found to be deficient throughout the cities storm system up to current City standards. Repairs or upgrades can help alleviate flooding in deficient areas of the storm sewer system.	Jim Ross	8245	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000	
9	Water Screens Waterways - Install Mechanical debris screens on waterways road culverts throughout the waterway system within the City. The projects will include electrical hookups, concrete structures and the water screens and associated equipment and materials as needed. Two proposed locations are the Airport culvert at Mill Creek and Evans Ditch at Lover Lane site. Insure the flow of water during rain events and seasonal irrigation runs. Help alleviate injuries to employees who are currently performing these tasks manually.	Jim Ross	New5	--	C3	300,000	300,000	300,000	300,000	300,000	300,000	

**City of Visalia
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**Storm Sewer Operations & Maintenance - 4812 Deferred Projects (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Projects deferred to wait on funding:										
10	Replace HD ten-wheeled dump truck Budget Year / Unit# / Year / Miles / Hours 2012-13 / 314927 / 2000 / 59,763 / 4886	Jim Ross	9223 task 71709	--	N/A			140,400			
11	Replace John Deere Backhoe Budget Year / Unit# / Year / Hours 2012-13 / 238914 / 2004 / 690	Brian Vanciel	9222 task new	--	N/A			124,200			
12	Purchase new Compact Track Loader with tandem axle trailer to remove vegetation, debris and any other material that could cause a blockage in the waterway systems.	Brian Vanciel	9222 task new	--	N/A			97,200			
						480,000	180,000	866,800	205,000	505,000	205,000

**City of Visalia
Two-Year Budget
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**Fleet Maintenance - 5011
2012/13 - 2017/18 Capital Improvement Program**

Executive Summary

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Cash for Capital Replacement	746,432	626,432	584,432	547,432	547,432	547,432
Operating Revenues	4,420,500	4,508,900	4,599,100	4,691,100	4,784,900	4,880,600
Operating Expenditures (allocations)	(4,420,500)	(4,508,900)	(4,599,100)	(4,691,100)	(4,784,900)	(4,880,600)
Capital Expenditures	(120,000)	(42,000)	(37,000)	-	-	-
Total Resources Available for Projects	626,432	584,432	547,432	547,432	547,432	547,432

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Replace Fleet Services Chevy Silverado 1/2 ton with used vehicle to be purchased from Wastewater Treatment Plant Budget Year / Unit# / Year / Miles 2013-14 / 252242 / 2001 / 103,441	Mike Morgantini	9223 task 70614	--	N/A		42,000				
2	Replace Fleet Services Dodge Ram 3/4 ton for Service Truck with used vehicle to be purchased from Wastewater Treatment Plant Budget Year / Unit# / Year / Miles 2013-14 / 252939 / 2001 / 52,007	Mike Morgantini	9223 task new	--	N/A			37,000			
3	Replace (3) Underground and (1) Aboveground Vehicle Hoists- Current hoists are over 25 years old, obsolete and undersized for newer heavier equipment. Parts are no longer available and must be manufactured.	Mike Morgantini	8377	--	N/A	120,000					
Total Expenses						120,000	42,000	37,000	-	-	-

Note:

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

- No Annual Maintenance Costs (or no increase over existing cost)
- * Annual Maintenance cost is \$5,000 or less
- ** Annual Maintenance costs is \$5,000 to \$25,000
- *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
- **** Project will result in savings as described in project description

**City of Visalia
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**Vehicle and Equipment Replacement - 5012
2012/13 - 2017/18 Capital Improvement Program**

This fund is supported by General Fund Departments, on a cost reimbursement basis, for replacement of the current operational fleet as each vehicle reaches its full useful life.

Executive Summary									
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
Beginning Cash for Capital Replacement	4,256,300	3,622,352	3,185,089	3,050,805	2,277,518	2,306,307			
Reimbursement for Vehicle Replacements	772,830	788,287	844,052	900,933	918,952	937,331			
Interest Earnings	35,900	47,100	103,200	77,000	78,000	57,700			
Operating Expenditures (allocations)	(7,020)	(7,020)	(7,200)	(7,300)	(7,400)	(7,500)			
Capital Expenditures	(1,435,658)	(1,265,630)	(1,074,336)	(1,743,920)	(960,763)	(1,587,902)			
Total Resources Available for Projects	3,622,352	3,185,089	3,050,805	2,277,518	2,306,307	1,705,936			

Note:
All vehicles proposed to be replaced will be evaluated by the Fleet Maintenance division and approved by the City Manager prior to the purchase of a new vehicle. If a vehicle should be replaced, the replacement vehicle will be evaluated for an alternative fuel vehicle. Fleet Maintenance will recommend transferring the vehicle being replaced to other City departments.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Parks and Recreation Vehicle/Equipment Replacements:										
	Replace Parks mid-size P/U with utility bed with Full-size 1/2 ton w/utility bed alternative fuel vehicle Budget Year / Unit# / Year / Miles										
	2013-14 / 312949 / 2002 / 104,032										
	2014-15 / 312259 / 2001 / 96,050										
	2014-15 / 311203 / 1997 / 107,088										
	2016-17 / 312256 / 1997 / 96,410										
	2016-17 / 312260 / 2003 / 80,820										
1	2017-18 / 312258 / 1999 / 84,931	Jeff Fultz	9223 task 70714	--	N/A		30,520	63,471		70,523	34,880
2	Replace Parks 4x4 1 ton & Spray Equipment Budget Year / Unit# / Year / Miles										
	2014-15 / 312944 / 2001 / 80,332	Jeff Fultz	9223 task new	--	N/A			110,635			
3	Purchase new Tractor for turf renovation and baseball field maintenance	Jeff Fultz	9222 task new	--	N/A			21,800			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Replace Parks 1/2 ton 4X4 pickup with sprayer unit with alternative fuel vehicle Budget Year / Unit# / Year / Miles 2017-18 / 312239 / 1999 / 89,631	Jeff Fultz	9223 task new	--	N/A						73,030
	Community Development Vehicles Replacements:										
5	Replace Community Development Ford F-250 3/4 ton 4-wheel drive with similar Budget Year / Unit# / Year / Miles 2013-14 / 413901 / 1997 / 116,934	Adam Annis	9223 task 70814	--	N/A		37,202				
	Police Vehicle Replacements:										
	Replace marked patrol vehicles - (9) Budget Year / Unit# / Year / Miles 2012/13 / 212354 / 2000 / 90,523 2012/13 / 212356 / 2000 / 84,159 2012/13 / 212427 / 2001 / 107,627 2012/13 / 212429 / 2001 / 91,835 2012/13 / 212449 / 2001 / 94,644 2012/13 / 212450 / 2001 / 85,716 2012/13 / 212360 / 2003 / 108,533 2012/13 / 212359 / 2003 / 86,603 2012/13 / 212361 / 2003 / 101,833	Dexter Valencia	9223 task 71713	--	N/A	482,886					
6	Replace unmarked Police vehicles - (4) Fully Equipped Budget Year / Unit# / Year / Miles 2012-13 / 211112 / 2003 / 137,396 2012-13 / 215102 / 2003 / 143,354 2012-13 / 215103 / 2003 / 148,306 2013-14 / 215105 / 2003 / 93,598	Dexter Valencia	9223 task 12-13 71813 -- task 13/14 70914	--	N/A	121,071	41,500				
8	Replace PD light duty truck Budget Year / Unit# / Year / Miles 2012-13 / 215221 / 2004 / 105,934	Dexter Valencia	9223 task 71913	--	N/A	39,676					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
9	<p>Replace Crime Prevention/Neighborhood Watch program Van- with fully equipped unmarked Ford Escape</p> <p>Budget_Year / Unit# / Year / Miles 2012-13 / 215911 / 1998 / 72,673</p>	Dexter Valencia	9223 task 72013	--	N/A	39,676					
10	<p>In-car Video Systems for 6 existing DUI cars- Provide in-car video systems for 6 DUI cars that currently do not have cameras. Used to preserve evidence and aid in prosecution. All new fully equipped police vehicles have in-car video systems installed.</p>	Dexter Valencia	9222 task 72113	--	N/A	30,000					
11	<p>Replace marked patrol vehicles (5)</p> <p>Budget_Year / Unit# / Year / Miles 2013-14 / 212451 / 2004 / 94,197 2013-14 / 212452 / 2004 / 107,541 2013-14 / 212453 / 2004 / 102,861 2013-14 / 212454 / 2004 / 104,178 2013-14 / 212455 / 2004 / 100,300</p>	Dexter Valencia	9223 task 71014	--	N/A		273,500				
12	<p>Replace marked patrol vehicles - (6) Fully Equipped</p> <p>Budget_Year / Unit# / Year / Miles 2014-15 / 212466 / 2005 / 88,500 2014-15 / 212468 / 2005 / 92,499 2014-15 / 212470 / 2005 / 73,390 2014-15 / 212471 / 2005 / 67,300 2014-15 / 212472 / 2005 / 87,920 2014-15 / 212473 / 2005 / 87,525</p>	Dexter Valencia	9223 task new	--	N/A			334,800			

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Vehicle and Equipment Replacement - 2012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
13	Replace unmarked Police vehicles - (13) Fully Equipped <u>Budget / Year / Unit# / Year / Miles</u> 2014-15 / 215196 / 2000 / 85,023 2014-15 / 215914 / 2004 / 80,000 2014-15 / 215915 / 2005 / 81,357 2014-15 / 215916 / 2005 / 83,761 2014-15 / 215917 / 2005 / 85,605 2014-15 / 215918 / 2005 / 82,509 2015-16 / 215919 / 2005 / 85,664 2015-16 / 215104 / 2003 / 74,921 2016-17 / 211113 / 2006 / 60,922 2016-17 / 172228 / 2006 / 32,555 2017-18 / 222124 / 2007 / 51,332 2017-18 / 211114 / 2007 / 42,000 2017-18 / 211115 / 2007 / 40,245	Dexter Valencia	9223 task new	--	N/A			255,500	88,000	90,800	140,100
14	Replace marked Police traffic motorcycles - (9) Fully Equipped <u>Budget / Year / Unit# / Year / Miles</u> 2014-15 / 213326 / 2011 / - 2014-15 / 213327 / 2011 / - 2014-15 / 213328 / 2011 / - 2014-15 / 213329 / 2011 / - 2014-15 / 213330 / 2011 / - 2014-15 / 213331 / 2011 / - 2014-15 / 213332 / 2011 / - 2014-15 / 213333 / 2011 / - 2014-15 / 213334 / 2011 / -	Dexter Valencia	9223 task new	--	N/A			185,130			
15	Replace marked patrol vehicles - (4) Fully Equipped <u>Budget / Year / Unit# / Year / Miles</u> 2015-16 / 212467 / 2005 / 55,323 2015-16 / 212469 / 2005 / 47,199 2015-16 / 212474 / 2005 / 61,479 2015-16 / 212475 / 2005 / 50,800	Dexter Valencia	9223 task new	--	N/A				234,000		

**City of Visalia
Two-Year Budget
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**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
16	Replace PD marked trucks (2) Budget Year / Unit# / Year / Miles 2015-16 / 215913 / 2003 / - 2015-16 / 213203 / 2003 / -	Dexter Valencia	9223 task new	--	N/A				152,800		
17	Replace PD marked Prius Budget Year / Unit# / Year / Miles 2015-16 / 211110 / 2002 / 49,188	Dexter Valencia	9223 task new	--	N/A				36,180		
18	Replace fully equipped marked DUI trailer Budget Year / Unit# / Year / Miles 2015-16 / 213701 / 1992 / -	Dexter Valencia	9223 task new	--	N/A				32,940		
19	Replace marked patrol vehicles - (11) Fully Equipped Budget Year / Unit# / Year / Miles 2016-17 / 212476 / 2007 / 67,015 2016-17 / 212478 / 2007 / 52,968 2016-17 / 212479 / 2007 / 66,248 2016-17 / 212480 / 2007 / 68,065 2016-17 / 212481 / 2007 / 57,430 2016-17 / 212482 / 2007 / 62,965 2016-17 / 212483 / 2007 / 56,490 2016-17 / 212484 / 2007 / 52,807 2016-17 / 212485 / 2007 / 45,353 2016-17 / 212486 / 2007 / 75,680 2016-17 / 212487 / 2007 / 61,916	Dexter Valencia	9223 task new	--	N/A					662,200	
20	Replace PD K-9 marked patrol vehicle- fully equipped Budget Year / Unit# / Year / Miles 2016-17 / 212490 / 2007 / 71,819	Dexter Valencia	9223 task 72610	--	N/A					57,240	

**City of Visalia
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**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Replace marked patrol vehicles - (8) Fully Equipped Budget_Year / Unit# / Year / Miles 2017-18 / 212493 / 2008 / 41,780 2017-18 / 212494 / 2008 / 35,830 2017-18 / 212498 / 2008 / 38,770 2017-18 / 212504 / 2008 / 35,881 2017-18 / 212505 / 2008 / 46,430 2017-18 / 212506 / 2008 / 53,850 2017-18 / 212507 / 2008 / 49,746 2017-18 / 212508 / 2008 / 53,848	Dexter Valencia	9223 task new	--	N/A						496,000
21											
	Replace Emergency Operation Command Center Budget_Year / Unit# / Year / Miles 2017-18 / 211911 / 2002 / 6,902	Dexter Valencia	9223 task new	--	N/A						272,160
22											
	Bomb Response Vehicle- Replacement. The cost is estimated at \$250,000 the price that Fresno police Department paid for a similar vehicle from Braun Manufacturing. Currently the Tulare County Consolidated Bomb Squads Vehicle was manufactured in 1993. Due to it age it is anticipated that the vehicle will need to be replaced at the end of this CIP cycle.	Steve Phillips	9223 task new	--	N/A						136,250
23											
	Replace (1) Fully Equipped Pat Yukon Budget_Year / Unit# / Year / Miles 2017-18 / 215222 / 2007 / 41,222	Dexter Valencia	9223 task new	--	N/A						45,482
24											
	Fire Vehicle Replacements:										
	Replace Pierce Fire Engine Budget_Year / Unit# / Year / Miles 2012-13 / 222426 / 1992 / 178,764 2013-14 / 222428 / 1995 / 203,628 2017-18 / 222432 / 2000 / 36,595	Doyle Sewell	9223 task 12-13 72213 -- task 13/14 71114	--	N/A	606,349	622,908		660,000		
25											

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Streets Vehicle and Equipment Replacements:										
27	Tower Lights with Generator for use during night work projects and night emergencies. Also functions as portable generator for use in remote undeveloped locations in the City.	Norm Goldstrom	9222 task 72313	*	N/A	36,000					
28	Replace Streets PU 3/4 ton and reassign for additional use as "ghost" vehicle Budget Year./Unit./Year./Hours	Norm Goldstrom	9223 task 72413	--	N/A	30,000					
29	Replace Emulsion Sprayer - Trailer Mounted Budget Year./Unit./Year./Hours	Norm Goldstrom	9222 task 72513	--	N/A	30,000					
30	Replace Chevy S-10 Pick Up and reassign for additional use as "ghost" vehicle Budget Year./Unit./Year./Miles	Norm Goldstrom	9223 task 72613	--	N/A	20,000					
31	Replace Pave Box (Bomag) Budget Year./Unit./Year./Hours	Norm Goldstrom	9222 task 71214	--	N/A		150,000				
32	New Service truck w/man Lift - required as City has 2 full-time electricians that work on street signals and street lights simultaneously. Budget Year - 2013-14	Norm Goldstrom	9223 task 71314	*	N/A		110,000				
33	Replace 1-ton Dump Truck Budget Year./Unit./Year./Hours	Norm Goldstrom	9223 task	--	N/A			58,000			
34	Replace Streets PU 1/2 ton Budget Year./Unit./Year./Hours	Norm Goldstrom	9223 task	--	N/A			20,000			
35	Replace Street Sweeper (Elgin) Budget Year./Unit./Year./Hours	Norm Goldstrom	9222 task	--	N/A				120,000		

**City of Visalia
Two-Year Budget
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**Vehicle and Equipment Replacement - 5012 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
36	Replace Air Compressor (Atlas Capco) <u>Budget Year / Unit / Year / Hours</u> 2014-15 / 314749 / 1983 / --	Norm Goldstrom	9222	--	N/A			25,000			
37	Replace Grader "C" (John Deere 670) <u>Budget Year / Unit / Year / Hours</u> 2015/16 / 314809 /1997 / 2,698	Norm Goldstrom	9222	--	N/A				235,000		
38	Replace Transfer Truck and Trailer <u>Budget Year / Unit / Year / Hours</u> 2015/16 / 314925 /1994 / 94,373 2015-16 / 314961 / 1994 / -	Norm Goldstrom	9223	--	N/A				150,000		
39	Replace Roller (Hyster) <u>Budget Year / Unit / Year / Hours</u> 2015-16 / 314824 / 1977 / --	Norm Goldstrom	9222	--	N/A				35,000		
40	Replace Asphalt Compactor - Parts no longer available. Equipment is obsolete and beyond its useful life. <u>Budget Year / Unit / Year / Hours</u> 2016-17 / 314758 / 1991 / --	Norm Goldstrom	9222	--	N/A					50,000	
41	Replace Trailer (Brock) <u>Budget Year / Unit / Year / Hours</u> 2016-17 / 314757 / 1991 / --	Norm Goldstrom	9222	--	N/A					30,000	
42	Replace Asphalt Grinder (Wirgin) <u>Budget Year / Unit / Year / Hours</u> 2017-18 / 314856 / 2003 / --	Norm Goldstrom	9222	--	N/A						325,000
43	Replace Roller (Ingersol Rand) <u>Budget Year / Unit / Year / Hours</u> 2017-18 / 314855 / 1999 / --	Norm Goldstrom	9222	--	N/A						35,000
44	Replace 3-axle trailer (Jacobsen) <u>Budget Year / Unit / Year / Hours</u> 2017/18 / 314762 / 1996 / --	Norm Goldstrom	9222	--	N/A						30,000
Total Expenses						1,435,658	1,285,630	1,074,336	1,743,920	960,763	1,587,902

Note:
 The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing costs)
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance costs is \$5,000 to \$25,000
 *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
 **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Police Vehicle Replacement Measure T - 5013
2012/13 - 2017/18 Capital Improvement Program**

This fund is supported by Measure T, on a cost reimbursement basis, for replacement of the current Measure T - Police operational fleet as each vehicle reaches its full useful life.

Executive Summary										
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18				
Beginning Cash for Capital Replacement	531,400	718,010	633,420	618,620	633,420	619,920				
Reimbursement for Vehicle Replacements	179,910	179,910	187,900	189,900	197,900	207,900				
Interest Earnings	7,100	9,400	20,900	26,300	21,000	18,600				
Operating Expenditures (allocations)	(400)	(400)	(400)	(400)	(400)	(400)				
Capital Expenditures	-	(273,500)	(223,200)	(56,900)	(232,000)	(296,000)				
Total Resources Available for Projects	718,010	633,420	618,620	777,520	619,920	550,020				

Note:

All vehicles proposed to be replaced will be evaluated by the Fleet Maintenance division and approved by the City Manager prior to the purchase of a new vehicle. If a vehicle should be replaced, the replacement vehicle will be evaluated for an alternative fuel vehicle. Fleet Maintenance will recommend transferring the vehicle being replaced to other City departments.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Replace marked patrol vehicles - (5) Fully Equipped Budget Year / Unit# / Year / Miles 2013-14 / 212456 / 2004 / 81,810 2013-14 / 212457 / 2004 / 103,434 2013-14 / 212458 / 2004 / 88,848 2013-14 / 212459 / 2004 / 90,967 2013-14 / 212460 / 2004 / 89,292	Chuck Hindenburg	9223 task 71414	--	N/A		273,500				
2	Replace marked patrol vehicles - (4) Fully Equipped Budget Year / Unit# / Year / Miles 2014-15 / 212461 / 2005 / 86,631 2014-15 / 212462 / 2005 / 94,877 2014-15 / 212464 / 2005 / 88,897 2014-15 / 212465 / 2005 / 90,747	Chuck Hindenburg	9223 task new	--	N/A			223,200			
3	Replace marked patrol vehicles - (1) Fully Equipped Budget Year / Unit# / Year / Miles 2015-16 / 212463 / 2005 / 46,738	Chuck Hindenburg	9223 task new	--	N/A				56,900		

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Police Vehicle Replacement Measure T - 5013 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
4	Replace marked patrol vehicles - (4) Fully Equipped <u>Budget Year / Unit# / Year / Miles</u> 2016-17 / 212488 / 2007 / - 2016-17 / 212489 / 2007 / - 2016-17 / 212491 / 2007 / - 2016-17 / 212492 / 2007 / -	Chuck Hindenburg	9223 task new	--	N/A					232,000	
5	Replace marked patrol vehicles - (5) Fully Equipped <u>Budget Year / Unit# / Year / Miles</u> 2017-18 / 212499 / 2008 / 81,810 2017-18 / 212500 / 2008 / 103,434 2017-18 / 212501 / 2008 / 88,848 2017-18 / 212502 / 2008 / 90,967 2017-18 / 212503 / 2004 / 89,292	Chuck Hindenburg	9223 task new	--	N/A						296,000
Total Expenses						-	273,500	223,200	56,900	232,000	296,000

Note:

The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
 -- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
 * Annual Maintenance cost is \$5,000 or less
 ** Annual Maintenance costs is \$5,000 to \$25,000
 **** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Information Services Fund - 5111
2012/13 - 2017/18 Capital Improvement Program**

This fund is made available from City Departments, on a cost reimbursement basis, for internal services provided for the operation and replacement costs associated with the Organization's computer and communications technology, including Geographic Information Systems and Telephone Services.

Executive Summary											
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18					
Beginning Cash for Capital Replacement	237,900	323,600	242,900	500,900	(73,200)	342,300					
Additional Allocation per Council											
Hardware/Software Depreciation Funds	350,880	392,898	435,756	479,471	524,060	569,541					
Capital Expenditures	(265,200)	(473,640)	(177,720)	(1,053,600)	(108,600)	(279,240)					
Total Resources Available for Projects	323,580	242,858	500,936	(73,229)	342,260	632,601					
#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Routine replacement of mobile devices for Building, Public Works, and Fire inspections. Funded through the 5111 replacement fund.	Mike Allen	8378	--	N/A	75,600				48,600	
2	Setup a Virtual Desktop environment within the City. This allows for multiple thin-device clients (iPad, iPhone, Tablets, Laptops, Standard Desktops, etc.) to seamlessly share a desktop. This capability should allow longer device lifespans and increased mobility for the devices.	Mike Allen	8379	--	N/A	75,600					
3	Computer/Peripheral Replacement - Routine replacement of various computer and communication systems. Included are PCs, printers, hubs/switches or other equipment..	Mike Allen	9997	--	N/A	60,000	60,000	60,000	60,000	60,000	60,000
4	Additional storage space for City servers. This is a routine expansion of the existing Xotech storage systems.	Mike Allen	8380	--	N/A	54,000					
5	Routine replacement of existing Xitech storage systems. These storage systems have been in place since January 2003, although some changes and additions have been made to the systems since then.	Mike Allen	8381	--	N/A		194,400				
6	Routine replacement of Public Safety MDTs (mobile computers). This replaces about 100 mobile computers utilized in vehicles for Police and Fire.	Mike Allen	8382	--	N/A		116,640				116,640

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Information Services Fund - 5111
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
7	Computer Server Replacement - Scheduled replacement of approximately 30 computer servers. Funded through depreciation already collected in 5111 fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. Servers are on a 4-year replacement cycle.	Mike Allen	9998	--	N/A		102,600				102,600
8	Network Printers Replacement - Scheduled replacement of citywide network printers. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. Printers are on a 5-year replacement cycle, last replaced early 2010.	Mike Allen	8248	--	N/A			117,720			
9	Citywide PC and laptop replacement - Routine replacement of desktop PCs, laptops, and software. Funded through the 5111 replacement fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. PCs are on a 4-year replacement cycle, last replaced Fall of 2010. Software was upgraded in 2010 and will not be included this time.	Mike Allen	9799	--	N/A				669,600		
10	Routine replacement of City copiers/multi-function devices. These devices are covered under the 5111 replacement fund and have a 5 year replacement cycle. The copiers themselves have many moving parts, significant wear-and-tear due to usage, and increased maintenance calls or out-of-service issues.	Mike Allen	new	--	N/A					324,000	
Total Expenses						265,200	473,640	177,720	1,053,600	108,600	279,240

*NOTE: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 3011".

The Budget impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.

-- No Annual Maintenance Costs (or no increase over existing cos) **** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less

** Annual Maintenance costs is \$5,000 to \$25,000

**** Project will result in savings as described in project description

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011
2012/13 - 2017/18 Capital Improvement Program**

This fund is comprised of monies from other funds combined under one project number to show total appropriations for each project. This fund is used for projects that are funded by more than one fund.

Resources	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
General Fund (0011)	7,387,060		218,263	196,875	292,050	256,400
General Fund Designation (Community Sports Park -0014)	388,000					5,160,000
Fire Impact Fee (1061)						33,000
Gas Tax (1111)	305,000	360,000	320,000	330,000	335,000	340,000
Fire Sales Tax (1122)			13,116			17,000
Measure R Local (1131)	85,000	1,000,000	3,000,000	3,650,000		100,000
Measure R Bike and Trail (1132)	271,000	55,000	250,000			
Measure R Regional (1133)			5,400,000	18,500,000		
Park & Recreational Facilities (1211)	433,000	663,000	282,500		49,200	5,849,200
Storm Sewer Construction Fund (1221)						800,000
Storm Sewer Deficiency (1222)	1,313,432		100,000			155,000
Underground Water Recharge (1224)			157,500			322,500
Transportation Impact Fee (1241)			112,500			350,000
Waterways (1261)		25,000	275,000			45,000
Transportation (1611)		1,650,000				
Wastewater (4311)	130,000	115,000	115,000	115,000	85,000	85,000
Solid Waste (4411)	80,000	97,500	130,000	162,500	195,000	97,500
Storm Sewer Maintenance & Operations (4812)	105,000	107,500	85,000	87,500	90,000	82,500
Total Resources Available for Projects	10,497,492	4,073,000	11,006,379	23,041,875	1,046,250	13,693,100

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Multi-Funded Projects for Fire:										
1	Wireless Communication System - Scott EPIC RI Wireless Communication System, Voice Amplifier RI assembly, EPIC RI wireless console label mic & interface for Kenwood radios. To outfit all engineers & firefighters. Currently the captains are the only firefighters with this technology. Providing 52 remaining fire crew members with communication systems will equip them to interact with each other with less difficulty during emergency response requiring the use of face masks. (Multi-funded: Project total of \$76k for 52 units funded from \$63k General Fund (0011-43 units) and \$13k Meas T (1122-9 units).)	Charlie Norman	New	N/A			75,816			
2	Pre-emption System - Install 5 Emergency Vehicle Pre-emption Systems per year in existing signals. This system allows emergency vehicles to control traffic signals along their route. Retrofit has been completed on approximately 50 signals with another 30 soon to be underway. Funding in years 2012-2017 has been deferred. Finding in 2017-18 will provide for 5 installations per year. On-going funding for 5 each year would complete the remaining 70 signals by 2031. All new signals will be installed with the system. (Multi-funded: \$50k from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	Charles Norman/ Eric Bons	3011/9551	N/A						50,000

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
	Multi-Funded Projects for Transportation Improvements:										
3	Minor Asphalt Overlays- Placement of an asphalt overlay on local city streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface.	Norm Goldstrom	3011/9525	N/A	205,000	210,000	220,000	230,000	235,000	240,000	
4	Preliminary Engineering and Design work necessary for potential future capital projects.	Adam Ennis	3011/9699	N/A	100,000	100,000	100,000	100,000	100,000	100,000	
5	Safe Routes 2 School (SR2S) -Fairview East Side of Quail Drive Improvements for pedestrian and bicycles along Quail Drive from Robin to Wren along the east side of the street. (Multi-funded: Project total of \$76k from \$26k Measure R Local (\$6k in prior year), and \$50k SR2S Grant - prior year (1611).)	Adam Ennis	3011/8271	B12	20,000						
6	Safe Routes 2 School (SR2S)- Crestwood and Hurley Safe Route to School grant matching funds for design and construction. (Multi-funded: Project total of \$70k from \$21k Measure R Local (\$6k in prior year), and \$49k SR2S Grant - prior year (1611).)	Rebecca Keenan	3011/8270	A9	15,000						
7	Traffic Signal at Hurley Ave & Shirk Rd- The traffic signal will be constructed in conjunction with the widening of Shirk Street between Hwy 198 to just north of Hurley Avenue. (3011 Multi-Funded: Project total of \$350k from \$50k Measure R Local in 12/13 for design and \$300k TIF (1241) in 14/15 for construction which has been deferred due to lack of funding. Project will move forward when funding is available.)	Adam Ennis	3011/9725	A7	50,000						
8	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Engineering Consultant completing a Project Study Report (PSR) on the Lovers Lane and State Route 198 interchange. This will also include the Lovers Lane intersections with Noble and Mineral King. A PSR is needed for all projects that affect Caltrans facilities. This report will outline the project alternatives, possible environmental concerns and existing and future traffic. This project is projected to be in ROW and Design phases through 13/14 and begin construction in 13/14. (Multi-funded: Project total of \$25.8m includes \$18.5 m, Measure R Regional (1133) \$6.5m Measure R Local (1131) and \$700k prior year contribution paid to the City from Wal Mart.)	Adam Ennis	3011/9958	D16		1,000,000	2,000,000	22,050,000			
9	Modification to traffic signal at Demaree & Goshen- modify existing traffic signal and railroad crossing safety equipment south of railroad tracks on Demaree working with Railroad and CA Public Utilities Commission. Includes roadway improvements to Demaree and Goshen Ave. Dual left turns will be added on Goshen Ave and associated roadway improvements. (Multi-funded: Project total of \$840k funded from \$540k Measure R Local (prior year) and \$300k Local Transportation (LTF-1611).)	Rebecca Keenan	3011/8123	not incl.		300,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
10	Install sidewalks along various school routes- this will be used for various matching fund requests for Safe Routes 2 School Grants and areas of public concern throughout the City. (Multi-funded: Project total of \$567k from \$467k Measure R local (1131), \$267k of which is in prior year and \$100k Local Transportation (LTF-1611).)	Adam Ennis	3011/8035	N/A		100,000		100,000		100,000
11	Akers Widening- Acquire property and widen between Mineral King and Tulare Ave and widen Cypress Ave to allow two east bound lanes. Project will upgrade median turn pockets on Cypress Ave to allow dual left turns. Phase 2 (12/13): Under SR 198 widen Akers St., Caltrans to do preliminary study to widen undercrossing and see about on/off ramp improvements with TCAG covering preliminary costs, Measure R Regional (1133) \$1.5 million in future years for construction. This intersection heavily congested during peak hours. Project supports future growth and ensures a non-failure level of service. (Multi-funded: City portion of project \$2.3m funded from \$305k Gas Tax (1111) \$255k of which is in prior year funding, \$1.5m Measure R Regional (1133), and \$500k Measure R Local (1131).)	Rebecca Keenan	3011/9944	C5		50,000	2,000,000			
12	Caldwell Widening from Santa Fe to Lovers Lane- pending finalization of environmental in progress by County of Tulare expected completion 11-12. Design and ROW acquisition estimated to begin 2012-13, with construction by 2014-15. (Multi-funded: Project total \$5.5 m from Measure R Regional \$5 million (\$1.1m prior year) and \$500k Measure R Local as City Match)	Adam Ennis	3011/8268	D17			4,400,000			
Multi-Funded Projects for Parks and Basins:										
13	Mill Creek Setback area and Miki City Park- Improve and construct the Mill Creek setback area and .65 acre park with a Japanese theme located at Mineral King and Stevenson Street. (Multi-funded: Project total of \$9674k funded from \$499k Prop 84 grant (0011) and \$175k match from Recreation Facilities (1211).)	Vince Elizondo	3011/9933	B11	674,265					
14	Riverway Sports Park Phase 4 - Design and preliminary costs for park improvements for the 1.8 acre former BMX track area to be developed into a new usable park area. The Parks and Recreation Commission will work with City staff to design a site plan to be brought to Council for review and approval. All improvements will be in accordance with the adopted parks master plan. Costs estimated on average cost per acre to develop park sites. (Multi-funded: Project total of \$396k funded from \$238k Sports Park Reserve (0014) and \$158k Parks & Rec Impact Fees (1211).)	Vince Elizondo	3011/8349	B9	396,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
15	Recreation Park Splash Pad. In cooperation with Rotary Foundation and Visalia Rawhide, develop a fenced, 3,200 sq. ft. rectangular splash pad in Recreation Park to be available for use during Rawhide baseball games and to the general public (and rental reservations) when baseball games are not in session. To increase revenues with higher attendance at Rawhide games and rentals of the feature which would offset costs of maintaining and operating the facility. (Multi-funded: Project total of \$400k funded from Rotary Club donations of \$200k (0011), Parks and Recreation Facilities of \$100k (1211), and grant funding (possibly CDBG) to be secured of \$100k (TBD).) Project will not move forward without receipt of donations and/or grant funding. This project will be brought back to Council for approval once financing has been received.	Vince Elizondo	3011/8333	N/A	300,000					
16	Riverway Sports Park Phase 3. Additional funding from community donations to add new special event stage and promenade area and complete project which will develop hardscape improvements to the area south of former BMX area and east of new baseball fields (.3 acres) to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk, and landscaping improvements including additional irrigation, turf, and trees. All improvements are in accordance with the adopted park master plan. (Multi-funded: Total of \$1,368m from \$499k Recreation Impact Fees (1211-all prior year), \$502k Community Sports Park set-aside (0014-all prior year) and \$367k various donations (0014), \$217k of which were in prior years.)	Vince Elizondo	3011/8293	B9	150,000					
17	East Civic Center Park- 14/15 develop specific plan for park improvements from Tipton St. to Burke St. 15/16 develop a 4 acre park, trail, and riparian area at east Civic Center to coordinate with first phase of public improvements. The park master plan identifies an amphitheater to accommodate special events and provide green space. The amphitheater will provide seating for approximately 300. (Multi-funded: Project total of \$1.2m funded with Waterways (1261) \$275k, Measure R Bike/Trail (1132) \$275k and Recreation (1211) \$663k.)	Vince Elizondo	3011/9920	B10		713,000	500,000			
18	Modoc Basin Multi-use Facility – Acquisition and development. Acquire 45 acres of 49-acre existing basin owned by Modoc Ditch Company. The 45 acre portion of the property has been conceptually master planned and will include storm drainage, groundwater recharge, riparian setbacks, street right of ways and active and passive park components. The remaining 4 acres not acquired will be available for private development. (Multi-funded: Project total \$4.0m funded with \$1.54m Recreation (1211), \$1.34m Storm Sewer (1221), \$322 Underground Water Recharge (1224), \$462k Transportation Impact (1241), \$255k Storm Sewer Deficiency (1222), and \$70k Waterways (1261))	Vince Elizondo/ Doug Damko	3011/9935	A3			1,225,000			2,932,500

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
19	Replace irrigation controllers- Replace 134 existing Irritrol MC-plus and IBOC battery operated irrigation controllers with the TORO/Sentinel IIS Hydro-WOB Sentinel Water Management controllers at a cost of \$4,701.49 each to accommodate the TORO/Sentinel Central Control Water Management System. Irrigation central control allows the project manager to have operational control, system watering, trouble reporting and multi-level programming abilities in on location. The IIS Hydro WOB Sentinel allows the controllers to be monitored from a central computer and can be programmed from one location in the city. New controllers will cut water usage and staff time by 20%. The IIS Hydro WOB Sentinel can be installed in locations that do not have AC power like medians & roadsides.	Date Pendergraft	3011/new	N/A			72,000	81,000	90,000	99,000
20	Irrigation Booster Pumps- To increase water flow (pressure) for efficient operation of outdated equipment. Less expensive than replacement. Install booster pumps in a 6-year plan to the following park locations, Houk Park, Jefferson Park, Burke Park, Cherry Meadow Park, Pinkham Park, Crestwood Park, Willow Glen Park, Constitution Park, Riverbend Park, and Blain Park. Allows irrigation in shorter days and periods of time to stay compliant with water regulations set forth by the State of California and the City of Visalia.	Jeff Fultz	3011/New	N/A			17,000	34,000	34,000	34,000
21	Variable Frequency Drive Pumps- Replace old submersible well pumps and install new variable frequency drive control panel to Ruiz, Fairview, John Combs, Mill Creek, Stonebrook, and Sunset Park. All six parks are storm pond parks where two-thirds of the maintenance is paid for by enterprise funding. Pumps are getting old and may not be economically efficient and are also a direct drive type that causes a lot of pressure on the irrigation lines forcing breaks to main lines, etc.. The VFD would allow the pump to pressurize the system as it is needed instead of full pressure all at once allowing for less chances of main line blow outs. (Multi-funded: Project total of \$204k funding with General Fund \$45k (0011), Storm Sewer Maint. \$134k (4812-deferred), and prior year CDBG \$25k (1811))	Jeff Fultz	3011/New	N/A			6,563	6,875	7,250	7,600
22	Install Maintenance Building to Riverway Sports Park- Due to the growth of various divisions housed at the Corporatio Yard on Ben Maddox Way the Parks and Urban Forestry Divisions can relocate equipment to this site to allow for growth of Parks and Urban Forestry. Install new 50' W x 200' L x 20' H metal building with 1 - 16' Rollup bay door and 4 - 14' rollup bay doors along with new office space, lounge, conference room, and other interior storage areas (chemical storage, plumbing, supplies, equipment, etc.) in 2017 and install asphalt to the entire maintenance yard in 2018. (Multi-funded: Project total of \$240k funded from \$98k Recreational Facilities (1221) and \$142k General Fund (0011).)	Jeff Fultz	New	N/A					120,000	120,000

**City of Visalia
Two-Year Budget
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**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
23	Riverway Sports Park Phase 5- Develop Phase 5 of the Riverway Sports Park project to include four lighted adult and youth softball fields with a concession/restroom and additional parking and picnic amenities. This phase would also include additional irrigation system and a new pump system. (Multi-funded: Project total of \$8.6m funded with Recreation (1211) \$3.4m and Sport Park Reserve (0014) \$5.2m.)	Vince Elizondo	new	B9						8,600,000
24	Cameron Creek Park & K Road Park/Basin- Locate and acquire site for 6-8 acre neighborhood park and storm basin to serve area from Lovers Lane to Rd 148 and Walnut Ave to Caldwell Ave. (Multi-funded: Project total \$1.3m from Recreation (1211) \$1.1m and Storm Sewer (1121-deferred) \$220k.)	Jason Huckleberry	3011/8103	D13						1,100,000
Multi-Funded Projects for Bike and Pedestrian Trails:										
25	Santa Fe All Purpose Trail Tulare Ave to Ave 272- Build Approximately 13,500 linear ft. of paved bicycle/pedestrian path on bed of abandoned railroad from Tulare Ave to rail spur crossing Santa Fe Street continuing between rails and roadway to Ave 272. Includes landscaping, irrigation, striping and signage. Requires bridges over two creeks. To improve City trail system and implement Measure R Trails and City Trail Plan. (Multi-funded: Project total of \$2.5m funded from prior year TEA grant (1611) \$423k and Measure R Trailway (1132) \$2m prior year funding and \$100k 2012/13.)	Michael Carr	3011/8117	D8	100,000					
26	Packwood Creek trail from Rail Road to Cedar- Project will construct approximately 4,360 ft. of a multi-purpose trail along Packwood Creek parallel to Walnut Ave from the railroad tracks west of Ben Maddox to Cedar St. Some landscaping and irrigation improvements will be included. The project's CEQA documents are complete and is currently under design. The project is to improve City trail system and implement Measure R Trails and the City Trail Plan. (Multi-funded: Project total of \$514k funded with Measure R (1132), Bike and Trail funds \$110k prior year, \$50k 2012/13 and prior year CMAQ grant (1611) \$320k.	Vaughn Melcher	3011/8119	D2	50,000					

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
27	Mill Creek Bike/Pedestrian trail Mill Creek Garden Park to McAuliff Ave - Construct all purpose trail. Includes approximately .5 miles of asphalt trail, irrigation system and landscaping master plan. To improve City trail system and implement Measure R Trails and City Trail Plan. (Multi-funded: Project total \$276k from prior year State Parks and Recreation grant \$81k (07/08-0011 fund), Parks & Rec Foundation \$6k (07/08) and Measure R-(1132) Bike and trail \$134k prior year and \$61k 2012/13.)	Vaughn Melcher	3011/9843	B4	61,000					
28	Santa Fe Connectivity Project - Construct approximately 5,230 lf of a multi-purpose trail along Santa Fe alignment from Avenue 272 south to the Visalia Sphere of Influence boundary (staff time to review project and coordinate). Multi- funded from Measure R and a Federal TEA grant as a programmed Measure R Regional Bike Trail Project. (City to be the lead on the project). Project total of \$1.3 m funded from \$90k Measure R Trailways (1132) and \$1.2 m TEA grant (1611). Multi-Funded Projects for Storm and Flood Water Control:	Vaughn Melcher	3011/8352	D3	60,000	1,280,000				
29	Downtown Storm/Flood Protection Project (EDA Grant-Match) - consisting of the Jennings Ditch Layoff Basin, Soropimist Park Storm Basin Expansion and Downtown Storm Drain Installation. (Multi-funded: Project total of \$2.6m to be funded from \$2.0m EDA grant (0011) and \$563k Storm Sewer Deficiency (1222).) Project will not proceed if City is not awarded the grant.	Adam Ennis	3011/8332	N/A	2,561,053					
30	Lower Kaweah River and Mill Creek System (Prop 84-Match) Flood Control Improvements along Lower Kaweah River & Mill Creek System (PROP 84 GRANT) (Multi-funded: Project total of \$5.4m from \$4.6m prop 84 grant awarded to the City and \$750k matching funds from Storm Sewer Deficiency (1222)).	Adam Ennis	3011/8334	A6	5,365,174					
31	Lift Pump Repair/Replacement - Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuildable. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$480k WWTP-4311, \$350k Storm Sewer-4812).	Jim Ross	3011/8241	N/A	165,000	165,000	140,000	140,000	110,000	110,000
32	Manhole Repairs - Repair and raise manholes throughout the city's storm and sanitary system. (Multi Funded: \$25k Wastewater 4311, \$25k Storm Sewer 4812 annually)	Jim Ross	3011/8238	N/A	50,000	50,000	50,000	50,000	50,000	50,000

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**Multi-Resources Fund - 3011 (Continued)
2012/13 - 2017/18 Capital Improvement Program**

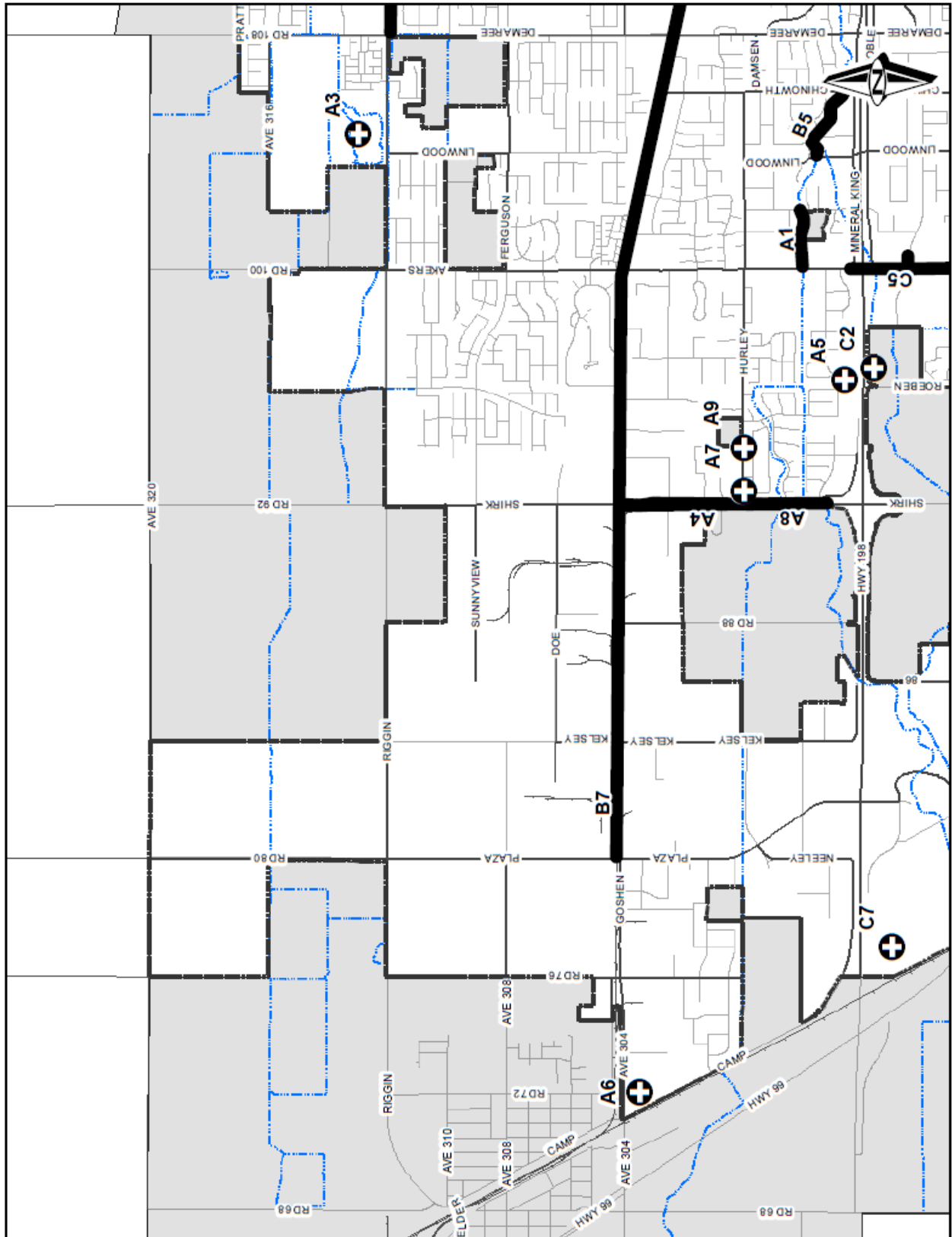
#	Project Description	Project Manager	Project #	Map Ref	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Multi-Funded Projects for City Coporation Yard:									
	Corp Yard Paving - Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Coporation Yard. This includes "dig outs" of areas that are too damaged and need to be removed, repave areas that can be overlayed and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Project total of \$1.2m from \$747k Solid Waste, \$57k Storm Sewer and \$345k General Fund.)	Renee Nagel	3011/8340	N/A	145,000	105,000	200,000	250,000	300,000	150,000
	Other Multi-Funded Projects:									
	New hybrid sedan for water conservation enforcement. Total vehicle cost \$30k multi-funded from \$15k Solid Waste and \$15k Wastewater.									
34	Budget Year / Requested 2012-13 / (1)	Kim Loeb	3011/8383	N/A	30,000					
	Total Expenses				10,497,492	4,073,000	11,006,379	23,041,875	1,046,250	13,693,100

**City of Visalia
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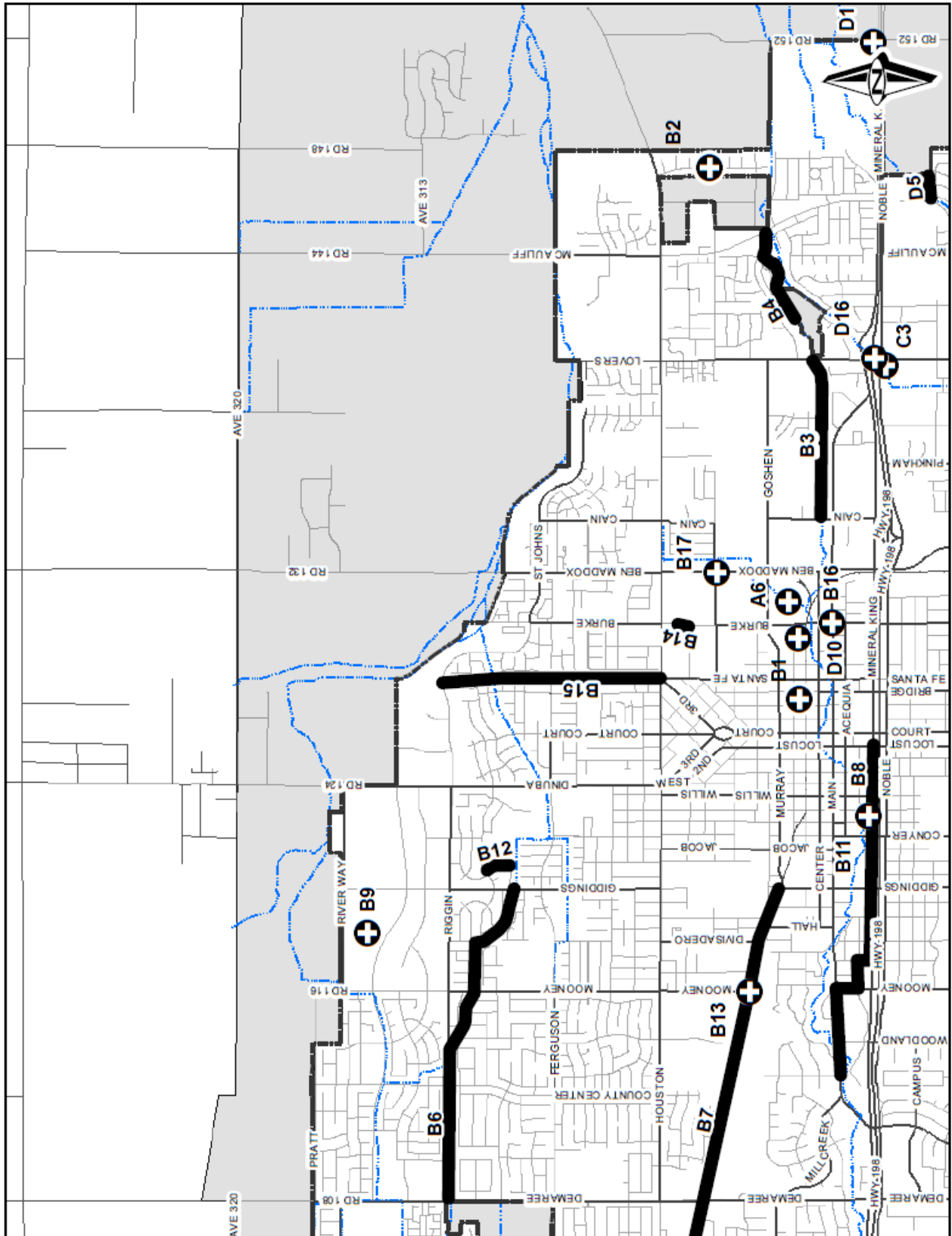
Directory of Map Points
Maps located on Pages 12-107 to 12-110

Map Point	Project/Description	Fund	Fund Description
A1	Mill Creek Trail: Akers Road to Crenshaw Road	1132	Measure R Trailways
A3	Modoc Basin Multi-Use Facility	1221 1222 1224 1241 1261	Storm Sewer Construction
A4	North Shirk Sewer Line Extension	1231	Wastewater Trunk Line Construction
A5	Highway 198 Open Space Setback Area	1211	Park & Recreational Facilities
A6	Lower Kaweah River and Mill Creek System (Prop 84)	1222	Storm Sewer Deficiency
A7	Traffic Signal at Hurley Ave. & Shirk Rd.	1241 1131	Transportation Impact Fees Measure R Local
A8	Widen Shirk St. from SR 198 to Goshen Ave.	1131	Measure R Local
A9	Safe Routes 2 School - Crestwood and Hurley	1131	Measure R Local
B1	Land Purchase for future Light Rail	4511	Transit
B2	Replace Pump Panel at Comstock Lift Station	4311	Water Conservation Plant
B3	Mill Creek Trail: Lovers lane to Cain St	1132	Measure R Trailways
B4	Mill Creek Bike/Pedestrian trail Mill Creek to McAuliff	1132	Measure R Trailways
B5	Mill Creek Trail: Chinowth to Linwood Avenue	1132	Measure R Trailways
B6	Modoc Creek Trail: Gidding Street to Demaree	1132	Measure R Trailways
B7	Reconstruct Goshen Bike Path	1132	Measure R Trailways
B8	Mineral King Trunk Line	1231	Wastewater Trunk Line Construction
B9	Riverway Sports Park	0014 1211	Park & Recreational Facilities
B10	East Civic Center Park	1132 1211 1261	Park & Recreational Facilities
B11	Miki City Park	0011 1211	Park & Recreational Facilities
B12	Safe Routes 2 School - Fairview East Side of Quail Dr.	1131	Measure R Local
B13	Railroad Crossing Upgrades	1111	Gas Tax Fund
B14	Connect Burke St. Roosevelt to Houston	1131	Measure R Local
B15	Santa Fe Street from Houston to Riggins	1131	Measure R Local
B16	Traffic Signal at Burke & Main	1131	Measure R Local
B17	Traffic Signal at Ben Maddox & Douglas St.	1131	Measure R Local
C1	Water Conservation Plant Upgrade	4311	Water Conservation Plant
C2	Sierra Village Park/Basin	1211	Park & Recreational Facilities
C3	Water Screens Waterways	4812	Storm Sewer Maintenance
C4	SW Neighborhood Park	1211	Park & Recreational Facilities
C5	Akers Widening	1133 1111	Measure R Regional Gas Tax
C7	All Airport Projects	4011	Airport
D1	Construct Groundwater Recharge Facilities	1224	Underground Water Recharge
D2	Packwood Creek trail from RR to Cedar	1132	Measure R Trailways
D3	Santa Fe Connectivity Project	1132 1611	Measure R Trailways Local Transportation Fund
D4	Cameron Creek Trail: Santa Fe Railroad to Ave 272	1132	Measure R Trailways
D5	Packwood Creek Trail: College Ave to Visalia Parkway	1132	Measure R Trailways
D6	K Road Trail: Santa Fe Railroad to Lovers Lane	1132	Measure R Trailways
D7	Packwood Creek Trail: Cedar/Walnut Ave to Lovers Lane	1132	Measure R Trailways
D8	Santa Fe All Purpose Trail Tulare Ave to Ave 272	1132	Measure R Trailways
D9	Packwood Creek Bike Ped Trail Santa Fe to Walnut	1132	Measure R Trailways
D10	Packwood Creek Bike/Ped Trail: Lovers Lane to Crumel	1132	Measure R Trailways
D11	K Road Regional Trail: Lovers lane east to Farmersville	1132	Measure R Trailways
D12	Park Place Storm Basin	1221	Storm Sewer Construction
D13	Cameron Creek Park & K Road Park/Basin	1221	Storm Sewer Construction
D14	Avenue 276 Trunk Line	1231	Wastewater Trunk Line Construction
D15	Multi-Generational Recreation Center	1211	Park & Recreational Facilities
D16	Lovers Lane/198 Overcrossing	1133 1131	Measure R Regional Measure R Local
D17	Caldwell Widening from Santa Fe to Lovers Lane	1133 1131	Measure R Regional Measure R Local
D18	Construct Visalia Parkway culvert at Packwood Creek	1241	Measure R Local

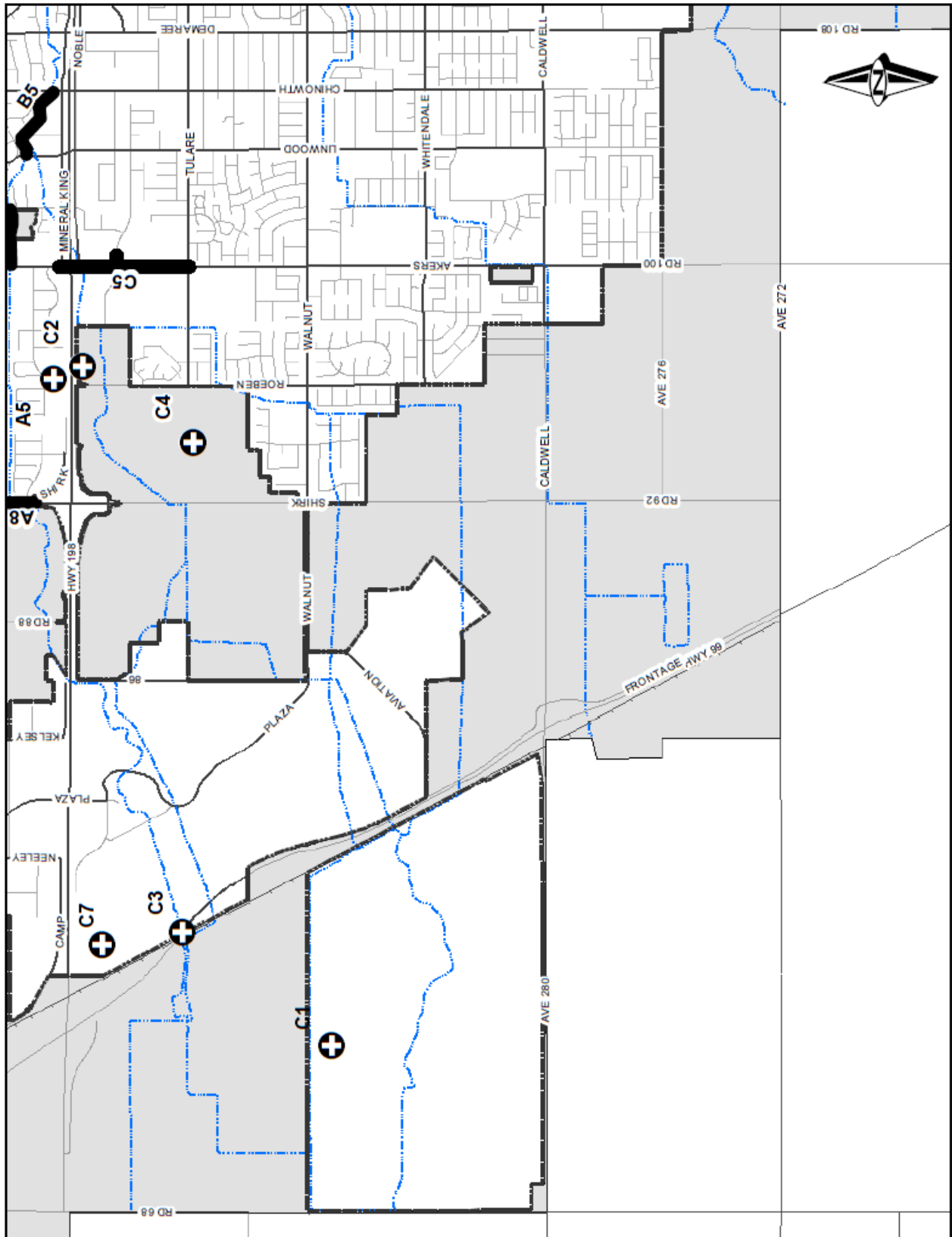
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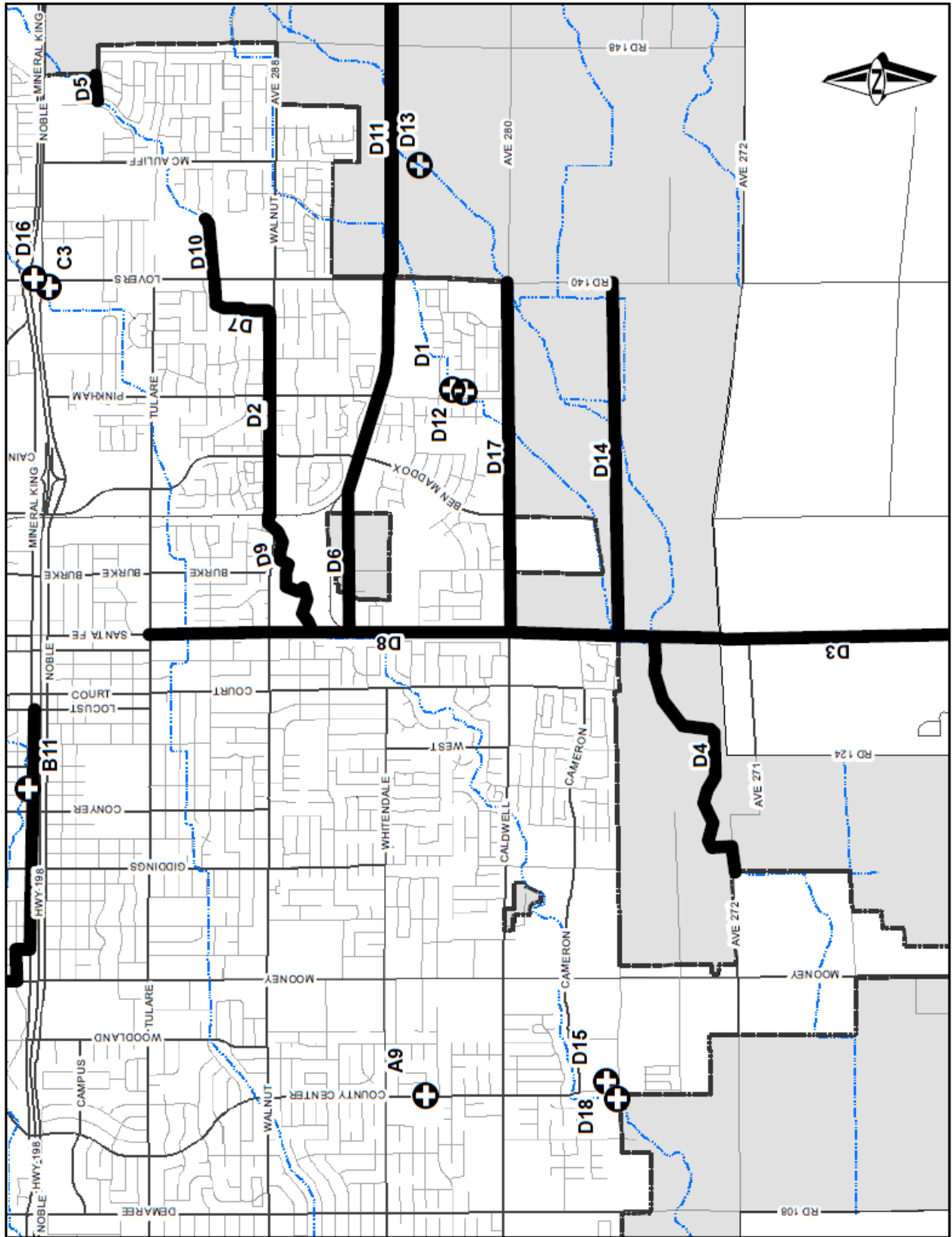
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Personnel Summary

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PERSONNEL ALLOCATION SUMMARY BY FUND				
General Fund	2010-11	2011-12	2012-13	2013-14
Administration	8	8	11	10
Administrative Services	22	22	20	20
Community Development	35	35	41	41
Fire	66	66	66	66
Housing & Economic Development	4	4	0	0
Parks & Recreation	34	34	32	32
Police	170	170	176	176
Public Works	16	16	15	15
TOTAL	355	355	361	360
Enterprise Fund	2010-11	2011-12	2012-13	2012-13
Animal Control	0	0	1	1
Convention Center	22	22	23	23
Transit	6	6	7	7
Airport	5	5	4	4
Building Safety & Code Inspection	12	12	9	9
Solid Waste	55	55	57	57
Storm Sewer Maintenance	3	3	3	3
Wastewater Treatment Plant	29	29	28	28
TOTAL	132	132	132	132
Internal Service Fund	2010-11	2011-12	2012-13	2012-13
Risk Management	2	2	2	2
Information Service	9	9	9	9
Fleet Maintenance	12	12	12	12
TOTAL	23	23	23	23
Redevelopment Agency Funds	2010-11	2011-12	2012-13	2012-13
RDA	7	7	0	0
TOTAL	7	7	0	0
Special Revenue Funds	2010-11	2011-12	2012-13	2012-13
Successor Agency	0	0	2	2
Code Enforcement	0	0	3	3
TOTAL	0	0	5	5
Measure T	2010-11	2011-12	2012-13	2012-13
Fire	4	4	15	15
Police	28	28	22	22
TOTAL	32	32	37	37
COPS Grants Funds	2010-11	2011-12	2012-13	2012-13
COPS	1	1	0	0
TOTAL	1	1	0	0
TOTAL POSITIONS	550	550	558	557

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PERSONNEL ALLOCATION SUMMARY BY DEPARTMENT					
DEPARTMENTS		2010-11	2011-12	2012-13	2013-14
Administration		41.00	41.00	46.00	45.00
Administrative Services		32.00	32.00	31.00	31.00
Community Development		49.00	49.00	55.00	55.00
Housing & Economic Development		11.00	11.00	0.00	0.00
Fire		70.00	70.00	81.00	81.00
Parks & Recreation		34.00	34.00	32.00	32.00
Police		198.00	198.00	198.00	198.00
Public Works		115.00	115.00	115.00	115.00
TOTAL		550.00	550.00	558.00	557.00
ADMINISTRATION					
ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Assistant City Manager	18001	0.00	0.00	1.00	1.00
Chief Dep Cty Clrk	10102	1.00	1.00	1.00	1.00
City Manager	10101	1.00	1.00	1.00	1.00
Natural Res Conserv Mgr	10120	1.00	1.00	1.00	1.00
Community Relations Mgr	10103	1.00	1.00	1.00	1.00
Conservation Technician	10120	1.00	1.00	1.00	1.00
Deputy City Manager	10102	1.00	1.00	1.00	1.00
Office Assistants/Sr	10101	1.00	1.00	0.00	0.00
Executive Assistant	10101	1.00	1.00	0.00	0.00
Administrative Assistant/Sr	10101	0.00	0.00	2.00	2.00
Project Manager*	18109	0.00	0.00	1.00	0.00
Senior Administrative Analyst	10120	0.00	0.00	1.00	1.00
TOTAL		8.00	8.00	11.00	10.00
AIRPORT					
Airport Maint Worker	40401	1.00	1.00	1.00	1.00
Airport Manager	40401	1.00	1.00	1.00	1.00
Airport Oper Attendant	40401	1.00	1.00	1.00	1.00
Airport Supervisor	40401	1.00	1.00	1.00	1.00
Sr. Office Assistant	40401	1.00	1.00	0.00	0.00
TOTAL		5.00	5.00	4.00	4.00
ANIMAL CONTROL					
Office Assistant- Animal Control*	15154	0.00	0.00	1.00	1.00
TOTAL		0.00	0.00	1.00	1.00

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CONVENTION CENTER						
Administrative Analyst/Sr	50531	1.00	1.00	1.00	1.00	
Cnvntion Cntr & Theater Mgr.	50531	1.00	1.00	1.00	1.00	
Cnvntion Cntr Sales Rep	50532	1.00	1.00	2.00	2.00	
Cnvntion Cntr Crew Leader	50535	6.00	6.00	6.00	6.00	
Cnvntion Cntr Oper Super	50535	1.00	1.00	1.00	1.00	
Conv Ctr Service Tech	50535	1.00	1.00	1.00	1.00	
Cnvntion Cntr Service Wrkr	50535	1.00	1.00	0.00	0.00	
Events Coordinator	50535	1.00	1.00	1.00	1.00	
Lead Conv Ctr Crew Ldr	50535	3.00	3.00	4.00	4.00	
CC Tech (Lead)	50535	1.00	1.00	1.00	1.00	
Maintenance Service Worker	50535	1.00	1.00	1.00	1.00	
On-Site Sales Rep	50532	1.00	1.00	1.00	1.00	
Sr. Bldg Maint Tech	50535	1.00	1.00	1.00	1.00	
Sr Office Assistant	50532	1.00	1.00	1.00	1.00	
Sr Office Assistant	50533	1.00	1.00	1.00	1.00	
TOTAL		22.00	22.00	23.00	23.00	
TRANSIT						
Office Assistant *	45451	2.00	2.00	0.00	0.00	
Office Assistant /Sr	45451	0.00	0.00	3.00	3.00	
Administrative Assistant/Sr	45451	1.00	1.00	1.00	1.00	
Administrative Analyst/Sr	45451	1.00	1.00	0.00	0.00	
Financial Analyst	45451	0.00	0.00	1.00	1.00	
Transit Analyst	45451	1.00	1.00	1.00	1.00	
Transit Manager	45451	1.00	1.00	1.00	1.00	
TOTAL		6.00	6.00	7.00	7.00	
* = contract position						
TOTAL		41.00	41.00	46.00	45.00	

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ADMINISTRATIVE SERVICES

<u>HUMAN RESOURCES</u>	<u>DIVISION</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Administrative Asst./Sr.	10104	2.00	2.00	2.00	2.00
Administrative Svs. Tech.	10104	1.00	1.00	1.00	1.00
Human Resource Mgr.	11125	1.00	1.00	1.00	1.00
Management Analyst	11125	1.00	1.00	1.00	1.00
Payroll Specialist	10104	1.00	1.00	1.00	1.00
TOTAL		6.00	6.00	6.00	6.00
<u>RISK MANAGEMENT</u>					
Administrative Svs. Tech.	10104	1.00	1.00	1.00	1.00
Benefit & Insurance Mgr.	11002	1.00	1.00	1.00	1.00
Management Analyst	11002	1.00	1.00	0.00	0.00
TOTAL		3.00	3.00	2.00	2.00
<u>FINANCE</u>					
Accounting Assistant/Sr.	15132	2.00	2.00	2.00	2.00
Accounting Technician	15132	2.00	2.00	2.00	2.00
Accounting Technician	15134	1.00	1.00	1.00	1.00
Admin Analyst/Sr	15135	1.00	1.00	1.00	1.00
Admin Analyst/Sr	15131	0.00	0.00	1.00	1.00
Admin Services Director	15003	1.00	1.00	0.00	0.00
Admin Services Director	15001	0.00	0.00	1.00	1.00
Administrative Technician	15135	1.00	1.00	1.00	1.00
Assistant Finance Director	15003	0.00	0.00	1.00	1.00
Finance Manager	15003	2.00	2.00	1.00	1.00
Financial Analyst	15131	4.00	4.00	2.00	2.00
Financial Analyst	64685	0.00	0.00	1.00	1.00
Housing Specialist	64684	0.00	0.00	1.00	1.00
Management Analyst	15135	0.00	0.00	1.00	1.00
Senior Administrative Analyst	15135	2.00	2.00	0.00	0.00
TOTAL		16.00	16.00	16.00	16.00
<u>INFORMATION SERVICES</u>					
Computer Services Tech	15141	1.00	1.00	1.00	1.00
Information Services Mgr	15141	1.00	1.00	1.00	1.00
Office Systems Analyst	15141	4.00	4.00	4.00	4.00
Programmer Analyst	15141	1.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00
TOTAL		32.00	32.00	31.00	31.00

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COMMUNITY DEVELOPMENT

ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Accounting Assistant/Sr.	18351	0.00	0.00	1.00	1.00
Administrative Analyst/Sr.	18110	1.00	1.00	0.00	0.00
Administrative Analyst/Sr.	33310	0.00	0.00	1.00	1.00
Asst City Manager	18001	1.00	1.00	0.00	0.00
Management Analyst	18110	1.00	1.00	1.00	1.00
Office Asst/Sr	18110	1.00	1.00	2.00	2.00
Office Asst/Sr*	18351	0.00	0.00	1.00	1.00
Planning Assistant	18110	1.00	1.00	1.00	1.00
Sr Admin Assistant	18110	2.00	2.00	0.00	0.00
Sr Admin Assistant	33310	0.00	0.00	1.00	1.00
TOTAL		7.00	7.00	8.00	8.00
G.I.S.					
G.I.S. Programmer Analyst	15142	1.00	1.00	0.00	0.00
G.I.S. Supervisor	15142	0.00	0.00	1.00	1.00
G.I.S. Technician	15142	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
PLANNING DIVISION					
Asst Comm Dev Dir-Planning	18111	0.00	0.00	1.00	1.00
Planning Service Manager	18111	1.00	1.00	1.00	1.00
Permit Technician	18111	1.00	1.00	0.00	0.00
Senior Planner	18111	3.00	3.00	3.00	3.00
TOTAL		5.00	5.00	5.00	5.00
BUILDING SAFETY & CODE INSPECTION					
Building Official	18241	0.00	0.00	1.00	1.00
Building Inspector	18241	1.00	1.00	0.00	0.00
Combined Bldg Inspector	18241	3.00	3.00	1.00	1.00
Development Services Manager	18241	1.00	1.00	0.00	0.00
Permit Technician	18241	1.00	1.00	2.00	2.00
Plan Checker	18241	1.00	1.00	1.00	1.00
Plan Checker *	33311	0.00	0.00	1.00	1.00
Rev & Code Comp Spec	18351	1.00	1.00	1.00	1.00
Sr Comb Bldg Inspctr	18241	2.00	2.00	1.00	1.00
Sr Accounting Assistant	18351	1.00	1.00	0.00	0.00
Sr Plans Examiner	18241	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	9.00	9.00

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CODE ENFORCEMENT					
Building Inspector*	66610	0.00	0.00	1.00	1.00
Code Enforcement Officer	18461	0.00	0.00	1.00	1.00
Code Enforcement Technician*	18461	0.00	0.00	1.00	1.00
Combined Building Inspector	18461	0.00	0.00	1.00	1.00
Code Enforcement Technician	61622	0.00	0.00	1.00	1.00
Senior Administrative Assistant	18110	0.00	0.00	1.00	1.00
Vehicle Abatement Officer*	66611	0.00	0.00	1.00	1.00
TOTAL		0.00	0.00	7.00	7.00
ENGINEERING & TRAFFIC SAFETY					
Assistant Director - Pub Works	33005	1.00	1.00	0.00	0.00
Asst Comm Dev Dir-Engineering	33310	0.00	0.00	1.00	1.00
Assistant Engineer	33311	1.00	1.00	1.00	1.00
Assistant Engineer	33312	1.00	1.00	1.00	1.00
Associate Engineer	33311	1.00	1.00	0.00	0.00
Associate Engineer	33312	3.00	3.00	1.00	1.00
CAD Technician	33312	1.00	1.00	0.00	0.00
Civil Engineer	33312	2.00	2.00	3.00	3.00
Community Development Director	33005	0.00	0.00	1.00	1.00
Engineering Tech	33312	2.00	2.00	0.00	0.00
Management Analyst	33310	1.00	1.00	1.00	1.00
Management Analyst	33312	1.00	1.00	0.00	0.00
Professional Land Surveyor*	33312	0.00	0.00	1.00	1.00
Public Works Inspector/Sr	33311	3.00	3.00	3.00	3.00
Sr Civil Engineer	33311	1.00	1.00	1.00	1.00
Sr Civil Engineer	33312	0.00	0.00	2.00	2.00
Engineering Service Manager	33312	1.00	1.00	0.00	0.00
Engineering Service Manager	33310	0.00	0.00	1.00	1.00
Sr CAD Technician	33312	1.00	1.00	2.00	2.00
Sr Engineering Technician	33312	1.00	1.00	2.00	2.00
Sr Planner	33312	1.00	1.00	1.00	1.00
Sr. Civil Engineer - Traffic	33313	0.00	0.00	1.00	1.00
Traffic Engineering Spec.	33313	1.00	1.00	1.00	1.00
TOTAL		23.00	23.00	24.00	24.00
* = contract position					
TOTAL		49.00	49.00	55.00	55.00

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HOUSING & ECONOMIC DEVELOPMENT

ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Administrative Analyst/Sr	64684	1.00	1.00	0.00	0.00
Administrative Assistant/Sr	18110	1.00	1.00	0.00	0.00
Administrative Tech*	61640	1.00	1.00	0.00	0.00
Building Inspector*	66610	1.00	1.00	0.00	0.00
Building Inspector	66610	0.00	0.00	0.00	0.00
Code Enforcement Officer	18461	1.00	1.00	0.00	0.00
Code Enforcement Tech *	18461	1.00	1.00	0.00	0.00
Code Enforcement Tech	18461	0.00	0.00	0.00	0.00
Code Enforcement Tech	61622	0.00	0.00	0.00	0.00
Combined Building Inspector	18461	1.00	1.00	0.00	0.00
Financial Analyst	64684	1.00	1.00	0.00	0.00
Housing & Econ Dev Director	18007	1.00	1.00	0.00	0.00
Housing Specialist	64684	1.00	1.00	0.00	0.00
Vehicle Abatement Officer*	66611	1.00	1.00	0.00	0.00
Vehicle Abatement Officer	66611	0.00	0.00	0.00	0.00
TOTAL		11.00	11.00	0.00	0.00
* = contract position					

TOTAL		11.00	11.00	0.00	0.00
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FIRE

ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Sr Administrative Analyst	22221	1.00	1.00	1.00	1.00
Administrative Assistant/Sr	22221	1.00	1.00	1.00	1.00
Battalion Chief	22222	1.00	1.00	3.00	3.00
Battalion Chief	22223	1.00	1.00	0.00	0.00
Battalion Chief	22224	1.00	1.00	0.00	0.00
Battalion Chief	Measure T	0.00	0.00	1.00	1.00
Fire Chief	22221	1.00	1.00	1.00	1.00
Management Analyst	22225	0.00	0.00	1.00	1.00
Office Assistant/Sr.	22223	1.00	1.00	1.00	1.00
TOTAL		7.00	7.00	9.00	9.00

OPERATIONS

Fire Captain	22222	17.00	17.00	17.00	17.00
Fire Captain	22224	1.00	1.00	0.00	0.00
Fire Captain - Paramedic	22222	1.00	1.00	1.00	1.00
Fire Captain - Paramedic	Measure T	0.00	0.00	4.00	4.00
Fire Engineer	22222	13.00	13.00	13.00	13.00
Fire Engineer/Paramedic	22222	6.00	6.00	5.00	5.00
Fire Engineer/Paramedic	Measure T	0.00	0.00	3.00	3.00
Fire Prevention Inspector *	22223	1.00	1.00	0.00	0.00
Firefighter	22222	4.00	4.00	1.00	1.00
Firefighter/Paramedic	Measure T	4.00	4.00	7.00	7.00
Firefighter/Paramedic	22222	15.00	15.00	19.00	19.00
Assistant Fire Marshal	22223	0.00	0.00	1.00	1.00
Fire Prevention Inspector	22223	0.00	0.00	1.00	1.00
Sr Fire Prevention Insp	22223	1.00	1.00	0.00	0.00
TOTAL		63.00	63.00	72.00	72.00
* = contract position					

TOTAL		70.00	70.00	81.00	81.00
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**City of Visalia
Two-Year Budget
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PARKS & RECREATION					
ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Parks & Recreation Director	51501	1.00	1.00	1.00	1.00
Sr Administrative Assistant	51501	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
RECREATION					
Administrative Assistant/Sr	50514	1.00	1.00	1.00	1.00
Office Assistant/Sr.	50514	1.00	1.00	1.00	1.00
Recreation Coordinator	50514	3.00	3.00	2.00	2.00
Recreation Manager	50514	1.00	1.00	1.00	1.00
Recreation Supervisor	50514	3.00	3.00	4.00	4.00
TOTAL		9.00	9.00	9.00	9.00
BUILDING MAINTENANCE					
Building Serv Coordinator	31323	1.00	1.00	1.00	1.00
Lead Custodial Service Worker	31323	2.00	2.00	2.00	2.00
Sr. Bldg Maint Tech	31323	2.00	2.00	2.00	2.00
Sr. Maintenance Electrician	31323	1.00	1.00	1.00	1.00
TOTAL		6.00	6.00	6.00	6.00
PARKS & URBAN FORESTRY					
Office Assistant/Sr	54541	1.00	1.00	0.00	0.00
Administrative Assistant/Sr	54541	0.00	0.00	1.00	1.00
Parks & Urban Forestry Mgr	54541	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
PARK MAINTENANCE					
Landscape and Irrigation Technician	31321	0.00	0.00	1.00	1.00
Lead Tree Trimmer	31322	1.00	1.00	0.00	0.00
Park Maint Technician/Sr	31322	3.00	3.00	3.00	3.00
Park Maint Worker/Sr	31321	1.00	1.00	0.00	0.00
Park Maint Worker/Sr	31322	6.00	6.00	6.00	6.00
Park Maintenance Supv	31322	1.00	1.00	1.00	1.00
Park Ranger	31322	1.00	1.00	1.00	1.00
Tree Trimmer	31322	1.00	1.00	0.00	0.00
Urban Forestry Supv	31321	1.00	1.00	1.00	1.00
TOTAL		15.00	15.00	13.00	13.00
TOTAL		34.00	34.00	32.00	32.00

**City of Visalia
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POLICE					
ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Admin. Svcs. Manager	21201	1.00	1.00	1.00	1.00
Admin. Technician	21201	1.00	1.00	1.00	1.00
Ass't Communications Operator	21201	4.00	4.00	6.00	6.00
Communications Operator	21201	14.00	14.00	14.00	14.00
Communications Super	21201	1.00	1.00	1.00	1.00
Duty Officer	21201	2.00	2.00	2.00	2.00
ID Technician/Sr. ID Tech	21204	2.00	2.00	2.00	2.00
Investigation Technician	21204	2.00	2.00	2.00	2.00
Lead Police Records Spec	21201	1.00	1.00	3.00	3.00
Office Assistant/Sr.	21201	2.00	2.00	1.00	1.00
Police Agent	21204	1.00	1.00	1.00	1.00
Police Captain	21201	1.00	1.00	2.00	2.00
Police Chief	21201	1.00	1.00	1.00	1.00
Police Lieutenant	21201	1.00	1.00	1.00	1.00
Police Lieutenant	21204	1.00	1.00	1.00	1.00
Police Officer	21204	21.00	21.00	19.00	19.00
Police Records Spec/Sr	21201	8.00	8.00	8.00	8.00
Police Records Spec/Sr	21221	1.00	1.00	0.00	0.00
Police Records Supervisor	21201	1.00	1.00	1.00	1.00
Police Sergeant	21201	1.00	1.00	1.00	1.00
Police Sergeant	21204	3.00	3.00	3.00	3.00
Police Specialist	21201	1.00	1.00	1.00	1.00
Police Systems Analyst	21201	1.00	1.00	1.00	1.00
Police Technician	21201	3.00	3.00	3.00	3.00
Sr. Comm Operator	21201	3.00	3.00	4.00	4.00
Sr. Admin Assist.	21201	1.00	1.00	1.00	1.00
Sr Police Records Specialist	21201	4.00	4.00	5.00	5.00
Support Services Manager	21201	1.00	1.00	1.00	1.00
Supervising Identification Technician	21204	0.00	0.00	1.00	1.00
TOTAL		84.00	84.00	88.00	88.00
OPERATIONS					
Community Resource Spec.	21204	1.00	1.00	0.00	0.00
Community Resource Spec.	21202	0.00	0.00	1.00	1.00
Community Service Officer	21202	3.00	3.00	2.00	2.00
Crime Prevention Coord	21202	1.00	1.00	1.00	1.00
Parking Enforcement Officer	21203	2.00	2.00	2.00	2.00
Police Agent	21202	3.00	3.00	3.00	3.00
Police Agent	21203	1.00	1.00	0.00	0.00
Police Captain	21202	0.00	0.00	1.00	1.00
Police Lieutenant	21202	4.00	4.00	4.00	4.00
Police Officer	21202	47.00	47.00	50.00	50.00
Police Officer	21203	8.00	8.00	9.00	9.00
Police Officer	Measure T	28.00	28.00	22.00	22.00
Lateral Police Officer	21202	1.00	1.00	0.00	0.00
Police Sergeant	21202	14.00	14.00	13.00	13.00
Police Sergeant	21203	1.00	1.00	2.00	2.00
TOTAL		114.00	114.00	110.00	110.00
TOTAL		198.00	198.00	198.00	198.00

**City of Visalia
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PUBLIC WORKS					
ADMINISTRATION	DIVISION	2010-11	2011-12	2012-13	2013-14
Admin Assistant/Sr	31006	1.00	1.00	1.00	1.00
Financial Analyst	31006	0.00	0.00	1.00	1.00
PW Support Services Manager	31006	1.00	1.00	0.00	0.00
Public Works Director	31006	0.00	0.00	1.00	1.00
Sr Accounting Asst.	31006	1.00	1.00	0.00	0.00
TOTAL		3.00	3.00	3.00	3.00
SOLID WASTE					
Accounting Assistant/Sr	44008	1.00	1.00	1.00	1.00
Lead Solid Waste Operator	44443	2.00	2.00	2.00	2.00
Lead Solid Waste Operator	44444	1.00	1.00	1.00	1.00
Lead Solid Waste Operator	44445	1.00	1.00	1.00	1.00
Office Assistant/Sr	44008	3.00	3.00	3.00	3.00
Office Assistant/Sr	44010	1.00	1.00	1.00	1.00
Public Works Manager	44008	1.00	1.00	1.00	1.00
CWMA Mgmt Analyst	44009	1.00	1.00	1.00	1.00
Solid Waste Equip Worker	44445	2.00	2.00	2.00	2.00
Solid Waste Operator	44443	20.00	20.00	22.00	22.00
Solid Waste Operator	44444	2.00	2.00	2.00	2.00
Solid Waste Operator	44445	13.00	13.00	13.00	13.00
Solid Waste Supervisor	44443	2.00	2.00	2.00	2.00
Solid Waste Supervisor	44444	1.00	1.00	1.00	1.00
Solid Waste Supervisor	44445	1.00	1.00	1.00	1.00
SW Maint & Delivery Wrkr	44443	2.00	2.00	3.00	3.00
SW Maint & Delivery Wrkr	44444	1.00	1.00	0.00	0.00
TOTAL		55.00	55.00	57.00	57.00
Traffic Safety					
Lead Traffic Safety Worker	31326	0.00	0.00	1.00	1.00
Senior Maintenance Electrician	31326	0.00	0.00	1.00	1.00
Traffic Signal Technician	31326	0.00	0.00	1.00	1.00
Lead Traffic Safety Worker	33313	1.00	1.00	0.00	0.00
Senior Maintenance Electrician	33313	1.00	1.00	0.00	0.00
Senior Traffic Safety Worker	33313	2.00	2.00	0.00	0.00
TOTAL		4.00	4.00	3.00	3.00
FLEET MAINTENANCE					
Equipment Mechanic	31171	1.00	1.00	1.00	1.00
Fleet Maint Supervisor	31171	1.00	1.00	1.00	1.00
Fleet Maintenance Worker	31171	1.00	1.00	1.00	1.00
Lead Equip. Mechanic	31171	2.00	2.00	2.00	2.00
Mechanic Welder	31171	1.00	1.00	1.00	1.00
Sr Equipment Mechanic	31171	5.00	5.00	5.00	5.00
Sr Parts & Inventory Spec.	31172	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	12.00	12.00
STREET MAINTENANCE					
Heavy Equipment Operator	31324	2.00	2.00	2.00	2.00
Lead Street Maintenance Worker	31324	0.00	0.00	1.00	1.00
Public Works Manager	31006	0.00	0.00	1.00	1.00
Sr Heavy Equip Operator	31324	2.00	2.00	1.00	1.00
Sr Street Maint Worker	31324	2.00	2.00	2.00	2.00
Street Maint Supervisor	31324	1.00	1.00	0.00	0.00
Street Maintenance Worker	31324	2.00	2.00	2.00	2.00
TOTAL		9.00	9.00	9.00	9.00

**City of Visalia
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WASTEWATER TREATMENT PLANT					
Lead Waste Water Trt Plant Operator	43432	1.00	1.00	1.00	1.00
Lead Waste Water Maint Tech	43434	0.00	0.00	1.00	1.00
Maint Mechanic Assistant	43436	2.00	2.00	2.00	2.00
Maint Mechanic Assistant	43434	1.00	1.00	0.00	0.00
Maintenance Mechanic	43434	3.00	3.00	3.00	3.00
Public Works Manager	43431	1.00	1.00	1.00	1.00
Sr Office Assistant	43431	0.00	0.00	1.00	1.00
Sr WWTP Operator	43432	2.00	2.00	2.00	2.00
W.W.T.P. Maint Supervisor	43434	1.00	1.00	1.00	1.00
W.W.T.P. Superintendent	43431	1.00	1.00	1.00	1.00
WWTP Operator (I,II,III)	43432	6.00	6.00	6.00	6.00
TOTAL		18.00	18.00	19.00	19.00
WASTEWATER COLLECTION					
Heavy Equipment Operator	43435	1.00	1.00	0.00	0.00
Heavy Equipment Operator	48481	0.00	0.00	1.00	1.00
Lab Technician	43433	2.00	2.00	0.00	0.00
Lead WW Maint Tech	43435	1.00	1.00	1.00	1.00
Quality Assurance Super	43433	1.00	1.00	1.00	1.00
Sr Industrial WW Inspector	43433	2.00	2.00	2.00	2.00
Sr WW Maint Worker	43435	3.00	3.00	3.00	3.00
Sr WW Maint Worker	48481	3.00	3.00	1.00	1.00
Waste Water Maint. Wkr.	48481	0.00	0.00	1.00	1.00
Waste Water Maint. Wkr.	43435	0.00	0.00	1.00	1.00
WW Collections Supervisor	43435	1.00	1.00	1.00	1.00
TOTAL		14.00	14.00	12.00	12.00
* = contract position					
TOTAL		115.00	115.00	115.00	115.00
TOTAL POSITIONS		550.00	550.00	558.00	557.00

Salary Schedule

**City of Visalia
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**CITY OF VISALIA
JOB CLASSIFICATIONS AND SALARY RANGES**

Citywide Classification by Monthly Salary

Effective: May 2012

BARGAIN UNIT	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY SALARY		
				MIN	MID	MAX
M	31323	CONVENTION CENTER SERVICE TECHNICIAN	108.0	2327.95	2623.16	2926.60
M	31221	CONVENTION CENTER SERVICE WORKER	108.0	2327.95	2623.16	2926.60
M	31235	CUSTODIAL SERVICE WORKER	108.0	2327.95	2623.16	2926.60
M	31495	MAINTENANCE SERVICE WORKER	108.0	2327.95	2623.16	2926.60
M	31960	WASTE WATER TREATMENT PLANT OPERATOR TRAINEE	108.0	2327.95	2623.16	2926.60
M	31205	CONVENTION CENTER CREW LEADER	120.0	2624.59	2957.43	3299.53
M	31445	LEAD CUSTODIAL SERVICE WORKER	120.0	2624.59	2957.43	3299.53
M	31510	OFFICE ASSISTANT	120.0	2624.59	2957.43	3299.53
M	31540	PARKING ENFORCEMENT OFFICER	120.0	2624.59	2957.43	3299.53
M	31595	POLICE RECORDS SPECIALIST	120.0	2624.59	2957.43	3299.53
M	31045	AIRPORT OPERATIONS ATTENDANT	125.0	2759.09	3108.98	3468.62
M	31490	MAINTENANCE MECHANIC ASSISTANT	125.0	2759.09	3108.98	3468.62
M	31535	PARK MAINTENANCE WORKER	125.0	2759.09	3108.98	3468.62
M	31885	STREET MAINTENANCE WORKER	125.0	2759.09	3108.98	3468.62
M	31915	TRAFFIC SAFETY WORKER	125.0	2759.09	3108.98	3468.62
M	31935	WASTE WATER MAINTENANCE WORKER	125.0	2759.09	3108.98	3468.62
M	31175	COMMUNITY SERVICE OFFICER	126.9	2811.99	3168.59	3535.12
M	31929	VEHICLE ABATEMENT OFFICER (CONTRACT)	126.9	2811.99	3168.59	3535.12
M	31001	ACCOUNTING ASSISTANT	131.9	2956.09	3330.96	3716.27
M	31233	CRIME PREVENTION COORDINATOR	131.9	2956.09	3330.96	3716.27
M	31615	POLICE TECHNICIAN	131.9	2956.09	3330.96	3716.27
M	31795	SENIOR OFFICE ASSISTANT	131.9	2956.09	3330.96	3716.27
M	31820	SENIOR POLICE RECORDS SPECIALIST	131.9	2956.09	3330.96	3716.27
M	31060	ASSISTANT COMMUNICATIONS OPERATOR	134.9	3046.07	3432.35	3829.39
M	31025	ADMINISTRATIVE ASSISTANT	136.9	3107.57	3501.66	3906.71
M	31050	AIRPORT MAINTENANCE WORKER	136.9	3107.57	3501.66	3906.71
M	31855	SOLID WASTE DELIVERY & MAINTENANCE WORKER	136.9	3107.57	3501.66	3906.71
M	31865	SOLID WASTE OPERATOR	136.9	3107.57	3501.66	3906.71
M	31190	COMPUTER TECHNICIAN	139.9	3202.16	3608.24	4025.63
M	31950	WASTE WATER TREATMENT PLANT OPERATOR I	139.9	3202.16	3608.24	4025.63
CONF	20740	SENIOR ADMINISTRATIVE ASSISTANT (Confidential)	139.9	3202.16	3608.24	4025.63
M	31170	COMMUNITY RESOURCE SPECIALIST	141.9	3266.82	3681.10	4106.91
M	31280	DUTY OFFICER	141.9	3266.82	3681.10	4106.91
M	31410	INVESTIGATION TECHNICIAN	141.9	3266.82	3681.10	4106.91
M	31518	ON-SITE SALES REPRESENTATIVE	141.9	3266.82	3681.10	4106.91
M	31550	PLANNING ASSISTANT	141.9	3266.82	3681.10	4106.91
M	31730	SENIOR ACCOUNTING ASSISTANT	141.9	3266.82	3681.10	4106.91
M	31740	SENIOR ADMINISTRATIVE ASSISTANT	141.9	3266.82	3681.10	4106.91
M	31810	SENIOR PARTS & INVENTORY SPECIALIST	141.9	3266.82	3681.10	4106.91

**City of Visalia
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G	51340	FIREFIGHTER TRAINEE	143.9	3332.78	3755.42	4189.84
G	51350	FIREFIGHTER PARAMEDIC TRAINEE	143.9	3332.78	3755.42	4189.84
M	31455	LEAD POLICE RECORDS SPECIALIST	143.9	3332.78	3755.42	4189.84
M	31115	BUILDING MAINTENANCE TECHNICIAN	144.9	3366.26	3793.15	4231.92
M	31350	FLEET MAINTENANCE WORKER	144.9	3366.26	3793.15	4231.92
M	31405	INDUSTRIAL WASTE INSPECTOR	144.9	3366.26	3793.15	4231.92
M	31530	PARK MAINTENANCE TECHNICIAN	144.9	3366.26	3793.15	4231.92
M	31744	SENIOR BUILDING MAINTENANCE WORKER	144.9	3366.26	3793.15	4231.92
M	31805	SENIOR PARK MAINTENANCE WORKER	144.9	3366.26	3793.15	4231.92
M	31835	SENIOR STREET MAINTENANCE WORKER	144.9	3366.26	3793.15	4231.92
M	31840	SENIOR TRAFFIC SAFETY WORKER	144.9	3366.26	3793.15	4231.92
M	31845	SENIOR WASTE WATER MAINTENANCE WORKER	144.9	3366.26	3793.15	4231.92
M	31860	SOLID WASTE EQUIPMENT SERVICE WORKER	144.9	3366.26	3793.15	4231.92
M	31953	WASTE WATER TREATMENT PLANT OPERATOR II	144.9	3366.26	3793.15	4231.92
M	31010	ACCOUNTING TECHNICIAN	146.9	3434.23	3869.73	4317.37
M	31040	ADMINISTRATIVE SERVICES TECHNICIAN	146.9	3434.23	3869.73	4317.37
M	31035	ADMINISTRATIVE TECHNICIAN	146.9	3434.23	3869.73	4317.37
M	31130	C.A.D. TECHNICIAN	146.9	3434.23	3869.73	4317.37
M	31160	COMMUNICATIONS OPERATOR	146.9	3434.23	3869.73	4317.37
M	31300	EQUIPMENT MECHANIC	146.9	3434.23	3869.73	4317.37
M	31305	EVENTS COORDINATOR	146.9	3434.23	3869.73	4317.37
M	31380	HEAVY EQUIPMENT OPERATOR	146.9	3434.23	3869.73	4317.37
M	31480	MAINTENANCE ELECTRICIAN	146.9	3434.23	3869.73	4317.37
M	31485	MAINTENANCE MECHANIC	146.9	3434.23	3869.73	4317.37
M	31910	TRAFFIC ENGINEERING SPECIALIST	146.9	3434.23	3869.73	4317.37
M	31918	TRAFFIC SIGNAL TECHNICIAN	146.9	3434.23	3869.73	4317.37
M	31460	LEAD SOLID WASTE OPERATOR	149.8	3535.23	3983.54	4444.34
M	31465	LEAD TRAFFIC SAFETY WORKER	149.8	3535.23	3983.54	4444.34
M	31955	WASTE WATER TREATMENT PLANT OPERATOR III	149.8	3535.23	3983.54	4444.34
E	30020	ADMINISTRATIVE ANALYST	151.8	3606.61	4063.97	4534.08
M	31135	CODE ENFORCEMENT TECHNICIAN (CONTRACT)	151.8	3606.61	4063.97	4534.08
M	31195	CONSERVATION TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31362	G.I.S. TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31425	LAB TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31430	LANDSCAPE AND IRRIGATION TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31442	LEAD CONVENTION CENTER CREW LEADER	151.8	3606.61	4063.97	4534.08
M	31444	LEAD CONVENTION CENTER TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31525	PARK RANGER	151.8	3606.61	4063.97	4534.08
M	31544	PERMIT TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31555	PLANNING TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31710	REVENUE & CODE COMPLIANCE SPECIALIST	151.8	3606.61	4063.97	4534.08
M	31745	SENIOR BUILDING MAINTENANCE TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31750	SENIOR COMMUNICATION OPERATOR	151.8	3606.61	4063.97	4534.08
M	31770	SENIOR HEAVY EQUIPMENT OPERATOR	151.8	3606.61	4063.97	4534.08
M	31780	SENIOR INDUSTRIAL WASTE WATER INSPECTOR	151.8	3606.61	4063.97	4534.08
M	31790	SENIOR MAINTENANCE MECHANIC	151.8	3606.61	4063.97	4534.08
M	31800	SENIOR PARK MAINTENANCE TECHNICIAN	151.8	3606.61	4063.97	4534.08
M	31920	TREE TRIMMER	151.8	3606.61	4063.97	4534.08
M	31295	ENGINEERING TECHNICIAN	153.8	3679.43	4146.03	4625.63
M	31541	PAYROLL SPECIALIST	153.8	3679.43	4146.03	4625.63
E	30575	POLICE SPECIALIST	153.8	3679.43	4146.03	4625.63
E	30610	POLICE SYSTEMS ANALYST	153.8	3679.43	4146.03	4625.63
M	31635	PUBLIC WORKS INSPECTOR	153.8	3679.43	4146.03	4625.63
E	30680	RECREATION COORDINATOR	153.8	3679.43	4146.03	4625.63
M	31560	POLICE OFFICER RECRUIT	156.8	3791.43	4272.23	4766.43
M	31468	LEAD TREE TRIMMER	158.8	3867.98	4358.49	4862.67

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M	31470	LEAD STREET MAINTENANCE WORKER	158.8	3867.98	4358.49	4862.67
M	31475	LEAD WASTE WATER MAINTENANCE TECHNICIAN	158.8	3867.98	4358.49	4862.67
M	31505	MECHANIC / WELDER	158.8	3867.98	4358.49	4862.67
M	31765	SENIOR EQUIPMENT MECHANIC	158.8	3867.98	4358.49	4862.67
M	31785	SENIOR MAINTENANCE ELECTRICIAN	158.8	3867.98	4358.49	4862.67
M	31746	SENIOR C.A.D. TECHNICIAN	159.8	3906.83	4402.27	4911.51
M	31760	SENIOR ENGINEERING TECHNICIAN	159.8	3906.83	4402.27	4911.51
M	31453	LEAD EQUIPMENT MECHANIC	160.8	3946.08	4446.50	4960.85
M	31850	SENIOR WASTE WATER TREATMENT PLANT OPERATOR	161.8	3985.72	4491.16	5010.16
E	30080	ASSISTANT PLANNER	162.7	4021.73	4531.74	5055.96
M	31105	BUILDING INSPECTOR	162.8	4025.75	4536.28	5061.02
M	31220	CONVENTION CENTER SALES REPRESENTATIVE	162.8	4025.75	4536.28	5061.02
M	31545	PLAN CHECKER	162.8	4025.75	4536.28	5061.02
E	30735	SENIOR ADMINISTRATIVE ANALYST	164.7	4102.94	4623.25	5158.05
E	30905	TRANSIT ANALYST	164.7	4102.94	4623.25	5158.05
E	30050	AIRPORT SUPERVISOR	165.7	4144.15	4669.69	5209.86
E	30115	BUILDING SERVICES COORDINATOR	165.7	4144.15	4669.69	5209.86
M	31477	LEAD WASTEWATER TREATMENT PLANT OPERATOR	166.8	4189.96	4721.31	5267.46
M	31830	SENIOR PUBLIC WORKS INSPECTOR	169.8	4317.50	4865.02	5427.79
E	30170	COMMUNICATIONS SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30345	FLEET MAINTENANCE SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30525	PARK MAINTENANCE SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30925	PARKS & URBAN FORESTRY SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30670	POLICE RECORDS SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30700	RECREATION SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30660	QUALITY ASSURANCE SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30875	SOLID WASTE SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30882	STREET MAINT & TRAFFIC CONTROL SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30935	WASTEWATER COLLECTIONS SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30940	WASTEWATER TREATMENT PLANT MAINT SUPERVISOR	170.7	4356.52	4908.98	5476.84
E	30430	IDENTIFICATION TECHNICIAN	171.7	4400.28	4958.30	5531.85
M	31140	COMBINED BUILDING INSPECTOR	172.7	4444.48	5008.10	5587.42
M	31340	FIRE PREVENTION INSPECTOR	172.7	4444.48	5008.10	5587.42
E	30560	PLANS EXAMINER	172.7	4444.48	5008.10	5587.42
G	51335	FIREFIGHTER	NR	4510.67	5085.25	5659.82
E	30215	CONV. CTR OPERATIONS SUPERINTENDENT	174.7	4534.22	5109.22	5700.24
M	31748	SENIOR COMBINED BUILDING INSPECTOR	178.7	4719.17	5317.63	5932.75
M	31775	SENIOR FIRE PREVENTION INSPECTOR	178.7	4719.17	5317.63	5932.75
B	41585	POLICE OFFICER	NR	4755.43	5349.85	5945.46
E	30820	SENIOR IDENTIFICATION TECHNICIAN	179.6	4761.81	5365.68	5986.36

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E	30810	SENIOR PLANS EXAMINER	180.6	4809.64	5419.58	6046.49
E	30065	ASSISTANT ENGINEER	182.6	4906.76	5529.00	6168.58
E	30090	ASSOCIATE PLANNER	182.6	4906.76	5529.00	6168.58
G	51345	FIREFIGHTER / PARAMEDIC	NR	4961.72	5593.79	6225.80
G	51330	FIRE ENGINEER	NR	4978.16	5612.97	6247.72
E	30890	SUPERVISING IDENTIFICATION TECHNICIAN	186.3	5091.61	5726.49	6400.97
B	41565	POLICE AGENT	NR	5129.43	5765.43	6402.65
CONF	20300	COMMUNITY RELATIONS MANAGER (CONFIDENTIAL)	187.6	5158.20	5812.34	6484.69
G	51333	FIRE ENGINEER - PARAMEDIC	NR	5227.06	5893.61	6560.12
CONF	20250	CHIEF DEPUTY CITY CLERK (CONFIDENTIAL)	189.6	5262.35	5929.69	6615.62
CONF	20500	MANAGEMENT ANALYST - HR / RISK (CONFIDENTIAL)	189.6	5262.35	5929.69	6615.62
E	30055	ASSISTANT BUILDING OFFICIAL	191.6	5368.61	6049.42	6749.20
E	30160	CODE ENFORCEMENT OFFICER	191.6	5368.61	6049.42	6749.20
E	30225	CWMA MANAGEMENT ANALYST (CONTRACT)	191.6	5368.61	6049.42	6749.20
E	30310	FINANCIAL ANALYST	191.6	5368.61	6049.42	6749.20
E	30375	GIS PROGRAMMER ANALYST	191.6	5368.61	6049.42	6749.20
E	30400	HOUSING SPECIALIST	191.6	5368.61	6049.42	6749.20
E	30500	MANAGEMENT ANALYST	191.6	5368.61	6049.42	6749.20
E	30515	OFFICE SYSTEMS ANALYST	191.6	5368.61	6049.42	6749.20
E	30625	PROGRAMMER ANALYST	191.6	5368.61	6049.42	6749.20
E	30085	ASSOCIATE ENGINEER	194.6	5532.02	6233.56	6954.64
E	30518	NATURAL RESOURCE CONSERVATION MANAGER	194.6	5532.02	6233.56	6954.64
E	30355	SENIOR GIS ANALYST	194.6	5532.02	6233.56	6954.64
E	30815	SENIOR PLANNER	194.6	5532.02	6233.56	6954.64
E	30150	CIVIL ENGINEER	199.5	5809.70	6546.45	7303.72
E	30360	GIS SUPERVISOR	199.5	5809.70	6546.45	7303.72
G	50315	FIRE CAPTAIN	NR	5822.03	6570.40	7318.78
E	30025	ADMINISTRATIVE SERVICES MANAGER	200.6	5873.93	6618.82	7384.47
E	30600	POLICE SUPPORT SERVICES MANAGER	200.6	5873.93	6618.82	7384.47
E	30685	RECREATION MANAGER	200.6	5873.93	6618.82	7384.47
E	30955	WASTEWATER TREATMENT PLANT SUPERINTENDENT	200.6	5873.93	6618.82	7384.47
A	40600	POLICE SERGEANT	NR	5891.12	6638.19	7406.07
G	50320	FIRE CAPTAIN -PARAMEDIC	NR	6113.14	6898.92	7684.72
CONF	20410	FINANCE MANAGER (CONFIDENTIAL)	204.6	6113.52	6888.80	7685.68
CONF	20435	HUMAN RESOURCES MANAGER (CONFIDENTIAL)	204.6	6113.52	6888.80	7685.68
CONF	20714	INSURANCE AND BENEFITS MANAGER (CONFIDENTIAL)	204.6	6113.52	6888.80	7685.68
E	30035	AIRPORT MANAGER	209.5	6420.39	7234.59	8071.46
E	30195	CONVENTION CENTER MANAGER	209.5	6420.39	7234.59	8071.46
E	30360	GEOGRAPHIC INFORMATION SYSTEMS (GIS) MANAGER	209.5	6420.39	7234.59	8071.46
E	30530	PARKS & URBAN FORESTRY MANAGER	209.5	6420.39	7234.59	8071.46
E	30623	PROFESSIONAL LAND SURVEYOR (CONTRACT)	209.5	6420.39	7234.59	8071.46
E	30645	PUBLIC WORKS MANAGER	209.5	6420.39	7234.59	8071.46
E	30740	SENIOR CIVIL ENGINEER	209.5	6420.39	7234.59	8071.46
E	30920	TRANSIT MANAGER	209.5	6420.39	7234.59	8071.46

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CONF	20090	ASSISTANT FINANCE DIRECTOR (CONFIDENTIAL)	217.5	6954.85	7836.82	8743.36
E	30105	BUILDING OFFICIAL	217.5	6954.85	7836.82	8743.36
E	30245	ENGINEERING SERVICES MANAGER	217.5	6954.85	7836.82	8743.36
E	30635	PLANNING SERVICES MANAGER	217.5	6954.85	7836.82	8743.36
A	40580	POLICE LIEUTENANT	NR	7046.66	7940.25	8858.74
CONF	20145	FIRE BATTALION CHIEF (CONFIDENTIAL)	219.5	7095.27	7995.05	8919.89
E	30410	INFORMATION SERVICES MANAGER	225.5	7533.79	8489.19	9471.19
A	40500	POLICE CAPTAIN	NR	7745.35	8770.99	9785.58
CONF	20065	ASST COMMUNITY DEV DIRECTOR - PLANNING (CONF)	NR	8022.51	9039.86	10085.57
CONF	20070	ASST COMMUNITY DEV DIRECTOR - ENGINEERING (CONF)	NR	8022.51	9039.86	10085.57
DH	10400	PARKS & RECREATION DIRECTOR (DH / AT-WILL)	234.4	8234.68	9278.95	10352.31
CONF	20060	ASSISTANT CHIEF OF POLICE (CONFIDENTIAL)	237.4	8485.33	9561.40	10667.42
DH	10175	COMMUNITY DEVELOPMENT DIRECTOR (DH / AT-WILL)	NR	10070.74	10863.96	11657.19
DH	10255	DEPUTY CITY MANAGER (DH / AT-WILL)	NR	10070.74	10863.96	11657.19
DH	10320	FIRE CHIEF (DH / AT-WILL)	NR	10070.74	10863.96	11657.19
DH	10340	HOUSING AND ECONOMIC DEV DIRECTOR (DH / AT-WILL)	NR	10070.74	10863.96	11657.19
DH	10450	PUBLIC WORKS DIRECTOR (DH / AT-WILL)	NR	10070.74	10863.96	11657.19
DH	10260	ADMINSTRATIVE SERVICES DIRECTOR (DH / AT-WILL)	NR	10169.42	10970.45	11771.50
DH	10575	CHIEF OF POLICE (DH / AT-WILL)	NR	10510.94	11442.92	12374.89
DH	10135	ASSISTANT CITY MANAGER (DH / AT-WILL)	NR	11036.52	11767.64	12498.72

Community Profile

THE EARLY YEARS OF VISALIA

When California achieved statehood in 1850, Tulare County did not exist. The land that is now our County was part of the huge county of Mariposa. In 1852 some adventuresome pioneers settled in this area, then called "Four Creeks". It was a swampy area within a massive oak forest, with waterways flowing from the Sierra Nevada. Desirous of local autonomy, the group petitioned the state legislature for county status and July 10, 1852 Tulare County became its own official county.

In the heart of "Four Creeks Country" the site of John Wood's cabin became the first county seat, known as Woodsville. In the same year, just west of Woodsville, another settlement was beginning on the banks of a little creek. The early pioneers, fearful of attacks by Native Americans, built a log fort for protection but soon discovered that it was not necessary. One of the first inhabitants of the fort was Nathaniel Vise, who was responsible for surveying the new settlement in November 1852. In a letter that year he wrote, "The town contains from 60-80 inhabitants, 30 of whom are children who already attend school. The town is located upon one of the subdivisions of the Kaweah, and is destined to be the county seat of Tulare". In 1853, Visalia wrested the county seat designation from Woodsville, and that designation has remained with Visalia.

Named for Nathaniel Vise's ancestral home - Visalia, Kentucky - Visalia began to add residents at a rapid rate. In the mid 1850's the "Kern River Excitement", to the south, brought many transient miners through the town on their way to the promised gold fields. However, the gold failed to materialize and many returned to Visalia to live their lives. In 1858 the town received another boost. John Butterfield's Overland Stage chose Visalia as a timetable stop on the St. Louis to San Francisco route. Waterman Ormsby, a newspaper correspondent for the New York Herald, was a passenger on the inaugural trip. The reception given to him by Visalians so impressed him that he wrote, "The rousing cheers they gave us as we drove off...ought to be remembered in the history of the town, so I here immortalize them".

In 1860 the telegraph arrived in Visalia, indicating the serious unrest in the East, unrest that would ultimately develop into the Civil War. The nation was divided on state's rights issues, as was Visalia. The federal government, concerned about sedition, banned Visalia's pro-south Equal Rights Expositor newspaper and established a military garrison. Visalia's Camp Babbitt was established in 1862 to stop overt southern support as well as maintain law and order in the community. During the Civil War years, Visalia became incorporated, giving the town new rights. A Board of Trustees was elected with Nathan Baker appointed as President.

The town's second incorporation occurred in 1874, moving the 1,000 citizens into city status. A Common Council was formed with Summerfield Sheppard being appointed President and ex-officio Mayor. The mid-1870's brought a building boom to Visalia and the future of Visalia appeared bright. The end of the 19th century saw the railroad bypass Visalia slightly to the west and headlines of the day featured the adventures of local train robbers Chris Evans and John Sontag.

As Visalia entered the 1900's the City had grown to slightly more than 3,000 people. Automobiles began to arrive and soon outnumbered horses and wagons. The population of Visalia grew slowly but steadily throughout the early half of the 20th Century. It wasn't until the 1960's that Visalia, the Valley's best kept secret, was really discovered. By 1970 Visalia's population had grown to 27,268 according to the U. S. Census, nearly doubling from 15,791 in 1960.

VISALIA TODAY

The City of Visalia is located in Tulare County, which is located in the San Joaquin Valley, approximately 185 miles north of Los Angeles and 220 miles south of San Francisco. The City was founded in 1852 and incorporated in 1874. It became a charter city on February 26, 1923 with the charter being amended in 1974. The City operates under the Council-Manager form of government and provides a wide range of municipal services, including police and fire protection as well as public works, community development and other community services. The City currently has a land area of 35 square miles and a population of 125,770 as of January 2011.

The City Council is composed of five members who are elected at-large to alternating four-year terms staggered every two years. The City Council selects one of its members to serve as Mayor for a two-year term. A City Manager is appointed by the City Council to direct all City functions.

Historically, Visalia's economy has been based upon agriculture and related industries. In recent years, however, the City has broadened its economic base to include many diversified industrial enterprises including manufacturers of school yearbooks, business forms, metal products, electronic components, food and fiber processing plants, distribution centers, and call centers for claims processing. It is the County seat and principal trading center for the County, which consistently ranks as one of the two most productive counties in the United States in terms of agricultural output. This economic growth has been accompanied by a significant increase in population and has established Visalia as a regional trading center serving not only Tulare County, but also southern Fresno County, Kings County, and northern Kern County. The City receives approximately 44% of the retail sales in Tulare County, while having about 28% of the population.

The climate of the area is warm and dry in the summer, mild in the winter with low humidity. January average high and low temperatures range from 55 degrees to 39 degrees. July average high and low temperatures range from 94 degrees to 67 degrees. Average yearly rainfall is 10.99 inches.

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**CITY OF VISALIA
MISCELLANEOUS STATISTICS
JUNE 30, 2011**

Form of government:		Building Permits:	
Council Members elected at large	5	Residential	1,241
		Commercial	331
Permanent positions:	550	Miscellaneous	1,271
		Total	<u>2,843</u>
Public Works:		Fire Protection:	
Area in square miles	37	Stations	6
Miles of streets	524	Safety personnel	67
Traffic signalized intersections	115	Administrative personnel	8
		Volunteer personnel (reserves)	3
Sewers:		Calls for service - Calander year 2011	12,728
Number of accounts billed	36,475	Police Protection:	
Miles of sewer lines	468	Sworn personnel	135
Miles of storm sewer lines	240	Non-sworn personnel	63
Number of treatment plants	1	Police reserves	11
		Citizen volunteers	75
Refuse:		Calls for service - Calander year 2011	119,818
Number of residential accounts	34,944		
Number of commercial accounts	<u>2,895</u>	Parks and Recreation:	
Total refuse accounts	<u>37,839</u>	Developed City park acreage	270
		City owned open space acreage	180
Business licenses:		Parks	42
New licenses issued during the year	1,532	Public libraries	1
Total business licenses	11,065	Recreation centers	3
		Swimming pools	4
		Golf courses (public and private)	2

SOURCE: VARIOUS CITY OF VISALIA DEPARTMENTS AS APPROPRIATE

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As of October 11, 1993, the Visalia City Council adopted an alternative method of secured property tax distribution known as the "Teeter Plan." By adoption of a resolution, the City Council enrolled the City and the Community Redevelopment Agency in the program offered by the County of Tulare. Under the Teeter Plan, the City collected 100% of the secured property taxes levied each year. This eliminated the need to track delinquent property taxes on the secured roll and allowed for better revenue projections in future years. The County of Tulare was entitled to keep all delinquent taxes and penalties and interest when collected, in exchange for financing these delinquencies to all local agencies. This method began in the 1993-94 fiscal year.

As of fiscal year 2009-10, the "Teeter Plan" is no longer being offered by the County of Tulare. This means that the City will receive only the secured property taxes that are paid, and not 100% of the secured property taxes that are levied each year. The County of Tulare will collect the delinquent taxes, penalties, and interest on-behalf-of the City of Visalia. The City will now need to track delinquent property taxes on the secured roll, and this change may make revenue projections in future years more complicated.

In California, property subject to ad valorem taxes is classified as "secured" or "unsecured." The "secured roll" is that part of the assessment roll containing real property of which the value is sufficient, in the opinion of the county assessor, to secure payment of the taxes. A tax levied on unsecured property does not become a lien against such unsecured property, but may become a lien on certain other property owned by the taxpayer. Every tax, which becomes a lien on secured property, has priority over all other liens arising pursuant to State law on such secured property, except liens of special taxes, regardless of the time of the creation of the other liens. Secured and unsecured properties are entered separately on the assessment roll maintained by the county assessor. The method of collecting delinquent taxes is substantially different for the two classifications of property.

Property taxes on the secured roll are due in two installments, on Nov. 1 and Feb. 1 of each fiscal year. If unpaid, such taxes become delinquent after Dec. 10 and after April 10, respectively, and a 10% penalty attaches to any delinquent payment. In addition, property on the secured roll with delinquent property taxes is declared to be in default and a delinquency certificate is recorded on or about June 30 of the fiscal year. Thereafter, payment of the delinquent taxes, a delinquency penalty, and a penalty of 1/12% per month to the time of payment are required. If taxes are unpaid for a period of five years or more, the property is deeded to the State. The county tax collector can enforce the payment of delinquent taxes, by the sale of the property securing the taxes, for the amount of taxes which are delinquent.

Historically, property taxes are levied for each fiscal year on taxable real and personal property situated in the taxing jurisdiction as of the preceding March 1. A bill enacted in 1983, SB 813 (Statutes of 1983, Chapter 498), provided for the supplemental assessment and taxation of property as of the occurrence of a change of ownership or completion of new construction. Thus, this legislation eliminated delays in the realization of increased property taxes from new assessments. As amended, SB 813 provided increased revenue to taxing jurisdictions to the extent that supplemental assessments of new construction or changes of ownership occur subsequent to the March 1 lien date.

Property taxes on the unsecured roll are due on the March 1 lien date and become delinquent, if unpaid on the following August 31. A 10% penalty also attaches to delinquent taxes with respect to property on the unsecured roll, and further, an additional penalty of 1-1/2% per month accrues with respect to such taxes beginning the first day of the third month following the delinquency date. The

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County has four ways of collecting unsecured personal property taxes: (a) a civil action against the taxpayer; (b) filing a certificate in the office of the county clerk specifying certain facts in order to obtain a judgment lien on certain property of the taxpayer, (c) filing a certificate of delinquency for record in the county recorder's office, in order to obtain lien on certain property of the taxpayer; and (d) seizure and sale of personal property, improvements or possessory interests belonging or assessed to the assessee.

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**City of Visalia
PROPERTY TAX LEVIES AND COLLECTIONS
Last Ten Fiscal Years
(In Thousands)**

Fiscal Year Ended June 30	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percent of Levy		Amount	Percent of Levy
2002	5,962	5,962	100.00%	-	5,962	100.00%
2003	6,116	6,116	100.00%	-	6,116	100.00%
2004	6,632	6,632	100.00%	-	6,632	100.00%
2005 ¹	12,785	12,785	100.00%	-	12,785	100.00%
2006	15,373	15,373	100.00%	-	15,373	100.00%
2007	17,538	17,538	100.00%	-	17,538	100.00%
2008	20,197	20,197	100.00%	-	20,197	100.00%
2009	21,468	21,468	100.00%	-	21,468	100.00%
2010	21,518	21,518	100.00%	-	21,518	100.00%
2011	19,970	19,970	100.00%	-	19,970	100.00%

NOTE:

The amounts presented include secured City property taxes and Redevelopment Agency tax increment. This schedule also includes amounts collected by the City and Redevelopment Agency that were passed-through to other agencies.

¹Vehicle License Fees were distributed as tax beginning in 2005.

Source: Tulare County Auditor Controller's Office

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**City of Visalia
PRINCIPAL PROPERTY TAX PAYERS
Current Year and Nine Years Ago
(In Thousands)**

Taxpayer	2011			2002		
	Taxable Assessed Value	Rank	Percent Of Total City Taxable Assessed Value	Taxable Assessed Value	Amount Paid	Percent Of Total City Taxable Assessed Value
California Daries Inc.	\$ 141,657	1	1.79%	-	-	-
Imperial Bondware Corp.	63,211	2	0.80%	-	-	-
Cottonwood Fresno Holdings LLC	61,275	3	0.78%	-	-	-
Visalia Mall LP	39,946	4	0.51%	-	-	-
Blam-Jade A Gen PTNSHP	29,967	5	0.38%	-	-	-
Crunch Time LP	27,497	6	0.35%	-	-	-
VF Outdoor	26,748	7	0.34%	-	-	-
Calif Water Service Co	26,164	8	0.33%	-	-	-
US Industrial Reit II (LSR)	25,957	9	0.33%	-	-	-
Costco Wholesale Corporation	24,231	10	0.31%	-	-	-
Recot Inc. (Frito Lay)	-	-	-	59,740	1.44%	1
Price Development Co. LTD Partnership	-	-	-	34,885	0.84%	2
Kraft Foods	-	-	-	33,160	0.80%	3
Imperial Bondware Corporation	-	-	-	26,867	0.65%	4
California Pretzel Co. Inc.	-	-	-	26,563	0.69%	5
JoAnn Stores Supply	-	-	-	23,256	0.60%	6
Tenneco PPI Co.	-	-	-	18,367	0.48%	7
Advanced Food Products	-	-	-	18,030	0.44%	8
Casper Glen N (TR)	-	-	-	17,803	0.43%	9
Tucker B Partners LLC	-	-	-	17,492	0.42%	10
Total Ten Largest Tax Payers	\$ 466,653		5.90%	\$ 276,163	6.79%	
All Other Tax Payers	\$7,439,763		94.10%	\$3,862,029	93.21%	
Total Assessed Valuation - All Tax Payers	\$7,906,416		100%	\$4,138,192	100%	

The amounts shown above include assessed value data for both the City and the Redevelopment Agency.

Source: Tulare County Auditor-Controller

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**City of Visalia
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years
(In Thousands)**

Fiscal Year Ended June 30	City			Redevelopment Agency			Total Direct Tax Rate ¹
	Secured	Unsecured	Taxable Assessed Value	Secured	Unsecured	Taxable Assessed Value	
2002	3,931,365	206,827	4,138,192	400,533	39,466	439,999	0.115%
2003	4,184,920	213,538	4,398,458	408,020	42,888	450,908	0.115%
2004	4,485,663	213,856	4,699,519	436,683	44,206	480,889	0.115%
2005	4,952,152	214,311	5,166,463	469,546	44,479	514,025	0.115%
2006	5,618,839	220,227	5,839,066	524,287	49,119	573,406	0.115%
2007	6,622,294	265,904	6,888,198	623,897	55,259	679,156	0.115%
2008	7,745,837	305,751	8,051,588	712,542	68,813	781,355	0.116%
2009	8,111,663	366,379	8,478,042	741,749	82,733	824,482	0.116%
2010	7,587,665	386,405	7,974,070	745,489	85,136	830,625	0.116%
2011	7,516,654	389,762	7,906,416	681,827	102,873	784,700	0.116%

NOTE:

In 1978 the voters of the State of California passed Proposition 13 which limited property taxes to a total maximum rate of 1% based upon the assessed value of the property being taxed. Each year, the assessed value of property may be increased by an "inflation factor" (limited to a maximum increase of 2%). With few exceptions, property is only re-assessed at the time that it is sold to a new owner. At that point, the new assessed value is reassessed at the purchase price of the property sold. The assessed valuation data shown above represents the only data currently available with respect to the actual market value of taxable property and is subject to the limitations described above.

¹ The City's total direct tax rate varies by tax rate area. The rate provided comes from tax rate area 006-008 and is representative of other tax rate areas within the City.

The City of Visalia has elected to show only the last seven years of data for this schedule. Data for prior years is not electronically available.

Source: Tulare County Auditor Controller's Office

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**City of Visalia
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
Modified Accrual Basis of Accounting
Last Five Fiscal Years
(In Thousands)**

	Fiscal Year				
	2007	2008	2009	2010	2011
Revenues:					
Sales Tax	\$ 22,635	\$ 24,475	\$ 25,000	\$ 26,799	\$ 24,457
Property Tax	30,726	32,977	34,220	30,259	30,649
Other Taxes	6,283	7,362	6,148	5,886	5,692
Subventions and Grants	12,473	11,800	12,868	13,040	17,043
Licenses and Permits	2,385	2,869	62	110	73
Fees and Fines	21,915	22,086	8,608	6,485	6,446
Uses of Money and Property	6,050	7,468	4,770	2,243	1,597
Charges for Current Services	4,766	4,790	5,261	4,642	4,982
Miscellaneous	1,335	1,294	1,789	1,150	2,382
Total Revenues	108,568	115,121	98,726	90,614	93,321
Expenditures					
Current:					
General Government	4,534	4,756	6,738	5,451	3,736
Community Development	10,898	13,130	5,640	8,725	8,428
Housing & Economic Development	533	613	527	901	820
Public Safety:					
Police	24,196	27,057	28,526	28,067	28,919
Fire	10,292	11,343	11,876	11,637	12,157
Public Works	5,143	6,134	6,430	6,781	6,774
Parks and Recreation	5,952	6,945	6,243	5,617	5,196
Capital Outlay	59,005	25,826	41,862	28,241	30,033
Debt Service:					
Principal Retirement	1,167	1,338	611	960	1,504
Interest and Fiscal Charges	1,348	1,742	1,446	1,351	1,304
Total Expenditures	123,068	98,884	109,899	97,731	98,871
Excess (Deficiency) of Revenues Over (Under) Expenditures	(14,500)	16,237	(11,173)	(7,117)	(5,550)
Other Financing Sources (Uses):					
Issuance of Long-Term Debt	6,245	4,210	-	-	-
Proceeds from Long-Term Debt	-	-	-	-	-
Redemption of Long-Term Debt	-	-	-	-	-
Sales of Real Property	152	201	918	215	37
Transfers In	1,553	3,490	2,160	1,264	1,515
Transfers Out	(4,569)	(5,435)	(5,605)	(4,006)	(4,535)
Total Other Financing Sources (Uses)	3,381	2,466	(2,527)	(2,527)	(2,983)
Net Change in Fund Balances	\$ (11,119)	\$ 18,703	(13,700)	\$ (9,644)	\$ (8,533)
Debt Service as a Percentage of Noncapital Expenditures ¹	3.4%	4.2%	2.4%	3.1%	3.4%

The City of Visalia has elected to show five

¹ The calculation of debt service as a percentage of noncapital expenditures excludes capital outlays.

In 2007 the City created the Housing & Economic Development Department

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**City of Visalia
DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Fiscal Years**

Calendar Year	Population (1)	Assessed Value (in thousands) (2)	Per Capita Assessed Value	Personal Income (in thousands) (4)	Per Capita Personal Income (4)	Unemployment Rate (3)
2002	96,269	4,138,192	42,986	8,018,689	21,134	12.0%
2003	99,474	4,398,458	44,217	8,508,916	21,926	12.3%
2004	103,162	4,699,519	45,555	9,194,282	23,144	11.6%
2005	107,268	5,166,463	48,164	9,615,009	23,654	9.4%
2006	110,488	5,839,066	52,848	9,993,607	24,153	7.9%*
2007	117,138	6,888,198	58,804	NA	NA	8.7%*
2008	120,958	8,051,588	66,565	NA	NA	9.8%*
2009	123,670	8,478,041	68,554	NA	NA	14.7%*
2010	124,184	7,974,070	64,212	NA	NA	16.9%*
2011	125,770	7,906,416	62,864	NA	NA	15.8%*

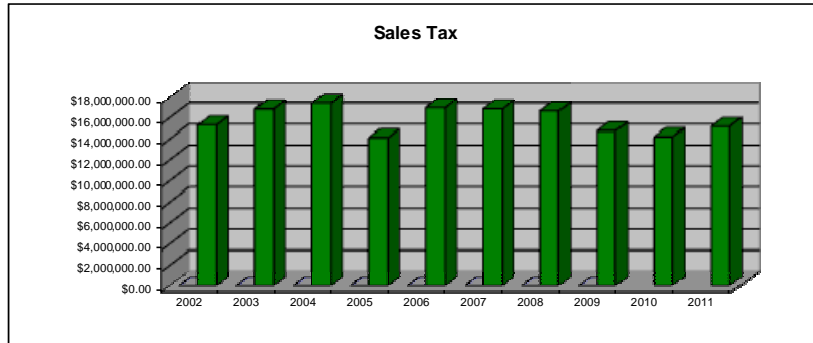
Sources: (1) State Department of Finance
(2) Tulare County Auditor-Controller
(3) State of California Employment Development Department - Rate for Tulare County
(4) US Department of Commerce Bureau of Economic Analysis

* Rate for Tulare County as of June

Note:
2009-10 Personal Income & Per Capita Personal Income Data is currently not available by the Bureau of Economic Analysis

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**CITY OF VISALIA
SALES TAX COLLECTIONS
LAST TEN FISCAL YEARS**



Fiscal Year	Sales Tax Collections (1)	Increase/ (Decrease)	Increase/ (Decrease)
2002	15,338,514		
2003	16,854,351	\$ 1,515,837	9.0%
2004	17,405,790	\$ 551,439	3.2%
2005	14,136,164	\$(3,269,626)	-23.1%
2006	16,982,141	\$ 2,845,977	16.8%
2007	16,855,914	\$ (126,227)	-0.7%
2008	16,666,119	\$ (189,795)	-1.1%
2009	14,770,380	\$(1,895,739)	-12.8%
2010	14,220,827	\$ (549,553)	-3.9%
2011	15,190,095	\$ 969,268	6.4%
		Average	-0.6%

Top 25 Sales Tax Contributors

Best Buy Stores	Macy's
Bluescope Buildings North America	Mineral King Toyota
Butler Animal Health Supply	MWI Veterinary Supply
Costco Wholesale	Nissan of Visalia
Don Rose Oil Co.	Ross Stores
Giant Chevrolet Geo	Save Mart Supermarkets
Hilti	Target Stores
Home Depot	Union 76 Service Stations
JC Penney Company	Valero Service Stations
Josten's	Valley Pacific Petroleum
Kohl's Department Stores	Visalia Honda
Lampe Chrysler Dodge Jeep	Wal Mart Stores
Lowe's Home Improvements	

Note 1: Doesn't include Public Safety Proposition 172 sales tax revenue, or Measure T Public Safety sales tax revenue.

Debt Summary

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**City of Visalia
LEGAL DEBT MARGIN INFORMATION
(In Thousands)**

	Fiscal Year 2011
Assessed valuation	\$ 7,906,416
Conversion percentage	25%
Adjusted assessed valuation	1,976,604
Debt limit percentage	15%
Debt limit	296,491
Total net debt applicable to limit: General obligation bonds	-
Legal debt margin	\$ 296,491
Total debt applicable to the limit as a percentage of debt limit	0.0%

NOTE:

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the state.

Source: City Finance Department
Tulare County Tax Assessor's Office

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

DEBT SERVICE SUMMARY 2012-13

	Beginning Principal 07/01/12	2012-13 Debt Service			Ending Principal 06/30/13
		Principal	Interest	Total	
GOVERNMENTAL ACTIVITY DEBT					
General Fund (0011)					
2005 VPFA - Cert of Participation Series (1) (2965)*	\$2,175,200	\$227,200	\$101,056	\$328,256	\$1,948,000
2008 HUD Sec. 108 Loan A (6111)	1,532,000	200,000	61,762	261,762	1,332,000
2008 HUD Sec. 108 Loan B (6111)	1,440,000	188,000	58,058	246,058	1,252,000
<i>Total General Fund (0011)</i>	5,147,200	615,200	220,876	836,076	4,532,000
Redevelopment Agency					
2003 East Visalia District Tax Allocation Bond (2951)*	3,290,000	245,000	126,332	371,332	3,045,000
EVRDA General Fund Advance (payments as available)					
2007 Mooney Area Loan (1911,1912)	6,244,700	0	408,404	408,404	6,244,700
2004 Mooney Area Loan (1911,1912)	2,114,797	89,644	91,472	181,116	2,025,153
2004 Central Area Loan (1931,1932)	1,439,484	61,018	62,262	123,281	1,378,465
2009 Central Area Loan (1931, 1932)	3,343,805	79,098	85,586	164,684	3,264,708
2003 Downtown Area Loan (1921,1922)	826,153	88,376	35,068	123,444	737,777
<i>Total Redevelopment Funds</i>	17,258,939	563,136	809,124	1,372,261	16,695,803
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (2011)	349,000	33,000	18,786	51,786	316,000
Village West (2012)	52,951	4,728	3,744	8,472	48,224
2002 HELP Loan (2941)	0	0	0	0	0
<i>Total Other Funds</i>	322,496	37,728	22,530	60,258	364,224
Total Governmental Activity	\$ 22,728,635	\$ 1,216,064	\$ 1,052,530	\$ 2,268,595	\$ 21,592,027
BUSINESS-TYPE ACTIVITY DEBT					
Convention Center					
2005 VPFA - Certificate of Participation (4131)	11,419,800	1,192,800	530,544	1,723,344	10,227,000
Golf Course (4211)					
Golf General Fund Advance (CIP & Bond)**					
2008 Golf Equipment Capital Lease	2,443	74	2,443	2,517	0
2008 Golf Equipment Capital Lease	74,122	2,790	41,553	44,343	32,568
2009 Golf Cart Capital Lease	62,313	1,584	62,313	63,897	0
<i>Total Golf Course (4211)</i>	138,878	4,449	106,309	110,758	32,568
Wastewater System					
2002 Wastewater System (4311)	0	0	0	0	0
<i>Total Wastewater System(4311,1231,1232)</i>	0	0	0	0	0
Total Business-Type Activity	\$ 11,558,678	\$ 1,197,249	\$ 636,853	\$ 1,834,102	\$ 10,259,568
Total Government Wide Debt Service	\$ 34,287,313	\$ 2,413,313	\$ 1,689,383	\$ 4,102,697	\$ 31,851,595

(1) The 2005 VPFA issue Series proceeds and corresponding debt's proportionate allocation was 84% to Business-Type activity (Convention Center) and 16% to Governmental activity (General Fund).

* Debt service for bonded debt in the governmental funds (Certificates of Participation and Tax Allocation Bonds) is recorded as a net transfer from the governmental fund to the debt service fund listed above. The transfer amount may be offset by interest earnings on bond reserves or other income from allocations. For detailed information on Transfers, see the Transfer worksheet in the Financial Summaries Section. Notes, Loans and Capital

** Payments on the advance are based on cash balance at the end of July and September.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

DEBT SERVICE SUMMARY 2013-14

	Beginning Principal 07/01/13	2013-14 Debt Service			Ending Principal 06/30/14
		Principal	Interest	Total	
GOVERNMENTAL ACTIVITY DEBT					
General Fund (0011)					
2005 VPFA - Cert of Participation Series (1) (2965)*	\$1,948,000	\$238,400	\$89,696	\$328,096	\$1,709,600
2008 HUD Sec. 108 Loan A (6111)	1,332,000	212,000	53,702	265,701	1,120,000
2008 HUD Sec. 108 Loan B (6111)	1,252,000	199,000	50,486	249,486	1,053,000
<i>Total General Fund (0011)</i>	4,532,000	649,400	193,884	843,283	3,882,600
Redevelopment Agency					
2003 East Visalia District Tax Allocation Bond (2951)*	3,045,000	255,000	118,738	373,738	2,790,000
EVRDA General Fund Advance (payments as available)					
2007 Mooney Area Loan (1911,1912)	6,244,700	20,700	435,070	455,770	6,224,000
2004 Mooney Area Loan (1911,1912)	2,025,153	93,853	87,263	181,116	1,931,300
2004 Central Area Loan (1931,1932)	1,378,465	63,883	59,398	123,281	1,314,582
2009 Central Area Loan (1931, 1932)	3,264,708	81,122	83,562	164,684	3,183,586
2003 Downtown Area Loan (1921,1922)	737,777	92,271	31,174	123,445	645,506
<i>Total Redevelopment Funds</i>	16,695,803	606,829	815,205	1,422,034	16,088,974
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (2011)	316,000	37,000	16,809	53,809	279,000
Village West (2012)	48,224	4,728	2,894	7,622	43,496
2002 HELP Loan (2941)	0	0	0	0	0
<i>Total Other Funds</i>	364,224	41,728	19,703	61,431	322,496
Total Governmental Activity	\$ 21,592,027	\$ 1,297,957	\$ 1,028,792	\$ 2,326,748	\$ 20,294,070
BUSINESS-TYPE ACTIVITY DEBT					
Airport					
2003 Airport Loan (4011)	0	0	0	0	0
Convention Center					
2005 VPFA - Certificate of Participation (4131)	10,227,000	1,251,600	470,904	1,722,504	8,975,400
Golf Course (4211)					
Golf General Fund Advance (CIP & Bond)**					
2008 Golf Equipment Capital Lease	32,569	689	32,569	33,258	0
<i>Total Golf Course (4211)</i>	32,569	689	32,569	33,258	0
Wastewater System					
2002 Wastewater System (4311)	0	0	0	0	0
<i>Total Wastewater System(4311,1231,1232)</i>	0	0	0	0	0
Total Business-Type Activity	\$ 10,259,569	\$ 1,252,289	\$ 503,473	\$ 1,755,762	\$ 8,975,400
Total Government Wide Debt Service	\$ 31,851,596	\$ 2,550,246	\$ 1,532,265	\$ 4,082,510	\$ 29,269,470

(1) The 2005 VPFA issue Series proceeds and corresponding debt's proportionate allocation was 84% to Business-Type activity (Convention Center) and 16% to Governmental activity (General Fund).

* Debt service for bonded debt in the governmental funds (Certificates of Participation and Tax Allocation Bonds) is recorded as a net transfer from the governmental fund to the debt service fund listed above. The transfer amount may be offset by interest earnings on bond reserves or other income from allocations. For detailed information on Transfers, see the Transfer worksheet in the Financial Summaries Section. Notes, Loans and Capital leases for governmental funds will be presented as debt service expenditures in the governmental funds.

** Payments on the advance are based on cash balance at the end of July and September.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**GENERAL FUND – HUD Sec. 108 LOAN
PARKING STRUCTURE – Downtown (West) (A) 2008**

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 2,069,000	
Amount paid off as of 7/1/12:	\$ 537,000	
Principal Outstanding as of 7/1/12:	\$ 1,532,000	
Principal Outstanding as of 7/1/14:	\$ 1,120,000	
Issue Date:	May 2008	
Maturity Date:	August 2018	(Fiscal Year 2018/19)
Interest Rate:	4.2%	
Tax Status:	Tax Exempt	
Fund Type:	Debt Service	
Where does the money come from?	General Fund	

Parking Structure – Downtown (West) (A) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		
2011/2012	189,000	36,042	32,791	257,832	1,721,000
2012/2013	200,000	32,791	28,971	261,762	1,332,000
2013/2014	212,000	28,971	24,731	265,701	1,120,000
2014/2015	225,000	24,731	20,073	269,804	895,000
2015/2016	238,000	20,073	14,921	272,994	657,000
2016/2017	252,000	14,922	9,276	276,197	405,000
2017/2018	266,000	9,276	3,211	278,487	139,000
2018/2019	139,000	3,211		142,211	-

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**GENERAL FUND – HUD Sec. 108 LOAN
PARKING STRUCTURE – Downtown (West) (B) 2008**

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 1,944,000	
Amount paid off as of 7/1/12:	\$ 504,000	
Principal Outstanding as of 7/1/12:	\$ 1,440,000	
Principal Outstanding as of 7/1/14:	\$ 1,053,000	
Issue Date:	May 2008	
Maturity Date:	August 2018	(Fiscal Year 2018/19)
Interest Rate:	4.2%	
Tax Status:	Tax Exempt	
Fund Type:	Debt Service	
Where does the money come from?	General Fund	

Parking Structure – Downtown (West) (B) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		
					1,618,000
2011/2012	178,000	33,886	30,824	242,710	1,440,000
2012/2013	188,000	30,824	27,234	246,058	1,252,000
2013/2014	199,000	27,233	23,253	249,486	1,053,000
2014/2015	211,000	23,253	18,886	253,139	842,000
2015/2016	223,000	18,886	14,058	255,943	619,000
2016/2017	237,000	14,058	8,749	259,807	382,000
2017/2018	251,000	8,749	3,026	262,775	131,000
2018/2019	131,000	3,026		134,026	-

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**VISALIA PUBLIC FINANCE AUTHORITY
REFUNDING CERTIFICATES OF PARTICIPATION - 2005**

In 1996 the City issued debt for the purpose of refinancing two outstanding bond issues in an effort to reduce annual payments by extending the debt out an additional ten years. The City issued tax exempt Certificates of Participation (COP's) in the amounts of \$16,245,000 for Series 1996A and \$14,400,000 for Series 1996B. The purpose of these COP's was to (a) prepay the 1985 Visalia Convention Center Expansion project, originally executed in the amount of \$28,400,000; (b) prepay the 1991 Convention Center Expansion project, originally executed in the amount of \$6,200,000; and (c) purchase City Hall East.

In 2005 the City refunded the 1996 Certificates of Participation. The City refinanced its outstanding debt on the Convention Center and paid down the debt's principal by \$5 million. This action reduced the average interest cost from 5.7 to 4.0 percent and reduced the remaining term of the debt by 6 years. *The 2005 COP are split between Convention Center debt and General Fund debt. The General Fund is responsible for 16% of the debt and the Convention Center is responsible for 84% of the debt.*

Original Principal Amount:	\$ 30,645,000
Amount refinanced May 2005:	\$ 21,590,000
Amount paid off as of 7/1/12:	\$ 7,995,000
Principal Outstanding as of 7/1/12:	\$ 13,595,000
Principal Outstanding as of 7/1/14:	\$ 10,685,000
Issue Date:	May 2005
Maturity Date:	December 2020 (Fiscal Year 2020/21)
Interest Rate:	Fixed 4.0%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Cannot be redeemed until December 1, 2013 12/1/2013 and thereafter = 100%
Where does the money come from?	General Fund 16% / Convention Center 84%

2005 Refunding Certificates of Participation – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				14,955,000
2011/2012	1,360,000	699,600	2,059,600	13,595,000
2012/2013	1,420,000	631,600	2,051,600	12,175,000
2013/2014	1,490,000	560,600	2,050,600	10,685,000
2014/2015	1,545,000	508,450	2,053,450	9,140,000
2015/2016	1,600,000	454,375	2,054,375	7,540,000
2016/2017	1,680,000	374,375	2,054,375	5,860,000
2017/2018	1,765,000	290,375	2,055,375	4,095,000
2018/2019	1,850,000	202,125	2,052,125	2,245,000
2019/2020	1,945,000	109,625	2,054,625	300,000
2020/2021	300,000	12,375	312,375	0

**City of Visalia
Two-Year Budget
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REDEVELOPMENT AGENCY - EAST VISALIA – BOND 2003

Bonds were issued in 1990 for the East Visalia redevelopment area, which is roughly bound by the cross streets of Houston, Ben Maddox, Mineral King and Santa Fe. This bond issue repaid a portion of the East Area's outstanding General Fund loan and funded various improvement projects. The redevelopment district's purpose is to encourage better use of the area's land resources. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In June 2003, the 1990 bonds were refunded to take advantage of the historically low interest rates and to obtain a fixed rate of interest. Interest ranges by maturity from 2.0% to 4.4%. The prior debt had a variable rate of interest with a cap of 15% and was susceptible to rate fluctuations. By refinancing to a fixed rate the City also eliminated the need for the letter of credit and associated costs. Additional principal was issued to fund the reserve requirement and issuance costs.

Original Principal Amount:	\$ 5,000,000
Amount Issued June 2003:	\$ 5,185,000
Amount paid off as of 7/1/12:	\$ 1,895,000
Principal Outstanding as of 7/1/12:	\$ 3,290,000
Principal Outstanding as of 7/1/14:	\$ 2,790,000
Original Issue Date:	September 1990
Refunding Date:	June 2003
Maturity Date:	July 2026 (Fiscal Year 2026/27)
Interest Rate:	Fixed 2.00 – 4.38% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Special Revenue
Ability to prepay:	Bonds maturing prior to Jul 1, 2013 are not subject to prepayment. Bonds maturing after July 1, 2014 may be paid off at any time after July 1, 2013 without premium.
Where does the money come from?	Tax Incremental Revenues

**City of Visalia
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East Visalia Redevelopment – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>		<u>Fiscal Year</u>	<u>Balance</u>
	<u>July</u>	<u>July</u>	<u>January</u>	<u>Total</u>	
2011/2012	240,000	66,766	66,766	373,532	3,290,000
2012/2013	245,000	63,166	63,166	371,332	3,045,000
2013/2014	255,000	59,369	59,369	373,738	2,790,000
2014/2015	260,000	55,289	55,289	370,578	2,530,000
2015/2016	270,000	50,901	50,901	371,802	2,260,000
2016/2017	280,000	46,176	46,176	372,352	1,980,000
2017/2018	165,000	41,136	41,136	247,272	1,815,000
2018/2019	170,000	38,043	38,043	246,086	1,645,000
2019/2020	180,000	34,813	34,813	249,626	1,465,000
2020/2021	185,000	31,213	31,213	247,426	1,280,000
2021/2022	190,000	27,513	27,513	245,026	1,090,000
2022/2023	200,000	23,594	23,594	247,188	890,000
2023/2024	210,000	19,469	19,469	248,938	680,000
2024/2025	220,000	14,875	14,875	249,750	460,000
2025/2026	225,000	10,063	10,063	245,126	235,000
2026/2027	235,000	10,281		245,281	-

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REDEVELOPMENT AGENCY – MOONEY – LOAN (A) 2007

In June of 2007 the Community Redevelopment Agency of the City of Visalia borrowed \$6,244,700 from Citizens Business Bank at a fixed rate for 5 years at a time with a floor rate of 6.54% and a ceiling rate of 7.50% for projects in the Mooney Redevelopment Area. The loan was made to fund various redevelopment projects in the Mooney District. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects / improvements within the district.

Original Principal Amount: \$ 6,244,700
 Amount paid off as of 7/1/12: \$ -0-
 Principal Outstanding as of 7/1/12: \$ 6,244,700
 Principal Outstanding as of 7/1/14: \$ 6,224,000
 Maturity Date: June 2028 (Fiscal Year 2027/28)
 Interest Rate: Varies every 5 years (6.54 to 7.50%)
 Financing Institution: Citizens Business Bank
 Fund Type: Special Revenue
 Ability to prepay: Outstanding debt may be paid off, in whole or in part, at any time without premium
 Where does the money come from? Tax increment revenues

Mooney– Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal December</u>	<u>Interest December</u>	<u>Principal June</u>	<u>Interest June</u>	<u>Fiscal Total</u>	<u>Balance</u>
						6,244,700
2011/2012	0	204,202	0	204,202	408,403	6,244,700
2012/2013	0	204,202	0	204,202	408,404	6,244,700
2013/2014	10,200	204,202	10,500	230,868	455,770	6,224,000
2014/2015	27,200	203,525	28,100	202,635	461,460	6,168,700
2015/2016	46,200	201,716	47,700	200,206	495,822	6,074,800
2016/2017	67,100	198,646	69,300	196,452	531,498	5,938,400
2017/2018	90,300	194,186	93,300	191,233	569,019	5,754,800
2018/2019	115,900	188,182	119,700	184,392	608,174	5,519,200
2019/2020	144,100	180,478	148,800	175,766	649,144	5,226,300
2020/2021	176,300	170,900	182,100	165,135	694,435	4,867,900
2021/2022	211,600	159,180	218,600	152,261	741,641	4,437,700
2022/2023	250,400	145,113	258,600	136,925	791,038	3,928,700
2023/2024	292,800	128,468	302,300	118,894	842,462	3,333,600
2024/2025	339,100	109,009	350,200	97,920	896,229	2,644,300
2025/2026	389,700	86,469	402,400	73,725	952,294	1,852,200
2026/2027	444,900	60,567	459,400	46,019	1,010,886	947,900
2027/2028	466,300	30,996	481,600	15,748	994,645	0

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REDEVELOPMENT AGENCY - MOONEY – LOAN (B) 2004

Bonds were issued in 1993 for the Mooney Boulevard and Central Visalia redevelopment project areas to encourage better use of the area's land resources. The bond proceeds repaid existing General Fund debt and funded projects in the two areas. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In November of 2004, the bonds were refinanced with Stockmen's Bank at a variable not to exceed 6.0%. The Loan resets every five years and is currently 4.3%.

Original Principal Amount:	\$ 3,374,975
Amount refinanced November 2004:	\$ 2,707,250
Amount paid off as of 7/1/12:	\$ 592,453
Principal Outstanding as of 7/1/12:	\$ 2,114,797
Principal Outstanding as of 7/1/14:	\$ 1,931,300
Original Issue Date:	November 1993
Maturity Date:	August 2028 (Fiscal Year 2027/28)
Interest Rate:	Reset every 5 years, currently 4.3% (Maximum 6.0%)
Fund Type:	Special Revenue
Where does the money come from?	Tax increment revenues

Mooney– Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
2011/2012	86,108	95,009	181,116	2,114,797
2012/2013	89,644	91,472	181,116	2,025,153
2013/2014	93,853	87,263	181,116	1,931,300
2014/2015	97,990	83,127	181,116	1,833,310
2015/2016	102,308	78,808	181,116	1,731,002
2016/2017	106,606	74,510	181,116	1,624,396
2017/2018	111,516	69,601	181,116	1,512,880
2018/2019	116,430	64,686	181,116	1,396,450
2019/2020	121,562	59,555	181,116	1,274,888
2020/2021	126,764	54,353	181,116	1,148,124
2021/2022	132,506	48,610	181,116	1,015,618
2022/2023	138,346	42,770	181,116	877,272
2023/2024	144,443	36,673	181,116	732,829
2024/2025	150,720	30,397	181,116	582,110
2025/2026	157,452	23,665	181,116	424,658
2026/2027	164,391	16,725	181,116	260,267
2027/2028	171,636	9,480	181,116	88,631
2028/2029	88,631	1,927	90,558	

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REDEVELOPMENT AGENCY - CENTRAL – LOAN 2004

Bonds were issued in 1993 for the Mooney Boulevard and Central Visalia redevelopment project areas to encourage better use of the area's land resources. The bond proceeds repaid existing General Fund debt and funded projects in the two areas. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In November of 2004, the bonds were refinanced with Stockmen's Bank at a variable not to exceed 6.0%. The Loan resets every five years and is currently 4.3%.

Original Principal Amount:	\$ 2,270,025
Amount Refinanced:	\$ 1,842,750
Amount paid off as of 7/1/12:	\$ 403,266
Principal Outstanding as of 7/1/12:	\$ 1,439,484
Principal Outstanding as of 7/1/14:	\$ 1,314,582
Original Issue Date:	November 1993
Refinance Date	November 2004
Maturity Date:	August 2028 (Fiscal Year 2027/28)
Interest Rate:	Reset every 5 years, currently 4.3% (Maximum 6.0%)
Fund Type:	Special Revenue
Where does the money come from?	Tax increment revenues

Central– Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
2011/2012	58,611	64,670	123,281	1,439,484
2012/2013	61,018	62,262	123,281	1,378,465
2013/2014	63,883	59,398	123,281	1,314,582
2014/2015	66,699	56,582	123,281	1,247,883
2015/2016	69,638	53,642	123,281	1,178,245
2016/2017	72,564	50,717	123,281	1,105,681
2017/2018	75,906	47,375	123,281	1,029,775
2018/2019	79,251	44,030	123,281	950,524
2019/2020	82,744	40,537	123,281	867,781
2020/2021	86,284	36,996	123,281	781,496
2021/2022	90,193	33,088	123,281	691,303
2022/2023	94,168	29,113	123,281	597,135
2023/2024	98,318	24,962	123,281	498,816
2024/2025	102,591	20,690	123,281	396,226
2025/2026	107,173	16,108	123,281	289,053
2026/2027	111,896	11,385	123,281	177,156
2027/2028	116,828	6,453	123,281	60,329
2028/2029	60,329	1,312	61,640	

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REDEVELOPMENT AGENCY – DOWNTOWN –LOAN 2003

In March of 1998 the Community Redevelopment Agency of the City of Visalia borrowed \$1,000,000 from WestAmerica Bank at a fixed rate of 5.85% for projects in the Downtown Redevelopment Area. The loan was made to fund a parking structure, repayment of a General Fund loan, the city's share of Property Based Improvement District (P-BID) projects, and various other projects. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In June 2003, the loan was refinanced with Stockmen's Bank at a variable rate not to exceed 5.2%. The loan resets every five years and is currently 4.3%. Additional funds were borrowed to assist in developing future Downtown parking, historic building rehabilitation, and 2nd floor housing projects in the Downtown area.

Original Principal Amount:	\$ 1,000,000
Amount Refinanced:	\$ 1,500,000
Amount paid off as of 7/1/12:	\$ 673,847
Principal Outstanding as of 7/1/12:	\$ 826,153
Principal Outstanding as of 7/1/14:	\$ 645,506
Original Issue Date:	March 1998
Refinance Date:	June 2003
Maturity Date:	June 2020 (Fiscal Year 2019/20)
Interest Rate:	Varies every 5 years currently 4.3% (5.2% maximum)
Financing Institution:	Stockmen's Bank
Fund Type:	Special Revenue
Ability to prepay:	Outstanding debt may be paid off, in whole or in part, at any time without premium
Where does the money come from?	Tax increment revenues

Downtown – Debt Service Schedule

Fiscal Year	Principal	Interest	Principal	Interest	Fiscal Year Total	Balance
	December	December	June	June		
2011/2012	41,816	19,906	42,730	18,992	123,444	826,153
2012/2013	43,664	18,058	44,712	17,010	123,444	737,777
2013/2014	45,596	16,127	46,675	15,047	123,445	645,506
2014/2015	47,613	14,110	48,725	12,998	123,446	549,168
2015/2016	49,719	12,004	50,805	10,917	123,445	448,644
2016/2017	51,916	9,807	53,098	8,624	123,445	343,630
2017/2018	54,211	7,511	55,431	6,292	123,445	233,988
2018/2019	56,608	5,115	57,867	3,856	123,446	119,513
2019/2020	59,110	2,612	60,403	1,320	123,445	0

REDEVELOPMENT AGENCY - CENTRAL – LOAN 2009

In October of 2009, the City Council authorized a loan to the Redevelopment Agency for \$3,600,000, for 20 years at a fixed interest rate of 2.53%. The loan was made to fund various redevelopment projects in the Central District, some of these projects include the elimination of blighted and abandoned properties. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district. Payments, when made, shall be applied first to accrued interest to date of payment computed upon the outstanding unpaid balance, and the remainder applied to principal.

Original Principal Amount:	\$ 3,600,000
Amount paid off as of 7/1/12:	\$ 256,195
Principal Outstanding as of 7/1/12:	\$ 3,343,805
Principal Outstanding as of 7/1/14:	\$ 3,183,586
Issue Date:	November 1, 2009
Maturity Date:	November 10, 2040
Average Interest Rate:	2.53%
Fund Type:	Special Revenue
Where will the money come from?	Tax increment revenues

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Central Redevelopment – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				3,420,929
2011/2012	77,124	87,560	164,684	3,343,805
2012/2013	79,098	85,586	164,684	3,264,708
2013/2014	81,122	83,562	164,684	3,183,586
2014/2015	83,199	81,485	164,684	3,100,387
2015/2016	85,328	79,356	164,684	3,015,059
2016/2017	87,512	77,172	164,684	2,927,547
2017/2018	89,752	74,932	164,684	2,837,795
2018/2019	92,049	72,635	164,684	2,745,746
2019/2020	94,405	70,279	164,684	2,651,341
2020/2021	96,822	67,862	164,684	2,554,519
2021/2022	99,300	65,384	164,684	2,455,220
2022/2023	101,841	62,842	164,684	2,353,378
2023/2024	104,448	60,236	164,684	2,248,930
2024/2025	107,121	57,562	164,684	2,141,809
2025/2026	109,863	54,821	164,684	2,031,946
2026/2027	112,675	52,009	164,684	1,919,270
2027/2028	115,559	49,125	164,684	1,803,711
2028/2029	118,517	46,167	164,684	1,685,194
2029/2030	121,550	43,133	164,684	1,563,644
2030/2031	124,662	40,022	164,684	1,438,982
2031/2032	127,852	36,831	164,684	1,311,130
2032/2033	131,125	33,559	164,684	1,180,005
2033/2034	134,481	30,203	164,684	1,045,524
2034/2035	137,923	26,761	164,684	907,601
2035/2036	141,453	23,230	164,684	766,147
2036/2037	145,074	19,610	164,684	621,073
2037/2038	148,787	15,897	164,684	472,286
2038/2039	152,595	12,088	164,684	319,691
2039/2040	156,501	8,183	164,684	163,190
2040/2041	163,189	1,495	164,684	0

LOS RIOS/CASA BLANCA - BONDS

Assessment District 93-1 (AD 93-1) was formed in 1993 and is located on approximately 117 acres in the southeast section of the City, south of Highway 198, between Lovers Lane and Ben Maddox. The Assessment District was formed for the purpose of financing the public infrastructure and utility company improvements for the Los Rios and Casablanca subdivisions. 1915 Act Improvement bonds were sold to finance the needed public improvements to develop the area. Property owners within the district are responsible for paying an annual special assessment to repay the debt. The assessment calculation is based on the debt service payment plus administrative fees for the upcoming year which is then divided by square footage and assessed over the 117 acres. The annual assessment is then collected with the County property tax bill. As the lots were sold, the homeowner(s) is notified of the annual assessment and is given the option to prepay their portion of the outstanding balance from this debt issue.

In December 2001, the outstanding principal balance was refinanced over the same term in order to take advantage of lower interest rates. The refinance will save property owners in the assessment district an average of 10% each year through the remaining life of the assessment district.

The Los Rios / Casa Blanca debt was issued in an effort to assist the community with the development of the subdivision. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the subdivision who benefited from the infrastructure improvements.

Original Principal Amount:	\$ 1,545,000
Amount Refinanced:	\$ 637,000
Amount paid off as of 07/01/12:	\$ 288,000
Principal Outstanding as of 7/01/12:	\$ 349,000
Principal Outstanding as of 07/01/14:	\$ 279,000
Original Issue Date:	December 1993
Refinance Date:	December 2001
Maturity Date:	September 2019 (Fiscal Year 2019/20)
Interest Rate:	Fixed 5.65%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Outstanding bonds may be paid off, in whole or in part, on any interest date without premium.
Where does the money come from?	Property owners in the subdivision pay an annual special assessment with their property tax payment.

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Los Rios/Casa Blanca – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal September</u>	<u>Interest September</u>	<u>Interest March</u>	<u>Total</u>	<u>Balance</u>
2011/12	33,000	10,792	9,859	53,651	349,000
2012/13	33,000	9,859	8,927	51,786	316,000
2013/14	37,000	8,927	7,882	53,809	279,000
2014/15	40,000	7,882	6,752	54,634	239,000
2015/16	44,000	6,752	5,509	56,261	195,000
2016/17	47,000	5,509	4,181	56,690	148,000
2017/18	51,000	4,181	2,740	57,921	97,000
2018/19	49,000	2,740	1,356	53,096	48,000
2019/20	48,000	1,356		49,356	0

The principal and interest schedule may not match the official statement due to the early retirement of outstanding debt. Property owners paying the special assessment have the option of paying the debt annually through 2020 or paying their outstanding balance in full at any time.

A simplified example is: 100 homes owe \$5,000 each in infrastructure improvements (100 homes x \$5,000 = \$500,000). 20 homes elect to immediately pay their portion of the improvements (20 homes x \$5,000 = \$100,000). The \$100,000 is used to pay down the principal balance of \$500,000, so that the outstanding balance is \$400,000. The remaining homes will continue to pay an annual payment plus interest and administrative fees for the next 20 years. The prepayment from the 20 homes has caused a change in the original payment schedule but the balance owed for each of the 80 homes remaining stays the same.

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VILLAGE WEST - BONDS

The City issued a \$72,020 bond designated as the, "Limited Obligation Improvement Bonds, Village West Improvement Project, Series 2007" for the unpaid assessments levied upon the Village West Improvement Project special assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6% and mature on September 2, 2022 and were for the construction of street improvements in the Village West Subdivision.

The Village West debt was issued in an effort to assist the community with the improvements of the subdivision. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the subdivision who benefited from the infrastructure improvements.

Original Issue Date:	June 2007
Original Issue Amount:	\$ 72,020
Amount paid off as of 07/01/12:	\$ 19,069
Principal Outstanding as of 7/01/12:	\$ 52,951
Principal Outstanding as of 07/01/14:	\$ 43,496
Maturity Date:	September 2022 (Fiscal Year 2022/23)
Interest Rate:	Fixed 6.00%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Outstanding bonds may be paid off, in whole or in part, on any interest date without premium.
Where does the money come from?	Property owners in the subdivision pay an annual special assessment with their property tax payment.

Village West Debt Service Schedule

Fiscal Year	Principal	Interest	County Fee	Total	Balance
2011/2012	4,728	3,461	35	8,224	52,951
2012/2013	4,728	3,177	35	7,939	48,224
2013/2014	4,728	2,894	35	7,657	43,496
2014/2015	4,728	2,610	35	7,372	38,768
2015/2016	4,728	2,326	35	7,089	34,040
2016/2017	4,728	2,042	35	6,805	29,313
2017/2018	4,728	1,759	35	6,522	24,585
2018/2019	4,728	1,475	35	6,238	19,857
2019/2020	4,728	1,191	35	5,954	15,129
2020/2021	4,728	908	35	5,671	10,402
2021/2022	4,728	624	35	5,386	5,674
2022/2023	5,674	340	35	6,049	0

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GOLF COURSE - LOANS

In 1996, bonds were issued by the Visalia Public Finance Authority (a joint powers authority of the City of Visalia) for the Golf Course Improvement Project. The project consisted of the expansion of the existing golf course by adding nine holes, moving the driving range, upgrading and remodeling of the clubhouse, and expanding the pro shop and parking lot. Approximately 100 acres were acquired and annexed to accommodate the expansion.

The bonds were at a variable weekly rate with a provision for conversion to a fixed rate at the City's option. In September 1999, the bonds were 100% redeemed through a General Fund loan. The redemption occurred due to increases in weekly variable rates and associated fees that continued to escalate. The General Fund currently holds the loan at the City's monthly portfolio rate (average rate being earned on the City's investments) plus 1%.

Original Bond Principal Amount:	\$ 3,490,000
Amount Refinanced as of 11/1/99:	\$ 3,385,000
Principal Outstanding as of 7/1/12:	\$ 2,523,957
Anticipated Principal Outstanding on 7/1/14:	\$ 2,449,000
Scheduled Maturity:	Fiscal Year 2025
Average Interest Rate:	Variable City Portfolio Rate Plus 1%
Fund Type:	Enterprise
Where does the money come from:	Golf fee's

The Golf Course also has a CIP loan with an amount of \$1,425,481 to fund additional improvements. The General Fund currently holds the loan at the City's monthly portfolio rate (average rate being earned on the City's investments) plus 1%. A surcharge of \$5.00 per round is added to fund the payments on the loan.

Original Loan Principal Amount:	\$ 1,425,481
Principal Outstanding as of 7/1/12:	\$ 1,037,571
Anticipated Principal Outstanding on 7/1/14:	\$ 700,000
Scheduled Maturity:	Fiscal Year 2017
Average Interest Rate:	Variable City Portfolio Rate Plus 1%
Fund Type:	Enterprise
Where does the money come from:	Golf fee's

The Golf Course also has various equipment loans with the General Fund holding the loans at the City's monthly portfolio rate (average rate being earned on the City's investments) plus 1%.

Principal Outstanding as of 7/1/12:	\$ 76,565
Anticipated Principal Outstanding on 7/1/14:	\$ -0-
Scheduled Maturity:	Various
Average Interest Rate:	Variable City Portfolio Rate Plus 1%
Fund Type:	Enterprise
Where does the money come from:	Golf fee's

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GOLF COURSE - CAPITAL LEASE

2009 GOLF CART PURCHASE

Original Principal Amount:	\$ 253,050
Principal Outstanding as of 7/1/12:	\$ 62,313
Anticipated Principal Outstanding on 7/1/14:	\$ -0-
Period:	4 year / Annual Payment - \$5,809
Issue Date:	June 2009
Maturity Date:	May 2013
Interest Rate:	Fixed – 5.05%

POTENTIAL DEBT

The following describes potential debt which may be upcoming in the near-term for the City of Visalia. All potential debt is subject to City Council's adoption.

BUSINESS-LIKE DEBT

Wastewater Treatment – Revenue Bonds

In March 2008 the City received a draft Master Plan for the City's Wastewater Treatment facility. This included an estimate of more than \$60 million of required capital projects that are immediately necessary to maintain its permit to operate. Subsequent analysis expanded the proposed project to upgrade the Water Conservation Plant from secondary to tertiary treatment in order to facilitate water recycling at a total estimated cost of \$98.6 million. The City will explore issuing Revenue Bonds as well as funding through the Clean Water State Revolving Fund Program to finance the construction costs.

Note: in December 2008, the Wastewater fund made a final payment on a \$18.6 million Revenue Bond issued in 1992 and in December 2010, the Wastewater fund performed an early redemption of the Revenue Bonds issued in 2002 with a total bond prepayment of \$6,012,688.75.

Budget & Fiscal Policies

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Budget and Fiscal Policies

FINANCIAL PLAN PURPOSE

- A. **Two-Year Budget** - The City uses a two-year financial plan, emphasizing long-range planning and effective program management. The benefits identified from using a two-year plan are:
1. Reinforces the importance of long-range planning in managing the City's fiscal affairs,
 2. Concentrates on developing and budgeting for the accomplishment of significant objectives,
 3. Establishes realistic timeframes for achieving objectives,
 4. Creates a pro-active budget that provides for stable operations and assures the City's long-term fiscal health,
 5. Promotes more orderly spending patterns, and
 6. Reduces the amount of time and resources allocated to preparing annual budgets.
- B. **Measurable Objectives** - The two-year financial plan establishes measurable program objectives and allows reasonable time to accomplish those objectives.
- C. **Operating Carryover** - Operating program appropriations not spent during a fiscal year may be carried over for specific purposes into the following fiscal year with the approval of the City Manager or designee.
- D. **Goal Status Reports** - The status of major program objectives will be formally reported to the Council on an ongoing, periodic basis or more often, if appropriate, via the budget.
- E. **Mid-Year Budget Reviews** - The Council will formally review the City's fiscal condition, and amend appropriations if necessary, based on an analysis of the first six months of each fiscal year.
- F. **Balanced Budget** - The City will maintain a balanced budget over the two-year period of the financial plan.
1. Operating revenues must fully cover operating expenditures, including debt service and operating transfers, unless Council has a planned use of available fund balance.
 2. General Fund ending fund balance and enterprise funds ending working capital should be maintained at 25% of operating expenditures.
 3. Total expenditures can exceed operating revenues in a given year; however, in this situation, beginning fund balance can only be used to fund capital improvement plan projects, or other "one-time", non-recurring expenditures.

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FINANCIAL REPORTING AND BUDGET ADMINISTRATION

A. **Annual Reporting** - The City will prepare annual financial statements as follows:

1. In accordance with Charter requirements, the City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditor's opinion.
2. The City will use generally accepted accounting principles in preparing its annual financial statements, and will strive to meet the requirements of the Government Finance Officers Association's (GFOA) Award for Excellence in Financial Reporting program.
3. The City will issue audited financial statements within 210 days after the fiscal year-end.

B. **Budget Administration** - As set forth in the City Charter, the Council may amend or supplement the budget at any time after its adoption by majority vote of the Council members. The City Manager has the authority to make administrative adjustments to the budget as long as those changes will not exceed a fund's appropriation for that year.

1. The City will use guidelines established by the GFOA's recommended practices on budgeting in preparing its biennial budget. The City will strive to meet the requirements of the GFOA's Distinguished Budget Presentation Award.

GENERAL REVENUE MANAGEMENT

A. **Diversified and Stable Base** - The City will seek to maintain a diversified and stable revenue base to assist in its protection from short-term fluctuations in any one revenue source.

B. **Long-Range Focus** - To emphasize and facilitate long-range financial planning, the City will maintain a five-year financial plan, at least in the General Fund.

USER FEES (COST RECOVERY)

A. **Ongoing Review** - Fees will be reviewed and updated annually, and biennially when appropriate, to ensure that they keep pace with changes in increased costs as well as changes in methods of service delivery.

B. **User Fee Cost Recovery Levels** - In setting user fees and cost recovery levels, fees will equal the cost unless some public purpose can be identified.

C. **Program Subsidy** - The City will biennially review user fees and charges and report to the Council the amount of program subsidy, if any, that is being provided by the General or Enterprise Funds.

DEBT MANAGEMENT

A. Debt maturity should be no longer than the useful life of the underlying asset.

B. Debt should be only for capital assets and not operations.

C. May not exceed 15% of assessed value of the asset.

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APPROPRIATIONS LIMITATION

- A. The Council will annually adopt a resolution establishing the City's appropriation limit calculated in accordance with Article XIII-B of the Constitution of the State of California, Section 7900 of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriation limit.
- B. The supporting documentation used in calculating the City's appropriation limit and projected appropriations subject to the limit will be available for public and Council review prior to Council consideration of a resolution to adopt an appropriation limit. The Council will generally consider this resolution in connection with final approval of the budget.
- C. The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.

CAPITAL IMPROVEMENT PLAN (CIP)

- A. **CIP Projects - In excess of \$10,000.** Construction projects and equipment purchases which cost \$10,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays of less than \$10,000 will be included with the operating program budgets.
- B. **CIP Purpose** - The purpose of the CIP is to systematically plan, schedule, and finance capital projects and equipment purchases to ensure cost-effectiveness as well as conformance with established policies. This is a six-year plan. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets.
- C. **Project Manager** - Every CIP project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, request grant or other reimbursements, ensure that all regulations and laws are observed, and periodically report project status.
- D. **CIP Review Committee** - Headed by the Administrative Services Director or designee, this Committee will review project proposals, determine project phasing, recommend project managers, review and evaluate the draft CIP budget document, and report CIP project progress on an ongoing basis to the City Manager.
- E. **CIP Appropriation.** Unlike operating appropriations that lapse at the end of the fiscal year, CIP appropriations continue until the project is completed or specifically de-funded.

Investment Policy

Statement of Investment Policy

INTRODUCTION

The City of Visalia (The City) strives to maintain the level of investment of all funds as near 100% as possible through daily and projected cash flow determinations. Investments are made so maturities match or precede the cash needs of the City. The City will insure that principal invested is protected from loss while maintaining adequate cash availability and maximizing yield on invested funds.

The basic premise underlying the City's investment philosophy is to insure that money is always available when needed. A minimum amount of 6% of the adopted operating budget is maintained in immediately available investments, such as the State Treasurer's Local Agency Investment Fund or other cash equivalents. This may include commercial paper, banker's acceptances, or new repurchase agreements.

The City's portfolio will be limited to an average life of three years or less. When the market warrants purchase of longer maturities to capture a higher rate of return, purchases will be limited to United States Treasury Notes and Bonds, Federal Agencies, Medium Term Notes, and Mortgage Backed Securities.

The City will attempt to ladder the portfolio with staggered maturities so that a portion of the portfolio will mature each year. In addition, the economy and various markets are monitored carefully to assess the probable course of interest rates. In a market with low or increasing interest rates, the City will attempt to invest in securities with shorter maturities. This makes funds available for other investments when the interest rates are higher. When interest rates appear to be near a relative high rate, the City will attempt to purchase investments with medium to long-term maturities to lock in the higher rate of return. When interest rates are falling, the City will invest in securities with longer maturities to hold the higher rate for a longer period of time.

City will also take advantage of any new investment instrument that becomes eligible for municipal investment only after a detailed review of the investment, and its safety, liquidity and yield are completed.

1.0 Policy

It is the policy of the City to invest public funds in a manner which will provide the greatest security with the maximum investment return while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds.

2.0 Scope

It is intended that this Investment Policy cover all funds and investment activities under the direct authority of the City organization.

3.0 Prudence

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As a charter city, the City operates its pooled cash investments under the prudent investor rule. Investments shall be made with the judgment and care, under the circumstances then prevailing which investors of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. This affords the City a broad spectrum of investment opportunities as long as the investment is deemed prudent and is allowable under current legislation of the State of California, the charter of the City, and this investment policy. Investments will be made in a range of instruments to insure diversification of the City's portfolio and liquidity of assets in an emergency situation.

3.1 The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Future State of California legislative actions affecting this investment policy (adding further restrictions to the type and length of investments) shall not apply to those investments held prior to the enactment of said legislation unless specifically identified in the legislative action.

4.0 Objective

The primary objectives, in priority order, of the City of Visalia's investment activities shall be:

4.1 **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- a. Credit Risk, which is the risk of loss due to the failure of the security issuer or backer, will be minimized by:
 - Limiting investments to the types of securities listed in Section 8.0 of this Investment Policy
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 7.0
 - Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
- b. Interest Rate Risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity
 - Investing funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy as outlined in Section 13.0.

4.2 **Liquidity:** The City's investment portfolio will remain sufficiently liquid to enable the City to

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meet all operating requirements which might be reasonably anticipated.

4.3 Return on Investments: The City's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

5.0 Delegation of Authority:

Authority to manage the City's investment program is derived from the City's Charter. On November 21, 1983 Council delegated responsibility (Resolution 83-96) for the investment program is to the Finance Director (Treasurer), who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to: safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. Annually, Council will review and adopt by resolution the updated Investment Policy, in which Council will delegate responsibility for the investment program to the Treasurer.

6.0 Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Treasurer any material interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

7.0 Authorized Financial Dealers and Institutions:

The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of California. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by State laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer with the following:

- Audited Financial Statements
- Proof of National Association of Security Dealers certification

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- Completed broker/dealer questionnaire
- Certification of having read this investment policy
- Compliance with City of Visalia insurance requirements for professional services agreements for general, professional and automotive liability.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Treasurer. In addition, a current audited financial statement is required to be on file for each financial institution and broker/dealer in which the City conducts investment transactions.

The City shall also be open to contracting investment management services for a portion of the portfolio. That portion shall be limited to longer term investments of two years or longer. Any investment management firm contracted shall meet criteria established by the Treasurer. All investments made under contract will be purchased in the City's name and in accordance with the guidelines established by the City's investment policy.

8.0 Authorized and Suitable Investments

The City is empowered by statute to invest in the following types of securities:

A. Securities of the U.S. Government

Securities of the U.S. Government include U.S. Treasury bills, notes and bonds.

U.S. Treasury Bills - are issued by the U.S. Treasury and are available in maturities out to one year. They are non-interest bearing and sold on a discount basis. The face amount is paid at maturity.

Treasury Notes - are issued by the U.S. Treasury with maturities from two to ten years. They are issued in coupon form and many issues are also available in registered form. Interest is payable at six month intervals until maturity.

Treasury Bonds - are issued by the U.S. Treasury with maturities of ten years to thirty years. The City may purchase the interest and/or principal of a U.S. Treasury Bond. A principal only instrument is commonly called a "stripped" or "zero" coupon. Stripped coupons are sold at a discount basis. The face amount is paid at maturity.

B. Securities of U.S. Government Agencies

The capital of U.S. government agencies was initially financed by the United States Treasury. As the agencies have grown and operated profitably over the years, the Treasury's investment has been replaced in a large measure by private capital. At the present time, obligations of only a few agencies are backed by the full faith and credit of the U.S. Government. The obligations of all the federal agencies described in the following sections are not guaranteed by the U.S. Government with the exception of Government National Mortgage Association, but are considered to be investments of the highest quality.

Federal National Mortgage Association - (Fannie Mae) Is a quasi- public corporation created by an act of Congress to assist the home mortgage market by purchasing mortgages insured by the Federal Housing Administration and the Farmers Home Administration, as well as those guaranteed by the Veterans Administration. FNMA issues Notes and Bonds. Notes are issued with maturities of less than one year with interest paid at maturity. Bonds are issued for 15 and

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30 year maturities with interest paid semi-annually. Interest is computed on a 30/360 day basis. There is a strong secondary market in these securities. A secondary market means these instruments are actively traded; they are bought and sold daily.

Government National Mortgage Association - (Ginnie Mae) is a wholly owned corporate instrumentality of the United States within the Department of Housing and Urban Development. A certificate collateralized by FHA/VA residential mortgages represents a share in a pool of FHA or VA mortgages. Ginnie Mae's are registered securities. Principal and interest are paid monthly and sent directly from the issuer of the pool, usually a mortgage banker, to the City. Original maturities range from 12 to 30 years with a 7 to 12 year assumed average life. (Assumed average life is due to prepayments of mortgages).

Federal Home Loan Banks - provide credit to member lending institutions such as savings and loan associations, cooperative banks, insurance companies and savings banks. The agency offers bonds in the public market with maturities of one year to ten years. These bonds are usually offered on a quarterly basis depending on the current demands of the housing industry. Interest is paid semi-annually on a 30/360 day basis.

Federal Farm Credit Banks - are debt instruments issued to meet the financial needs of farmers and the national agricultural industry. Discount notes are issued monthly with 6 and 9 month maturities. Discount notes pay interest at maturity. Longer term debentures (2-5 years) are also issued. Debentures pay interest semi-annually on a 30/360 day basis. These issues enjoy an established secondary market.

Small Business Administration Loans - (SBA) The Small Business Administration is an independent agency of the United States government which furnishes financial and management assistance to small businesses. The SBA guarantees the principal portion of the loans it approves. The City purchases the guaranteed portion of these loans. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate which is usually tied to the prime rate. Principal and interest are paid monthly on a 30/360 day basis.

Federal Home Loan Mortgage Corporation - (Freddie Macs) A publicly held government-sponsored enterprise created on July 24, 1970 pursuant to the Federal Home Loan Mortgage Corporation Act, Title III of the Emergency Home Finance Act of 1970, as amended. Freddie Mac's statutory mission is to provide stability in the secondary market for home mortgages, to respond appropriately to the private capital market and to provide ongoing assistance to the secondary market for home mortgages by increasing the liquidity of mortgage investments and improving the distribution of investment capital available for home mortgage financing. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate.

Other U.S. government securities available to the City for investment purposes include: Student Loan Marketing Association (SLMA or Sallie Mae), Aid for International Development (AID), and debentures of Tennessee Valley Authority (TVA). However, these instruments are not offered on a regular basis and do not offer the same liquidity as the before mentioned instruments.

C. Time Deposits and Certificates of Deposit

Time Deposits are placed with commercial banks, savings association, or state or federal credit unions. A time deposit is a receipt for funds deposited in a financial institution for a specified period of time at a specified rate of interest. Generally, the time is 3 months to 2 years.

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Denominations can be any agreed upon amount and interest is normally calculated using actual number of days on a 360-day year and paid monthly. Deposits of \$100,000 (commonly referred to as Jumbo C.D.'s) per institution are insured by the Federal Deposit Insurance Corporation (FDIC) and Certificates of Deposit can be supported by either 110% U.S. Government agency notes or 150% mortgages currently held by the bank or savings and loan. An institution must meet the following criteria to be considered by the City:

- The institution must maintain a net worth to asset ratio of at least 3% and a positive earnings record.
- The institution must make available a current FDIC call report or FHLB report. A call report presents the solvency of the institution to the agency with oversight responsibility of that institution.

D. Negotiable Certificates of Deposit

Negotiable Certificates of Deposit are a form of Certificate of Deposit which have been an important money market instrument since 1961 when commercial banks began issuing them and a secondary market developed to provide liquidity. Since these certificates of deposit can be traded in the secondary market, they are negotiable instruments, hence their name negotiable certificate of deposit. They are supported only by the strength of the institution from which they are purchased. Interest is paid semi-annually computed on a 30/360 day basis. Maturities range from 3 months to 2 years. Negotiable Certificates of Deposit are generally issued in blocks of \$1 million, \$5 million, \$10 million, etc.

The City will restrict its investments in Negotiable Certificates of Deposit to the 100 largest United States banks according to asset size. The profitability of the financial institution as well as its financial stability is also taken into account prior to placing the investment.

E. Banker's Acceptance Notes

A banker's acceptance (B.A.) is a unique credit instrument used to finance both domestic and international transactions. As a money market instrument, it is an attractive short-term investment. When a bank "accepts" such a time draft, it becomes, in effect, a predated certified check payable to the bearer at some future, specified date. Little risk is involved because the commercial bank assumes primary liability once the draft is accepted. Banker's acceptances are frequently in odd amounts. Maturities normally range from 30 up to 180 days. Banker's acceptances are sold at a discount. This means the face amount is received at maturity. The City will purchase Banker's acceptances from only the 100 largest United States banks according to asset size. The profitability of the financial institution as well as its financial stability is also taken into account prior to placing the investment.

F. Commercial Paper

Commercial paper is the trade name applied to unsecured promissory notes issued by finance and industrial companies to raise funds on a short term basis. Commercial paper can be purchased on an interest bearing or discount basis. Interest bearing instruments pay interest semi-annually. Discounted instruments pay interest at maturity. The City will invest in commercial paper only if the paper attains the highest ranking or attains the highest letter and number rating as provided for by a nationally recognized statistical-rating organization (NRSRO). Maturities range from 30 to 180 days with interest computed on a 30/360 day basis.

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G. Medium Term Notes

In recent years, this financing mechanism has grown, providing capital to the private sector, and diminishing the Negotiable Certificate of Deposit market. The trend towards medium term notes is related to buyer and seller flexibility and convenience. The notes are issued on any given date and maturing on a negotiated date. They generally range from 2 to 5 years in maturity. This market provides an excellent alternative to Negotiable C.D.'s. The City will only purchase Medium Term Notes with credit ratings of A or better by a nationally recognized rating agency; and with maturities of 5 years or less. Their interest is calculated on a 30/360 day basis like Agency bonds. Interest is paid semi-annually.

H. Local Agency Investment Fund demand deposit

The Local Agency Investment Fund (LAIF) was established by the State to enable treasurers to place funds in a pool for investment. The LAIF has been particularly beneficial to those jurisdictions with small portfolios. Each agency is limited to an investment of \$40.0 million per account. The City uses this fund for short term liquidity, investment, and yield when rates are declining. Funds are available on demand and interest is paid quarterly. Presently, the City maintains three LAIF accounts.

I. Repurchase Agreement

Closely associated with the functioning of the Federal funds market is the negotiation of repurchase agreements or repo's. Banks may buy temporarily idle funds from a customer by selling U.S. Government or other securities with the contractual agreement to repurchase the same security on a future date determined by negotiation. For the use of funds, the customer receives an interest payment from the bank; the interest rate reflects both the prevailing demand for Federal funds and the maturity of the repo. Repurchase Agreements are usually executed for \$100,000 or more. The City will require physical delivery of the securities backing the repo to its safekeeping agent. The institution from which the City purchases a repo must transfer on an ongoing basis sufficient securities to compensate for changing market conditions and to insure that the market value of securities is valued at 102 percent or greater of the funds borrowed against those securities. Generally, maturities range from 1 to 90 days with interest paid at maturity, and may not exceed one year. A Master Repurchase Agreement is required.

J. Reverse Repurchase Agreements

Reverse Repurchase Agreements, on the other hand simply reverses the above process of purchasing repurchase agreements. The City, in effect, sells a particular security to a firm for a stated period of time, not to exceed 92 days. Interest is paid at maturity. The City pays the firm interest on the cash it receives while receiving the interest on original security. The City will in turn purchase a short term security at a higher rate of interest. Reverse repurchase agreements may also be used to alleviate a temporary cash shortage. The City of Visalia will never utilize the reverse repurchase agreement in order to meet its cash needs. Reinvestment of reverse repurchases will be in securities of shorter or equal maturities to a reverse repurchase agreement. Reverse repurchase agreements cannot exceed 20% of the investment portfolio.

K. Money Market Mutual Funds

Money Market Mutual Funds are shares issued by diversified management companies who

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invest in the securities and obligations as authorized by subdivisions (a) to (j), inclusive, or subdivisions (m) or (n) of Government Code Section 53630 and comply with the investment restrictions of Article 2 (commencing with Section 53630 of the California Government Code). To be eligible for investment pursuant to this subdivision, these companies shall either: (1) attain the highest ranking or the highest letter and numerical rating provided by not less than two nationally recognized rating services, or (2) have an investment adviser registered with the Securities and Exchange Commission with not less than five year's experience investing in the securities and obligations as authorized by subdivisions (a) to (j), inclusive, or subdivisions (m) or (n) of Government Code section 53630, and with assets under management in excess of five hundred million dollars (\$500,000,000). The purchase price of shares purchased pursuant to this subdivision shall not include any commission that these companies may charge and shall not exceed 20 percent of the investment portfolio.

9.0 Other Investment Pools:

A thorough investigation of investment pools, as authorized by statute, shall be conducted prior to the City's investment. The City uses the Local Agency Investment Fund (LAIF) that was established by the State to enable treasurers to place funds in a pool for investments. Any pool shall provide the following:

- A description of eligible investment securities, and a written statement of investment policy and objectives (i.e. are reserves, retained earnings, etc. utilized by the pool and is the pool eligible for bond proceeds and/or will it accept such proceeds)
- A description of interest calculations and distribution methods, and how gains and losses are treated
- A description of how the securities are safeguarded (including the settlement processes), and how often securities are priced and the program audited
- A description of who may invest in the program
- A description of how deposits and withdrawals will be made, how often they are allowed and any minimum or maximum limitations
- A reporting schedule for receiving statements and portfolio activity
- A fee schedule and method of assessment

10.0 Collateralization:

Collateralization will be required on two types of investments: certificates of deposit and repurchase (and reverse) agreements. Deposits of \$100,000 (commonly referred to as Jumbo C.D.'s) per institution are insured by the FDIC and Certificates of Deposit can be supported by either 110% U.S. Government agency notes or 150% mortgages currently held by the bank or savings and loan.

11.0 Safekeeping and Custody:

Securities purchased with invested funds that are in a negotiable, bearer, registered, or nonregistered format, shall require delivery of all the securities to the City, including those purchased for the City by financial advisors, consultants, or managers using the City's funds, by book entry, physical delivery, or by third party custodial agreement. The transfer of securities to

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the counterparty bank's customer book entry account may be used for book-entry delivery.

To insure the safety and internal accounting controls necessary to establish a stable and accurate investment system, the City uses an investment confirmation document. This document is prepared by Treasury and approved by accounting personnel. Copies are also distributed to the City accounting department, Treasury investment file, and the institutions with which the order to transfer funds was placed (safekeeping). This transaction control document, or "Confirmation" form, contains information regarding the type of investment; amount invested; interest rate; purchase and maturity dates; and any delivery instructions. This confirmation is matched to the Broker's Confirmation and held in the Treasury's file until the security is sold or matures.

12.0 Diversification:

The City operates its investment pool with many State and self-imposed constraints. It does not buy stocks and it does not speculate. Currently Government Code Section 53600 (et seq) restricts the City portfolio to:

- | | |
|---|-----------------------------------|
| o 30% in Negotiable Certificates of Deposit | o 40% in Bankers Acceptance Notes |
| o 25% in Commercial Paper | o 30% in Medium Term Notes |
| o 20% in Money Market Mutual Funds | o 20% in Repurchase Agreements |

These restrictions primarily apply to short-term investments and are interpreted to apply at the time of investment. If, as the portfolio mix changes over time, a particular segment exceeds these restrictions the prudent investor rule shall apply.

The City will be selective in purchasing long-term negotiable certificates of deposit and medium term notes, placing such an investment only with a large stable institution.

13.0 Maximum Maturities

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. The City will operate a portfolio with an average life of three years or less. This is to insure liquidity and the ability to move with changing markets and interest rates.

No investments shall be made in investments with maturities greater than five (5) years without specific Council approval not less than ninety days prior to the investment. Exception: Mortgage Backed Securities, such as Federal National Mortgage Association (Fannie Mae) and Government National Mortgage Association (Ginnie Mae) which have maturities greater than five (5) years, and not to exceed 30 years may be purchased. While the final maturity on these investments is greater than five (5) years, the return of principal and interest is received on a monthly basis (as mortgages are being paid, refinanced, and pre-paid), therefore minimizing the investment risk. At no point, will investments with maturities greater than five (5) years exceed 20% of the portfolio value.

14.0 Internal Control

The Treasurer shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

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15.0 Performance Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

15.1 Market Yield (Benchmark): The City's investment strategy is passive. Passive investment portfolio management generally indicates that the Treasurer will purchase an instrument and hold it through maturity, and then reinvest the monies. Although the City's investment strategy is passive, this will not restrict the Treasurer from evaluating when swaps are appropriate or if the sale of an instrument is prudent prior to final maturity. Given this strategy, a series of appropriate benchmarks shall be established against which portfolio performance shall be compared on a regular basis. The benchmarks shall be reflective of the actual securities being purchased and risks undertaken and the benchmarks shall have a similar weighted average maturity as the portfolio.

16.0 Reporting

Quarterly, the Treasurer will issue a report for Council's review of the City's current investment portfolio, detailing securities purchase and maturity date, face and market value, credit quality, and any reverse activities.

Periodically, the long-term investments will be reviewed in order to determine if it is advantageous to sell those securities and purchase others. The review will consider current market conditions and various spread relationships among security types. Additionally, a statement will be issued indicating the findings of the analysis. The monitoring of the conditions set forth in this policy statement is the responsibility of the Treasurer.

17.0 Investment Policy Adoption

The City's investment policy shall be adopted by resolution. The policy shall be reviewed annually by the City Council and any modifications made thereto must be approved by them.

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Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
U.S. Treasury Bills	91 day and 182 day Bills auctioned each Monday for settlement on Thursday. 52 week bills auctioned every fourth Thursday for settlement on the following Thursday.	Issued at a discount from par. Paid at maturity. Discount is based on the actual number of days on a 360 day basis. Paid at maturity.	Yes
U.S. Treasury Notes	2 to 10 years.	Paid semi-annual based on the actual days in the month and half-year.	Yes
U.S. Treasury Bonds	10 to 30 years.	Paid semi-annual based on the actual days in the month and half-year.	Yes
Strips or Zeros	10 to 30 years.	Issued at a discount from par. Paid at maturity on a 30/360 day basis.	Yes
FNMA(Federal National Mortgage Association)	Discount notes are issued with maturities less than one year. 15 year and 30 year mortgage-backed securities with a 7 and 15 year assumed average life.	Issued at a discount from par. Paid at maturity on a 30/360 day basis. Principal and interest paid semi-annually on a 30/360 day basis.	No No
GNMA(Gov't National Mortgage Association)	Various maturities from 12 to 30 years with an assumed average life of 7 to 12 years.	Principal and interest paid monthly on a 30/360 day basis.	Yes
FHLB(Fed Home Loan Bank)	Bonds of maturities from 1 to 10 years.	Paid semi-annually on 30/360 day basis.	No

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Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
FFCB(Fed Farm Credit Bank)	6 and 9 month offered monthly.	Paid at maturity on a 30/360 day basis.	No
	Debentures are issued with 2 to 5 years maturities.	Paid semi-annually on a 30/360 day basis.	No
SBA(Small Bus. Administration)	Loans to Small Businesses. The principal portion of the loan is guaranteed by the SBA. 1 to 30 years.	Principal and interest paid monthly. On a 30/360 day basis. Can be a fixed or variable rate which is usually tied to prime rate.	No
FHLMC(Fed. Home Loan Mortgage Corporation)	30 year final with 12 year assumed average life.	Principal and interest paid monthly on a 30/360 day basis.	No
CD(Certificate of Deposit)	3 months to 5 years.	Paid monthly on a actual/360 day basis.	No
NCD(Negotiable Certificates of Deposit)	3 months to 2 years. Some issues have quarterly floating rates.	Paid semi-annually. Floaters pay quarterly.	No
BA Notes(Banker's Acceptance Notes)	30 to 180 days.	Issued at a discount from par. Paid at maturity.	No
Commercial Paper	Unsecured promissory note issued by finance and industrial companies to raise short term capital. Generally 30 to 180 days.	Can be interest bearing or a discounted note. If interest bearing, paid semi-annually. If discounted, paid at maturity.	No
MTN(Medium Term Notes)	2 to 5 years. Extended maturity commercial paper.	Paid semi-annually on a 30/360 day basis.	No
LAIF(Local Agency Investment Fund) State Pool	Funds are available on demand. Investments are restricted by Gov't. Code, same as the City's.	Paid quarterly.	No

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Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
Repurchase Agreements	Negotiated. A short term investment transaction with a contractual agreement to repurchase the same securities at a future date. In essence, the City loans the Bank money for a specified time collateralized by marketable securities. Terms are from 1 to 90 days.	Paid at maturity.	No
Reverse Repurchase Agreements	Negotiated. This transaction is the mirror image of the repurchase agreement. Instead of the City loaning the Bank money, the Bank loans the City funds. The City then "repurchases" securities with matched maturities to the end of the contract. Terms are from 1 to 90 days.	Paid at maturity.	No
Money Market Mutual Funds	Funds are available on demand. Shares issued by a diversified management company.	Paid Monthly	No
Other Investment Pools	Funds are available on demand.	Paid quarterly	No

Budget Process

**City of Visalia
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BUDGET PREPARATION

The City of Visalia has three major areas that encompass the budget process:

1. Operating Budget
2. Capital Improvement Program (CIP)
3. Narratives (Accomplishments/Goals/Performance Measurements)

The official budget process began on January 2010 with a memorandum from the Administrative Services Director that outlined the strategy for completing the three major areas of the budget and adopting the budget by June 30th.

Budget Process Responsibilities. Table I, Budget Process Responsibilities, identifies the budget process responsibilities for Finance and the Departments.

Table 1
Budget Process

Budget Kick-off. To provide further guidance and to answer any questions, Finance held a *Budget Kick-off Meeting on **December 7, 2011 from 3:00 to 5:00 PM** in the Council Chambers.*

The agenda for this meeting is as follows:

- I. Operating Budget
 - Overview of process
 - Overview of instructions
 - Support available
- II. Capital Improvements Program (CIP) Budget
 - Overview of process
- III. Narratives

OPERATING BUDGET INSTRUCTIONS

The largest sections of the budget document are the departmental operating budget pages. The following is a description of the Operating Budget process:

Budget Calendar

- | | |
|--------|--|
| Dec 7 | Budget Kick-Off Meeting, Council Chambers. |
| Jan 27 | Finance e-mails budget numbers |
| Jan 27 | Departmental budget items due: |

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- Department Descriptions
- Narratives
- Mission Statement
- Performance Measures

Feb 24 Departmental budget items due:

- Departmental revenues
- Salaries and benefits for PT & hourly employees
- Over-time cost
- New operations and maintenance costs
- Minor capital outlay requests
- New employee requests

March 2 Departmental review with Finance

April 2 Departmental review with the City Manager

May 11 Draft budget to City Manager, Department Heads

May 21 Presentation of budget to Council

June 4 First Public Hearing

June 18 Second Public Hearing and adoption

Capital Improvement Program (CIP) Budget Instructions

All General Fund CIP projects were ranked using the following criteria:

- Implementation of a Council priority
- Support of City of Visalia General Plan
- Resolution of a health and safety concern
- Results in a savings of money or avoids additional costs
- Promotion of efficient operations

The scale to be applied to ranking General Fund CIP projects is:

<u>Level 1 Ranking</u>	<u>Definition</u>
1	Items of highest importance
2	Useful, but of lower priority
3	Would provide improvements, but can wait

The following sub-rankings can be applied to each project:

<u>Level 2 Ranking</u>	<u>Definition</u>
A	Health and safety or urgent need
B	Highly desirable and useful

<u>Level 3 Ranking</u>	<u>Definition</u>
+ / -	Moves higher level rankings higher or lower

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Upon completion of initial rankings by Finance, CIP review committee members will meet to discuss and agree on any proposed changes to the assigned rankings. Projects beyond fiscal years 12/13 and 13/14 will not be ranked as Council will only be approving appropriations for these years.

The CIP committee will be comprised of one City staff member from each department submitting a General Fund CIP request or having existing General Fund CIP funding.

NARRATIVE INSTRUCTIONS

Performance Measures. The City's current two year budget (fiscal years 2010-11 & 2011-12) include departmental performance measures. We will include performance measures with the upcoming two year budget. Performance measures should be indicators which reveal the effectiveness, efficiency or workload. For consistency in measurement from year to year, the same measures should be used and updated for the most recent time periods. For example, the upcoming two year budget performance measures should include actuals for fiscal year 2009-10 and 2010-11, projections for 2011-12, and estimates for both 2012-13 and 2013-14.

Accomplishments and Objectives. When presenting information about accomplishments and objectives, it is particularly important to highlight information which supports the City Council's goals. At their last Council retreat, the Council specifically called out the following goals listed below. Council will be having its annual strategic planning retreat in February of 2012 and the list below will be updated based upon the outcomes of that planning retreat.

- Develop a plan for greater community input into the General Plan update process.
- Present a balanced budget 2 ways : one using GF Reserves and one not using GF reserves
- Better educate the General Plan Update Review Committee and the community regarding the importance of sales tax in paying for budgeted city services
- Better educate the community regarding water issues affecting the City and its surrounding area
- Recommendations to increase economic activity
- Continue multi-agency coordinated effort to suppress gang activity
- Identify a "signature event"
- Identify infrastructure improvements needed in Downtown and Mooney Blvd. areas

Further, for the objectives to be meaningful, they need to be something that can follow the SMART rubric for evaluation: Specific, Measurable, Appropriate, Reasonable and Time-bound. Consider dividing objectives in to service level objectives and annual, finite project goals.

The due date for the Accomplishments and Objectives is January 27th. Departments may need to make changes to this document and resubmit after Council's retreat.

BUDGET REVIEW

The Finance department compiled all the budget information and assisted each department in completing the goals, objectives and performance measurements. The Administrative Services Director met with each Department Head to review budget requests. Revisions were made as necessary and a meeting was held with the City Manager to go over final details of the budget.

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BUDGET ADOPTION

Two public hearings are required prior to the adoption of the budget. The first public hearing was held June 4th and the second on June 18th. The City Council adopted a resolution to adopt the 2012-13 & 2013-14 budget on June 18th. Once approved, the budget becomes the basis for operations and capital expenditures during the fiscal year.

BUDGET AMENDMENTS

In accordance with Charter requirements, after adoption, the City Council may amend or supplement the budget by motion. Amendments to appropriations can occur throughout the year or during Mid-Year or Mid-Cycle Budget Reviews.

Glossary of Terms

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GLOSSARY

Activity - A specific and distinguishable service performed by one or more organizational components of a government to accomplish a desirable government function (e.g., fire activities are within the public safety function)

Accounting System - The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Agency Fund - A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

Annual Budget - A budget applicable to a single fiscal year.

Annual Financial Report - A financial report applicable to a single fiscal year.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Authority - A government or public agency created to perform a single function or a restricted group of related activities.

Bond Covenant - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Budget - A plan of proposed capital outlays and the means of financing them.

Capitalized Expenditures - Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Cost Accounting - The method of accounting that provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Certificates of Participation (COPS) – COPS are long-term financing instruments issued to fund the acquisition of equipment or the acquisition, construction or rehabilitation of real property. They are usually structured as a lease arrangement, with payments made from the General Fund.

Contributed Capital – Contributed capital is created when transfers of equity or assets are received by a proprietary fund. This can be a transfer of cash, fixed assets or as a grant proceeds.

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Debt Financing - Borrowing funds as needed and pledging future revenues to make (finance) current expenditures or capital projects.

Debt Service Fund - A fund to account for debt service payments, as well as any accumulation of resources in anticipation of future principle and interest requirements.

Deficit - The result of an excess of expenditures over resources.

Deficit Bonds - Approved by voters in March of 2004, proceeds from the bonds were used to cover the shortfall in the state's budget for fiscal year 2003-04. Bond payments came via the "triple flip", whereby the state reallocated .25% of cities sales tax proceeds with property tax.

Designation of Fund Balance - The designation indicates that a portion of fund equity is not available for appropriation based on Council's plan for future uses.

Employee Services - Salaries plus fringe benefits earned by employees of the organization for work performed.

Encumbrances - Commitments to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund - A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Entitlement - The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

Equity – The difference between assets and liabilities of a fund.

Financial Resources – Cash and other assets that, in the normal course of operations, will become cash.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets – Long-lived tangible assets such as buildings, equipment, improvements and vehicles.

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Balance – Reserved – Used to indicate that a portion of fund balance has been restricted for a specific purpose.

Full-Time Equivalent (FTE) - The amount of time, 2,080 hours per year, worked by a full-time employee.

General Fund - The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting.

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Grants - Contributions or gifts of cash or other assets from another government entity to be used for a specific purpose.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Letter of Credit - A financial institutions written guarantee of a customer's drafts, up to a specified amount, for a certain period of time.

Materials & Services - Expenses which are charged directly as a part of the cost of a service.

Measure T – A measure approved by the citizens of Visalia in March 2004. The measure increases the sales tax rate by .25% beginning in July 2004. Proceeds from the increased tax rate are restricted for public safety services.

Net Income (Loss) - Proprietary fund excess (deficit) of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses and operating transfers out.

Non-Operating Expenses - Proprietary fund expenses not directly related to the fund's primary activities (e.g., interest expense).

Non-Operating Revenues - Proprietary fund revenues incidental to, or byproducts of, the fund's primary activities. (e.g., interest expense).

Operating Budget - Plans of current expenditures and the proposed means of financing them.

Operating Expenses - Proprietary fund expenses related directly to the fund's primary activities.

Operating Income - The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues - Proprietary fund revenues directly related to the fund's primary activities. They consist primarily of user charges for goods and services.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Purpose - A general statement explaining the reason a particular program or division exists.

Property Tax Swap – The state's swap of reduced Vehicle License Fees (VLF) with property tax. The swap permanently reduced the VLF fee, which cities receive, from 2% of the value of the vehicle to .65%. The reduction in the VLF is backfilled by the state with property taxes.

Proprietary Fund - The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private section (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds.

Reimbursements – Repayments of amounts remitted on behalf of another fund.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Reserved Fund Balance - Those portions of the difference between fund assets and fund liabilities of governmental and similar trust funds that cannot be appropriated for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfers – Nonrecurring or nonroutine transfers of equity between funds.

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Retained Earnings - An equity account reflecting the accumulated earning of an enterprise or internal service fund.

Revenue Bonds - Cities, counties and special districts can pledge the restricted revenues of an enterprise system or other special fund to repay bonds or COPs. The most common uses of revenue financing are for water, power, transportation, sewer, and sanitation.

Revenues - 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. 2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers-in are classified separately from revenues.

Risk Management - All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Self-Insurance - A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses. Because no insurance is involved, the term self-insurance is a misnomer.

Service Level Measure - A statement describing an activity conducted or performed by the program/division. A program will usually have many Service Level Measures. Service Level Measures provide quantifiable and qualifiable information as to the level of service to be provided in relation to the level of funding indicated in the budget.

Service Reimbursements - Transactions that constitute reimbursements to a department/division for expenditures or expenses initially made from it but that properly apply to another department/division.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Specific Program Objectives - An "action" statement indicating the new or special activities proposed for a program.

Subventions - Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City come from the State of California and include motor vehicle in-lieu, and gasoline taxes.

Taxes – Compulsory charges levied by a government to finance services performed for the common benefit.

Tax Revenue Anticipation Notes (TRANS) – TRANS are short-term debt instruments that provide public entities with a means to ease cash shortfalls caused by the cyclical nature of property tax receipts.

Triple flip – The state's reallocation of .25% of the City's 1% sales tax portion to fund the state's deficit bonds approved by voters in the March 2004 elections. The City will receive an equal portion of property tax revenue based on sales tax receipts from the Education Revenue Augmentation Fund (ERAF) which funds schools. The schools are fully compensated for the lost ERAF from the state's general fund.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Variable Rate Debt – An interest rate on a debt issue which changes at intervals according to an index or a formula or other standard of measurement as stated in the bond contract.

Reserves

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**Schedule of Fund Balance - General Fund
Fiscal Years Ending June 30, 2011, 12, 13 & 14
(\$ In Thousands)**

	<u>2010-11</u> <u>Actual</u>	<u>2011-12</u> <u>Projected</u>	<u>2012-13</u> <u>Projected</u>	<u>2013-14</u> <u>Projected</u>
Nonspendable Fund Balance:				
PERS Prepayment	1,600	1,200	800	400
Prepaid Expenditures	293	250	250	250
Supplies	23	25	25	25
Nonspendable Fund Balance Total	1,916	1,475	1,075	675
Restricted Fund Balance:	-	-	-	-
Committed Fund Balance:				
Civic Center Facilities	8,910	9,000	9,090	9,181
Miscellaneous Capital Projects	1,405	1,500	1,500	1,500
Sports Park	2,060	2,100	2,121	2,142
General Plan Update	514	235	-	-
Southeast Master Plan	-	-	-	-
Brownfield Study	304	238	-	-
Plaza Park Irrigation	-	-	-	-
Time and Attendance System	-	-	-	-
East Visalia Revitization	-	-	-	-
West Downtown Area Master Plan	-	-	-	-
Lovers Lane Interchange	-	-	-	-
Recreation Park Stadium	272	267	270	273
Transportation Projects	1,197	1,125	1,000	1,000
Industrial Park	-	-	-	-
SPCA	690	518	-	-
West 198 Open Space Acquisition	-	-	-	-
City Light Retrofit	461	201	-	-
HVAC Systems Replacement	222	-	-	-
Energy Audit Study	124	-	-	-
Agenda Management System	100	25	-	-
CVC Particular Filters	-	195	-	-
Historic Preservation	5	5	5	5
Committed Fund Balance Total	16,264	15,409	13,986	14,101
Assigned Fund Balance:				
Advance - Public Safety Impact Fee	2,471	2,326	2,176	2,026
Advance - Public Facility Impact Fee	293	290	290	290
Advance - Softball Development	10	10	10	10
Advance - Measure R - Regional	1,642	400	400	400
Advance - Kaweah Lake	35	-	-	-
Advance - Special Service Districts	382	480	475	425
Advance - CHFA	50	50	50	50
Advance - Transportation	511	600	-	-
Advance - Community Development	293	-	-	-
Advance - East Visalia Redevelopment District	416	2,745	2,745	2,745
Advance - Central Redevelopment District	3,421	3,421	3,421	3,421
Advance - Downtown Redevelopment District	12	-	-	-
Advance - Storm Sewer Construction	-	200	200	200
Advance - Valley Oak Golf	40	50	50	50
Advance - Airport	359	600	500	500
Advance - SPCA	-	-	400	800
Advance - Building Safety	4	300	-	-
Advance - Risk	402	400	400	400
Advance - Orchard Walk	-	540	495	450
Advance - Groundwater Recharge	-	200	-	-
Advance - Waterways	-	10	-	-
Assigned Fund Balance Total	10,341	12,622	11,612	11,767
Unassigned Fund Balance:				
Emergency @ 25% of Operational Expenses	5,108	2,090	4,923	5,053
Unassigned	-	-	-	-
Unassigned Fund Balance Total	5,108	2,090	4,923	5,053
Total Fund Balance	33,629	31,596	31,596	31,596
Change	(22,027)	(2,033)	-	-

**Measure T Public Safety
Plan Certification**

**City of Visalia
Two-Year Budget
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Attachment #1

Meeting Date: June 18, 2012

Agenda Item Number (Assigned by City Clerk):

Agenda Item Wording: Annual Recertification of the Measure T Plan

Deadline for Action: June 18, 2012

Submitting Department: Administrative Services - Finance

Contact Name and Phone Number:
Eric Frost, Administrative Services Director, x4474

Recommendation

That Council considers staff recommendations to modify the Measure T plan elements for fiscal year 12/13:

1. As Measure T revenues improve, staff is recommending the return of the three Measure T police officers that were transferred out of Measure T into the General Fund.
2. Council has already authorized the reduction in planned hiring of Measure T firefighters by 3 from 14 to 11. Two Captains have already been hired. The remaining nine firefighters are planned to be hired at the start of FY 12/13; however, the City Manager recommends postponing the hiring of these new Measure T firefighters by 2 months, saving \$170,000 for acquisition and construction of a new fire station in the Southwest section of Visalia.
3. Declare a fiscal emergency for Fiscal Year 2012/13 by a 4/5ths vote in response to projected 1.5% lower Fire General Fund expenditure in Fiscal Year 2012/13 than in Fiscal Year 2011/12.

Summary

In March of 2004, the voters of Visalia passed a Sales Tax Override measure to increase public safety in the community. The plan's status is shown in Table I, Measure T Plan Components. The challenge facing the community, however, is that the revenue source which supports Measure T, an override sales tax, has faltered these last several years as the general economy has been in a recession. As the City Council reviews the City Manager's recertified Measure T plan, the sustainability of the plan needs to be evaluated. The Citizens Advisory Committee (CAC) is required to recommend recertification or changes to the plan as appropriate.

For action by:
 City Council
 Redev. Agency Bd.
 Cap. Impr. Corp.
 VPFA

For placement on which agenda:
 Work Session
 Closed Session

Regular Session:
 Consent Calendar
 Regular Item
 Public Hearing

Est. Time (Min.): _____

Review:

Dept. Head _____
(Initials & date required)

Finance _____
City Atty _____
(Initials & date required or N/A)

City Mgr _____
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

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Table I
Measure T Plan Components

1. Hire and equip 28 new police officers	Complete, however, the number was reduced to 22 as Measure T – Police sales tax declined. Three positions were shifted to the General Fund and will be shifted back as revenues improve.
2. Use these officers to open both south and north side precincts	Complete
3. Improve 911 emergency operations by building a new emergency dispatch center.	Interviewing architects for new 911 Center
4. Hire and equip 18 new fire fighters	Six of the firefighters have been hired. The Measure T plan calls for hiring 9 more firefighters from Measure T in FY 12/13 though staff is recommending in this recertification that the plan postpone the hiring by 2 months.
5. Utilize new fire fighters to staff 2 new fire stations in northwest and southeast Visalia.	One Station has been built and staffed. A second station was planned to be in the Southeast, however, with the opening of the leased Lovers Lane Station, the Council amended the Measure T Plan by directing that the second station be built in the Southwest. This station would be scheduled to open in FY 12/13 or 13/14. The leasing of the Lovers Lane station effectively adds a third new fire station to the Fire plan.
6. Improve police and fire operations with the construction of a public safety headquarters to house the expanded staff.	Due to continuing economic challenges the City faces, staff recommends delaying the public safety headquarters so that funds are available for contribution to the construction of the 911 Center.
7. Build a new fire training facility	Completed

The Measure T plan components to be implemented in FY 12/13 are:

- Development/construction of a 911 Center
- Bring on a new Fire Company by hiring 9 firefighters at the start of FY 12/13 (staff is recommending postponing the hiring by two months).
- The acquisition of property and the development of plans for a new Southwest Fire Station.

DISCUSSION

Revenues

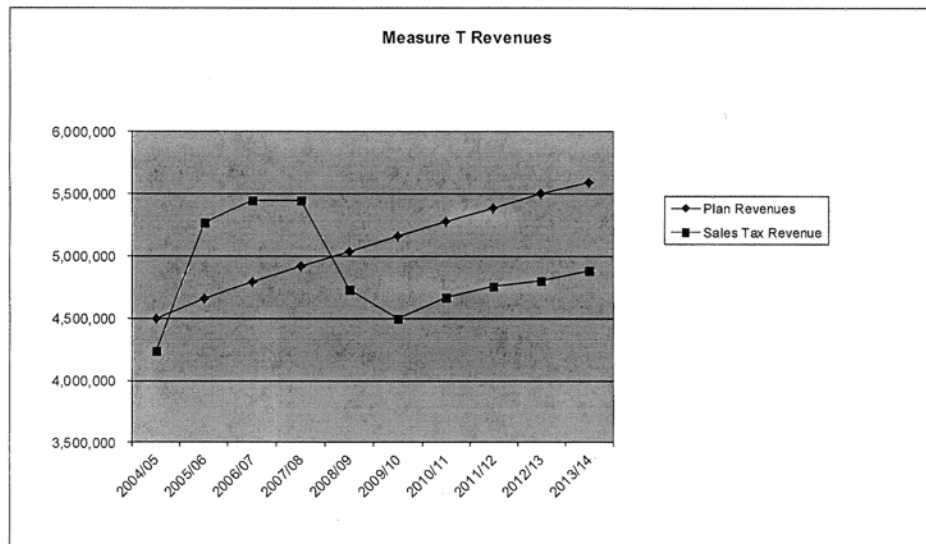
The main concern with this fund is that revenues have fallen off compared to plan as shown in Chart I, Measure T Revenues. Cumulative revenues are projected to be off \$700,000 from plan

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at the end of FY 2011/12. However, projecting out through the end of FY 2013/14, cumulative revenues are projected to be off \$2,000,000 from the plan. The economy's downturn, which turned sharply down in 2008/09, has stabilized for the last three years and appears to be turning upward, although very gradually. As a result, the expenditure plan has been adjusted by reducing Measure T Police officers by 6 and Firefighters by 3.

Chart I



Expenditures

The special sales tax measure is shared between Police and Fire on a 60%/40% split. However, the use of the Measure T revenues by Police and Fire has been different because of how they operate. Fire has been accumulating sales tax revenues for a large hiring in 2012; therefore, Fire has accumulated resources. Last year, Fire adjusted their Measure T plan by reducing the planned hiring of 14 firefighters to 11. In contrast, the Police expenditure plan needed more drastic actions because most of the Measure T elements had been implemented. Staff recommended reducing Measure T staffing by 6 officers. Council approved that plan, addressing Measure T concerns, but moved 3 officers into the General Fund, increasing General Fund costs.

Table II, Police Measure T, shows that revenues are slightly more than expenditures over the next two year budget.

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Table II
Police Measure T
All Amounts in Thousands

Fiscal Year	Beginning Balance	Total Revenues	Total Expenditures	Annual Revenues Over/(Under) Expenditures
2008/09	1,690	2,735	2,966	(231)
2009/10	1,459	2,666	3,226	(560)
2010/11	899	2,774	3,238	(464)
2011/12	434	2,893	3,214	(321)
2012/13	113	2,935	2,884	51
2013/14	164	2,949	2,946	3

Forecast Years in Bold and Italics

Table III, Fire Measure T, shows a balanced budget for the next year, but a consumption of reserves thereafter. This was envisioned in the plan but will need to be monitored with potential further corrective action necessary if the deficits grow more than is expected.

Table III
Fire Measure T
All Amounts in Thousands

Fiscal Year	Beginning Balance	Total Revenues	Total Expenditures	Annual Revenues Over/(Under) Expenditures
2008/09	6,048	1,993	2,419	(426)
2009/10	5,623	1,836	625	1,212
2010/11	6,834	1,896	690	1,206
2011/12	8,040	1,925	1,487	438
2012/13	8,478	2,007	1,953	54
2013/14	8,532	2,073	2,230	(157)

Forecast Years in Bold and Italics

Note that the available fund balance for Measure T Police is estimated to decline to \$113,000 as of the beginning of FY 2012/13. This level of reserves is too low and needs to be built up to avoid a disruption in operations. As a result, the Council last year reduced the allocated Measure T officers from 28 to 22. However, the Council transferred 3 of the officers to the General Fund.

Measure T Fire has a larger balance in anticipation of hiring an engine company at an annual cost of \$1.8 million a year, building a new fire station and contributing towards a Public Safety Building/911 Dispatch Center. Council has also reduced the planned hiring from 14 firefighters to 11 firefighters to keep this fund in better balance.

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Measure T also has a maintenance of effort (MOE) requirement which reads:

The City Council will not use public safety revenue measure funds to replace General Fund dollars budgeted for normal operations at the previous years' service levels. In the event of an economic emergency, the City Council may only alter this provision by a supermajority (4/5th) vote.

The General Fund summaries from the budget below show that proposed General Fund Police expenditures are greater than the prior fiscal year. The net General Fund budget for FY 2011/12 is \$24.97 million. The next two fiscal years are \$26.25 and \$26.33 million, respectively. Police meets the MOE requirement.

**POLICE DEPARTMENT
ALL FUNDS**

	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
OPERATING EXPENDITURES						
GENERAL FUND						
Administrative Services - 21201	\$ 7,805,554	\$ 8,341,696	\$ 7,872,200	\$ 8,435,740	\$ 8,638,500	\$ 8,650,200
Patrol - 21202	10,448,440	11,027,316	10,839,570	11,220,360	11,430,900	11,447,400
Traffic Bureau - 21203	1,919,156	1,970,589	1,847,166	1,795,080	1,906,300	1,916,700
Investigations - 21204	4,729,784	4,516,527	4,413,890	4,245,240	4,277,000	4,316,500
Total Operating Expenditures	24,902,934	25,856,128	24,972,826	25,696,420	26,252,700	26,330,800
Reimbursements	(66,822)	-	-	-	-	-
Net General Fund Expenditures	24,836,112	25,856,128	24,972,826	25,696,420	26,252,700	26,330,800
SPECIAL REVENUE FUNDS						
Public Safety Tax - Fund 1121	3,226,120	3,591,030	4,583,509	3,213,920	2,884,400	2,946,200
Narcotics/Assets Forfeiture - Funds 6211, 12	5,396	25,249	11,000	-	70,000	70,000
COPS - Fund 6311	82,004	53,193	65,750	80,897	133,700	7,800
Total Special Revenue Funds	3,313,520	3,669,472	4,660,259	3,294,817	3,088,100	3,024,000
DEPARTMENT EXPENDITURE TOTAL	\$28,149,632	\$29,525,600	\$29,633,085	\$28,991,237	\$29,340,800	\$29,354,800

However, the proposed General Fund Fire expenditures do not meet the MOE requirement because the \$11.50 million budgeted for FY 2011/12 is more than the \$11.33 million budgeted for FY 2012/13, \$167,000 less or 1.5 % than the previous year.

**City of Visalia
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**FIRE & EMERGENCY SERVICES
ALL FUNDS**

OPERATING EXPENDITURES	2009-10 ACTUALS	2010-11 ACTUALS	2011-12 BUDGET	2011-12 PROJECTION	2012-13 PROPOSED	2013-14 PROPOSED
GENERAL FUND						
Fire Administration - 22221	\$ 862,136	\$ 875,579	\$ 933,730	\$ 912,040	\$ 730,800	\$ 734,800
Emergency Services/Operations - 22222	9,255,367	9,993,058	9,989,710	10,044,440	9,881,100	9,966,900
Fire Prevention - 22223	495,842	446,424	475,310	472,540	507,900	540,400
Training - 22224	414,089	253,025	85,250	110,900	113,000	113,800
Safety Program - 22225	-	4,581	10,000	18,000	138,800	143,800
Hazardous Materials Response - 22226	78,769	154,561	75,120	62,700	83,800	75,300
Total Operating Expenditures	11,106,203	11,727,228	11,569,120	11,620,620	11,455,400	11,575,000
Reimbursements	(69,996)	(69,996)	(70,000)	(70,000)	(121,600)	(121,600)
Net General Fund Expenditures	11,036,207	11,657,232	11,499,120	11,550,620	11,333,800	11,453,400
SPECIAL REVENUE FUNDS						
Public Safety Tax - Fund 1122	624,725	692,996	3,466,691	1,487,060	1,953,100	2,229,800
Reimbursements	-	-	-	-	(26,700)	(26,700)
Total Special Revenue Funds	624,725	692,996	3,466,691	1,487,060	1,926,400	2,203,100
DEPARTMENT EXPENDITURE TOTAL	\$11,660,932	\$12,350,228	\$14,965,811	\$13,037,680	\$13,260,200	\$13,656,500

The reason that Fire's proposed expenditures are less than last year's expenditures is because of several factors, namely:

- Wage concessions from prior years are now fully implemented
- Health insurance costs have decreased, particularly for retiree health care costs which are being phased out
- An authorized administrative captain position, later upgraded to a battalion chief, is being transferred to Measure T as part of the planned 2012/13 hiring in the Measure T plan.

If the City Council adopts the proposed General Fund budget, the City would only have access to the Measure T monies if the Council declared a fiscal emergency by a 4/5ths vote.

Conclusion

The City has taken steps to reduce ongoing operational costs so that Measure T expenditures match revenues. The need to declare a fiscal emergency overriding the General Fund MOE is needed because the City is struggling to balance the General Fund budget, which has meant wage concessions and reductions in retiree health care costs, actions which are now causing next year's General Fund Fire budget to be less than last years.

Citizens Advisory Committee (CAC) Comments and Actions

On June 6, 2012, the CAC reviewed the City Manager Recertified Measure T budget. After much discussion, the committee approved a motion to "reluctantly" recommend the City Manager's budget. The qualified approval was clarified by the maker of the motion. Sylvia Baggs stated she was reluctant because she wanted to have all the positions filled but also understood that you have to balance your budget. Therefore, she made the motion to reluctantly recommend the City Manager's Measure T budget.

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Prior Council/Board Actions:

Committee/Commission Review and Actions:

Alternatives: Recertify the plan with changes to be determined

Recommended Motion (and Alternative Motions if expected):

Attachments: None

Staff recommends that the Council:

1. Postpone hiring of 9 firefighters until the beginning of September to save \$170,000 towards the acquisition and construction of a new fire station in the Southwest area.
2. Declare a fiscal emergency for Fiscal Year 2011/12 by a 4/5ths vote due to continued fiscal stress in the General Fund, leading to lower General Fund Fire budget by 1.5% in FY 2012/13 compared to FY 2011/12.

Environmental Assessment Status

CEQA Review:

NEPA Review:

Tracking Information: *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**CITY OF VISALIA
INDEPENDENT ACCOUNTANT'S REPORT ON
APPLYING AGREED-UPON PROCEDURES
MEASURE 'T'
FOR THE FISCAL YEAR ENDED JUNE 30, 2011**

**M. GREEN AND COMPANY LLP
CERTIFIED PUBLIC ACCOUNTANTS**

**City of Visalia
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CITY OF VISALIA
JUNE 30, 2011
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**City of Visalia
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M. Green and Company LLP

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*Dinuba
Hanford
Tulare
Visalia*

**INDEPENDENT ACCOUNTANT'S REPORT
ON APPLYING AGREED-UPON PROCEDURES**

City Council
City of Visalia and Citizens Advisory Committee
707 W. Acequia
Visalia, CA 93291-6100

We have performed the procedures enumerated below, which were agreed to by the City of Visalia (City), solely to assist the City and the independent Citizens Advisory Committee (CAC), with respect to the administration, financial management and accounting of the City's Measure 'T' funds for the fiscal year ended June 30, 2011. The City's management is responsible for the City's administration, financial management and accounting for Measure 'T'. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of those parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

The procedures applied and findings, as pertinent, are as follows:

- (1) We obtained and reviewed the City's Measure 'T' commitments as expressed in the Measure 'T' ballot measure from the March 2, 2004 election, the Enabling Ordinance adopted by the City Council, Board of Equalization Agreements for implementation and administration of additional sales tax, City Council approved Program Guidelines and expenditure plans for the current fiscal year and the City Council approved City Manager Plan Recertification for June 30, 2011.

Finding:

Measure 'T' calls for the General Fund support for police and fire services during the fiscal year 2010-11, without regard to Measure 'T', to be greater than the General Fund police and fire services support during the fiscal year 2009-10, unless the council declares an economic emergency by a 4/5ths vote.

Council declared an economic emergency by a 4/5ths vote on June 17, 2009, suspending Measure 'T's maintenance of effort provisions for the fiscal years 2009-10 and 2010-11.

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Finding:

The Measure calls for the establishment and funding of an Economic Uncertainty Fund in the amount of 25% of the annually budgeted revenues. The Fire and Police Measure 'T' Economic Uncertainty Fund Balances as of June 30, 2011, were \$607,602 and \$559,655, respectively. The amount for the Fire Measure 'T' Economic Uncertainty Fund exceeded the required 25% by \$163,602. However, the Police Measure 'T' Economic Uncertainty Fund was below the required 25% by \$106,345.

Council authorized the use of Police Measure 'T' Economic Uncertainty Funds on June 28, 2010. The use of the Police Measure 'T' Economic Uncertainty Funds follows the Plan's funding Priorities of funding the current year's budgeted expenditures first. Due to the current state of the economy and the decrease in sales tax revenue the City was unable to fully fund the Police Measure 'T' Economic Uncertainty Fund in the current fiscal year.

- (2) We updated our documentation of the following Measure 'T' compliance provisions, as interpreted by the City Council adopted enabling ordinance and program guidelines, into an interim progress report and reported to City staff:
- a. Administrative procedures
 - b. Accounting control (including budgetary) procedures

Findings: None

- (3) We updated our understanding of the City's implementation of the material administrative compliance procedures.

Findings: None

- (4) We updated our understanding of the City's implementation of the material accounting control procedures and determined if the following were implemented or maintained:

- a. Establishment of a separate Measure 'T' fund or fund group;
- b. Establishment within the Measure 'T' fund(s) of an accountability structure that allows for accountability of the Measure 'T' sales tax proceeds mandated allocations - police (60%) and fire (40%);
- c. That reasonable interest allocation methodologies were applied to Measure 'T' fund(s) regarding interest revenue for unexpended net proceeds and interest charged for other City fund advances;
- d. That General Fund support for police and fire services during the fiscal year 2010-11, without regard to Measure 'T' funds based upon expenditure levels, was not less than General Fund police and fire services support during the fiscal year 2009-10, unless the Council declared an economic emergency by 4/5^{ths} vote;
- e. Establishment of a separate "Economic Uncertainty" fund within the Measure 'T' fund(s) of 25% of the budgeted Measure 'T' tax revenues.

Findings:

Council declared an economic emergency by a 4/5^{ths} vote on June 17, 2009, suspending Measure 'T's maintenance of effort provisions for the fiscal years 2009-10 and 2010-11.

- (5) We traced all Measure 'T' monies remitted by the State Board of Equalization to determine whether they were properly deposited into the appropriate Measure 'T' fund.

Findings: None

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- (6) We performed procedures to verify the summaries of Measure 'T' receipts, disbursements and unexpended funds pertaining to the fiscal year 2010-11 prepared by the City.

Finding:

Our review indicated that twenty-eight police officers and four firemen were hired as of June 30, 2011 in accordance with plan objectives.

Finding:

We found the Capital Improvement Program expenditures are generally proceeding in accordance with the Measure 'T' Plan. The City purchased two police patrol vehicles and the related equipment and recorded vehicle replacement costs for the two police officers hired during the current fiscal year. The City purchased equipment and initiated the order for the purchase of the fire engine as planned for the current fiscal year and which should be available for service in the 2011-12 fiscal year. Also moving along is the Southwest Fire Station which is still in the design phase and is expected to be completed in the 2012-13 or 2013-14 fiscal year. The construction of a public safety headquarters building has been put on hold indefinitely due to the current declared economic emergency that the City faces.

Finding:

Our review indicated that \$30,313 paid for Measure 'T' police officers overtime was reimbursed by specific grants the City had been awarded. These expenditures were charged to the Measure 'T' Police Fund while the revenue was recorded in the General Fund.

Recommendation:

We recommend that the grant revenue specific to the overtime paid to Measure 'T' police officers, originally recorded in the General Fund, be recorded in the Measure 'T' Police Fund where the related expenditures were charged.

Management Response:

Management agrees with the finding. The total of \$30,313 expensed as overtime in the Measure 'T' Police Fund and reimbursed by specific grants but recorded as revenue in the General Fund has been reimbursed to the Measure 'T' Police Fund from the General Fund. Staff has been made aware that any Measure 'T' expenses reimbursed by specific grants should be recorded as revenue in Measure 'T' Funds when received.

Findings:

Our prior year finding, regarding the purchase of two police patrol vehicles and the related equipment and vehicle replacement costs for the two police officers hired during the 2009-10 fiscal year, were initiated during the last fiscal year as planned and were scheduled to be completed during the current fiscal year. Our review noted that these purchases were completed during the current fiscal year.

Our prior year recommendation that the City's OPEB Internal Service Fund reimburse Measure 'T' Funds for the expenditures related to the other post employment benefit costs charged during the 2009-10 fiscal year was implemented. Our review noted that Measure 'T' Funds were reimbursed for the amount paid in the fiscal year 2008-09 plus interest for a total of \$15,308 in the current fiscal year.

- (7) We determined if the Measure 'T' allocations were made in accordance with the following required funding priorities:

- a. Funding of the current year's budgeted expenditures;
- b. Funding of the "Economic Uncertainty" Fund including annual revision;
- c. Funding expenditures budgeted for subsequent plan years.

Findings: None

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(8) We conducted an exit interview with City staff representatives.

Findings: None

We were not engaged to, and did not, conduct an audit, the objective of which would be the expression of an opinion on administration, financial management and accounting. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the City Council, City management and the CAC and is not intended to be and should not be used by anyone other than those specified parties. However, this report is a matter of public record and its distribution is not limited.

Very truly yours,



M. GREEN AND COMPANY LLP
Certified Public Accountants

November 17, 2011
Visalia, California

Legal Documents Supporting Budget

**City of Visalia
Two-Year Budget
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**City of Visalia
Agenda Item Transmittal**

Meeting Date: June 18, 2012

Agenda Item Number (Assigned by City Clerk): 2 + 33

Agenda Item Wording: Adoption of the City of Visalia 2012-13 and 2013-14 multi-year budget (Resolution No. 2012-40 required)

Deadline for Action: June 30, 2012

Submitting Department: Administration / Finance Division

Contact Name and Phone Number:
Eric Frost, 713-4474

Department Recommendation:
That the City Council does the following:

1. Review staff's presentation of budgetary trends as asked by Council.
2. Review several specific items which Council members have asked to be considered separate which will either add or subtract to the budget based upon the Council's actions. Management recommends that any additions be offset by an equal reduction to maintain a balanced budget.
3. Conduct a final public hearing on the proposed budget and receive public input.

Then, as appropriate, do the following:

- BL/GC
5-0 4. Certify the Measure T Spending Plan for FY 2012/13
 - wG/GC
5-0 5. Declare a fiscal emergency in the General Fund, allowing the Fire General Fund budget to be 1.5% less in FY 2012/13 than in FY 2011/12. The General Fund budget is less because of past cost savings measures implemented by Council reducing wages and health care costs.
 - GC/BL
5-0 6. Adopt the 2012/13 and 2013/14 City of Visalia Budget with following total appropriations, adjusted by the actions taken by Council in item 2:
- | | |
|---------------------|---------------|
| Fiscal Year 2012/13 | \$243,382,976 |
|---------------------|---------------|

For action by:
 City Council
 Redev. Agency Bd.
 Cap. Impr. Corp.
 VPFA

For placement on which agenda:
 Work Session
 Closed Session

Regular Session:
 Consent Calendar
 Regular Item
 Public Hearing

Est. Time (Min.): 30

Review:
 Dept. Head _____
 (Initials & date required)

Finance _____
 City Atty _____
 (Initials & date required or N/A)

City Mgr _____
 (Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

COUNCIL ACTION: Approved as Recommended

JUN 18 2012

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6. Adopt the 2010/11 and 2011/12 appropriations for the City of Visalia Redevelopment Agency Budget, which is included in the total budget appropriations:

Fiscal Year 2010/11	\$ 7,464,760
Fiscal Year 2011/12	\$ 7,583,700

Discussion:

The proposed budget was distributed on June 21, 2010, public hearings will be held on June 28, 2010, Council reviewed the budget at various work sessions (April 12, May 3, 17, June 7 and 21, 2010) and the budget may now be considered for adoption.

The appropriation breakdown for all the funds is \$191,617,670 for 2010/11 and \$199,696,500 for 2011/12, as shown on Table I, Proposed Appropriations:

Table I
Proposed Appropriations

<u>Fund Type</u>	<u>2010-11 Appropriation</u>	<u>2011-12 Appropriation</u>
General Fund (<i>Police, Fire, General Government</i>)	\$55,854,740	\$55,930,880
Capital Projects Fund (<i>Transportation, Impact Fees</i>)	10,356,390	12,134,130
Special Revenue Funds (<i>RDA, CDBG, Police & Fire Sales Tax (Measure T)</i>)	25,444,540	36,776,900
Debt Service Funds (<i>RDA debt, 1996A&B debt, Los Rios</i>)*	64,500	65,440
Business-Type Funds (<i>Wastewater, Airport, Golf</i>)	98,893,250	93,361,190
Internal Service Funds (<i>MIS, Fleet, Risk</i>)	1,004,250	1,427,960
Total	\$191,617,670	\$199,696,500

In addition, the Redevelopment Agency proposes to spend the following amounts and are authorized by the City Council sitting as the Redevelopment Agency Board as shown in Table II, Redevelopment Appropriations:

Table II
Redevelopment Agency

<u>Fund Type</u>	<u>2010-11 Appropriation</u>	<u>2011-12 Appropriation</u>
Special Revenue Funds (<i>East, Mooney, Downtown, Central, Low/Mod. and Revolving Funds</i>)	\$7,464,760	\$7,583,700
Debt Service (<i>East RDA Bond</i>)	0	0
Total	\$7,464,760	\$7,583,700

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Fiscal Year 2013/14 \$135,802,946

Council could adjourn this Council meeting to June 25, if it deemed it needed more time to deliberate over the budget or the Council could adopt the budget tonight. The Charter does state, however, that the budget is to be adopted by June 30 of each year. If the Council wants to consider a number of further cuts, staff recommends that the Council adopt the budget, stating the following, if needed:

The budget is adopted with an additional (an amount equal to the needed reductions to retain a balanced budget) to come from further personnel reductions in the (the appropriate fund, most likely the General Fund). The City Manager is directed to bring back options to achieve this goal by the July 16, 2012 Council meeting.

Discussion:

The proposed budget was distributed on May 31, 2012, public hearings will be held on June 18, 2012, Council reviewed the budget at various work sessions (April 9, 23, May 7, 21, June 4 and 18, 2012) and the budget may now be considered for adoption.

The appropriation breakdown for all the funds is \$250,555,331 and \$135,863,746 for FY 2012/13 and 2013/14, respectively, as shown on Table 1, Proposed Appropriations:

**Table 1
Proposed Appropriations**

<u>Fund Type</u>	<u>2012/13 Appropriations</u>	<u>2013/14 Appropriations</u>
General Fund (<i>Police, Fire, General Government</i>)	\$ 62,948,948	\$ 55,261,295
Capital Projects Funds (<i>Transportation, Impact Fees</i>)	7,248,468	9,109,468
Special Revenue Funds (<i>CDBG, Police and Fire Sales Tax (Measure T)</i>)	26,730,243	15,778,993
Debt Service Funds (<i>RDA Debt, Los Rios</i>)	62,000	65,200
Business-Type Funds (<i>Wastewater, Solid Waste, Airport</i>)	153,152,872	54,866,990
Internal Service Funds (<i>MIS, Fleet, Risk</i>)	412,800	781,800
Total	\$ 250,555,331	\$ 135,863,746

NOTE: The Business Type Funds include \$99.3 million for the Water Conservation Plant Upgrade.

Corrections to the Document: The draft document has the following correction:

- Total Appropriations Page did not include some capital projects. The Council has reviewed all the capital projects. The draft budget's total appropriations page, however, did not include two General Fund grant projects for a downtown storm water control project for \$2 million and a \$4.6 million grant for the Lower Kaweah River Flood Control Improvement Project. In addition, a number of capital projects that are charged administrative fees were not included in the budget. As a result, total appropriations in FY 12/13 increased from \$243.4 million to \$250.6 million. FY 2013/14 increased by

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\$61,000. In all cases, however, Council has reviewed the detail of these projects and it was the total appropriation which had not been added up correctly, not the individual projects.

- On the last page of the City Manager's budget transmittal, the cost analysis of the proposed First Responders Advanced Life Support (FRALS) has been streamlined, reducing some of the support costs. The proposed fee amount is \$315. The corrected page is attached.

This does not change the basic proposal.

Adoption of the General Fund Budget: To adopt the General Fund budget, Council has asked that several items be considered separately, namely:

Items not requiring further Council Action

1. **Funding of a replacement canine due to the recent death of one of the City's canines.** Chief Mestas has received a number of donations for a new canine. As a result, the Chief believes that the donations will be sufficient to buy a replacement canine. **No further budget action is recommended.**
2. **Animal Control activities as an enterprise fund.** Two councilmembers asked that animal control activities be reported as an enterprise to increase financial accountability. The budget reflects this activity as an enterprise with a transfer from the General Fund, representing the General Fund's support of this activity. **No further budget action is recommended.**
3. **Aggressive animal licensing.** Two Council members discussed the need to aggressively license animals. Staff recognizes that licensing revenues may be able to significantly reduce the General Fund's animal control costs. As a result, staff has, as part of the proposed Valley Oak SPCA contract, the City assuming the licensing responsibilities. Staff will report periodically on the success of that effort to Council. **No further budget action is recommended.**
4. **Sidewalk repairs at various parks (\$30,000).** At the June 4, 2012 Council meeting, there appeared to be some question as to whether or not some sidewalk repairs were funded. The proposed General Fund budget has a \$30,000 project on page 12-7 for sidewalk repairs around parks. **No further budget action is recommended.**
5. **Value of a 1% reduction in pay – Personnel Concession.** Although management does not recommend any pay concessions, Councilmember Collins asked for the value of a 1% pay reduction. The approximate value of such a reduction is as follows:

General Fund	All Other Funds	City-wide Total
\$280,000	\$90,000	\$370,000

6. **Council Chamber Improvements – lighting and video streaming.** In FY 2011/12 budget, Council funded the following two projects:

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3. Total expenditures can exceed operating revenues in a given year; however, in this situation, beginning fund balance can only be used to fund capital improvement plan projects, or other "one-time", non-recurring expenditures.

Because the City is adopting a balanced budget this year, any residual savings for the year can accrue to the emergency operating reserve for the General Fund. It will take a while to implement some of these reductions and the State may take more City revenues. As a result, it is essential that the City maintain the fiscal discipline of a balanced budget to avoid further fiscal distress. **No further budget action is recommended at this time.**

Actions which require Council Motions

8. **Acceleration to July 1, 2012 Measure T Fire Hiring** – The submitted budget proposes to delay hiring 9 Measure T firefighters from July 1 to September 1 in order to balance the Measure T – Fire budget for FY 2012/13. Councilmember Nelson asked for an alternative which would allow the City to hire the personnel as of July 1, possibly delaying the construction of the proposed Southwest Fire Station as an alternative to postponing the hiring of the staff. The savings also has the potential to assist with the Fire Measure T contribution towards the new 911 Center.

BL/W6-41
(Nelson-No)
bring back
options for
temp. station

The hiring delay of two months saves Measure T \$85,000 a month or \$170,000 for the two month hiring delay. The proposed fire station will probably cost between \$2 and \$3 million to build. Assuming the station will cost \$3 million and assuming the current investment earnings rate of the City of 1%, it will take the City 68 months (5.6 years) of interest earnings to save the equivalent amount of money earned by delaying the firefighter hiring by two months. If interest earnings rise to 2 %, the delay time equivalent drops to 2.8 years.

Because the delayed hiring process is in place, staff still recommends delaying hiring by two months.

9. **CIP Projects to be voted on separately.** Council has asked that two specific projects related to the Rawhide Stadium be voted upon separately. The items are:

a) **(\$192,000) Two Athletic Light Standards for Recreation Park Stadium-**

The current field lighting at Recreation Park Stadium dates back to the original construction of the ball park. The existing lighting standards are outdated and have been known to fail in use. Current light standards are built much higher to allow the players to better see fly balls at night. Replacement would prevent system failures, improve energy efficiency, and provide higher quality lighting to increase player safety. Light standards would be replaced in stages, every other year with 2 infield poles replaced in 2012/13, 2 midfield poles replaced in 2014/15 and 4 outfield poles replaced in 2015/16. Only funding for the 2012/13 portion of this project would be appropriated in this 2-year budget. Additional funding of \$591,000 would be required in future years, bringing the total cost of this lighting replacement to \$783,000. This project is requested

SK/BL 3-2
(Shuklan (Collins-No))

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by the City Council Rawhide subcommittee. Some of the main reasons for recommending this project are:

1. The City's current agreement with the Rawhide states the City agrees to comply with Major League Rule 58, establishing standards for Minor League Playing Facilities. The athletic lights have been identified as sub-standard in the 2009 report prepared by the Major League Baseball Commissioner's Office (i.e. the Gould Evans Associates semi-annual report).
2. On Tuesday, June 12, the Arizona Diamondbacks MLB organization announced an unprecedented four year player development agreement with the Visalia Rawhide. This deal assures quality minor league baseball will be in Visalia for the next four years through 2016. The D'Backs cited the tremendous investment in Recreation Park by the City of Visalia as one of the reasons for signing the agreement. That being said, the D'backs continue to be concerned about player safety related to the sub-standard lighting.
3. A new revenue sharing plan was initiated between the City and Top of the Third, Inc. beginning in 2010. Both attendance and revenues have shown a steady increase in 2010, 2011, and 2012 (projected). These revenues come from both a ticket surcharge and a revenue sharing formula (based on a percentage of total revenues). In 2010, \$82,197 was generated from revenues, with the amount increasing to \$90,658 in 2011. The projected amount of income in 2012 is \$100,000.
4. The City and the Rawhide continue a program of co-promotional efforts to boost usage of the ballpark for non-baseball events during both the baseball season and during the off-season. A listing of these events has been provided to the Council in the past. This year a number of new activities have taken place in the ballpark including a prom; wrestling match; and new users of the Hall of Fame Club. The City and Rawhide split the income from these special events on a 50%/50% basis.

The Council subcommittee is meeting on June 14 and may be able to provide some additional information to address Council Member Collins concept of adding some type of surcharge to the ticket price to help pay for the athletic light improvements.

It should be noted that the Council has established a Recreation Park Stadium sub-fund in the General Fund. This fund currently has \$266,561. **Management recommends that Council designate these monies for the second phase of light improvements in FY 2014/15.**

- b) **(\$200,000) Recreation Park Splash Pad**- Working in cooperation with the Rotary Foundation and the Visalia Rawhide, the City would develop a 3,200 square foot rectangular splash pad (water feature) in Recreation Park. The facility would be secured (by fencing) and available for use

BL/SN 5-0
continue for
more info

**City of Visalia
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during Rawhide baseball games and to Recreation Park users (general public, rentals, summer day camps, etc.) when baseball games are not in session. The objective is to increase revenues through increased attendance at Rawhide games and generate revenue from Recreation Park users. Revenue is proposed to offset costs of maintaining and operating the facility. In addition to the \$200k in donation from the Rotary Foundation, the City proposes using \$100k from the Recreation Facilities Impact Fees and \$100k of grant funding to be secured (possibly CDBG), bringing the full cost of the Splash Pad to an estimated \$400k. If it is eventually determined that CDBG monies are not available for this project because of grant restrictions and no other grants are available, management would recommend the project be limited to \$300,000.

Such splash pads are found in other local communities. Bakersfield has such a splash pad and is shown below in Picture 1, Bakersfield's Greystone Park.

Picture 1
Greystone Park Bakersfield



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Mayor Shuklian asked what the ongoing maintenance would be for the Splash Pad. The City has a splash pad at the Sports Park. The Splash Pad is operated 8 months of the year starting at 5 days a week and then increasing to 7 days a week in the middle of summer. The maintenance of the splash pad at the sports park is \$14,000 a year. The projected revenues from the splash pad after discussions with the Rawhide are shown in Table II, Recreation Park, Revenue Projections For Rotary Splash Pad, as follows:

**Table II
Recreation Park
Revenue Projections For Rotary Splash Pad
(As of June 2012)**

Rawhide Games (70 x \$100)	\$ 7,000
Summer Public Hours (9 weeks x 5 days x 50 kids x \$1; 1-3 pm)	\$ 2,250
Weekend Private Rentals (60 rentals x \$100 + hourly supervision)	\$ 6,000
Summer Day Camps (9 weeks x 3 days avg. x 50 kids x \$1; 11-1 pm)	<u>\$ 1,350</u>
Annual Revenue Projection	\$16,600

Additional Notes:

1. Rawhide would supervise their own events on game days.
2. Summer public rentals (Mon – Fri) could be free with local sponsorship.
3. Summer public rentals supervision costs: \$720.00 (90 hrs.)
4. Weekend Private rentals available from March through October (warm season).
5. Weekend Private rentals supervision costs: \$0 (paid for by user; fee will vary based on hrs.)
6. Summer days camps have built in supervision by City recreation leaders.

The Council subcommittee, who are meeting on June 14, may be able to discuss further revenue options that will offset some of the costs of operations and construction.

GC/BL 3-2
(Shuklian/Nelson
NO)
postpone to
future budget

- c) **(\$76,000) Wireless Communication System (Fire)** - Currently the captains are the only firefighters with this technology. Providing 52 remaining fire crew members with communication systems will equip them to interact with each other with less difficulty during emergency response requiring the use of face masks. Scott EPIC RI Wireless Communication System, Voice Amplifier RI assembly. EPIC RI wireless console lapel mic & interface for Kenwood radios. To outfit all engineers & firefighters. (Multi-funded: Project total of \$76k for 52 units funded from \$63k General Fund (0011-43 units) and \$13k Measure T (1122-9 units).)

This item is currently not proposed for funding because no agency has implemented the system. The system has been purchased by Long Beach Fire, but they are awaiting delivery of the equipment and implementation. At present, no local central valley community has this

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system. In a time of budget constraint, management recommended postponing this purchase.

10. **Funding of other items and maintaining a balanced budget.** As the Council considers revisions to the proposed budget, staff recommends that Council continue the fiscal discipline of finding reductions equal to whatever increases the Council might make in the budget. For example, if the Council decided not to institute a First Responders Advanced Life Saving (FRALS) fee, then it would be appropriate to reduce costs in other areas to achieve such savings. To assist the Council in this process management has listed several alternative actions listed below.

GE/WG-
3/2
(Shuklian/Nelson
No)
increase non-
profit grants
w/ savings left
over from
Chambers
refurbish

1. Further staff layoffs approximately equal to \$200,000
2. Reorganize planning staff, transferring a planner to engineering to be devoted to CEQA responsibilities and billing to capital projects, \$50,000
3. Eliminate of a vacant recreation supervisor position, \$92,000
4. Discontinue the non-profit grant program, \$65,000
5. Discontinue the out of school loop bus program, \$27,500
6. Further reduce tree trimming by \$25,000
7. An additional \$25,000 reduction in funding for the Convention Center

If Council wanted to make further reductions, staff would ask that the Council allow management to come back to Council with a larger list of options to consider, possibly to their July 16, 2012 meeting.

Further, a number of these actions have significant programmatic consequences, as stated below by the Parks and Recreation Director:

The Loop Bus program was the number one recommendation by the special Gang Task Force the Council set up years ago. The task force still meets every month. This recommendation came after the task force studied the problem extensively in working with the various youth recreation providers in the community. The task force has not been notified of this potential cutback.

The elimination of another full-time recreation position needs to come with some level of explanation. Recreation has been reduced from 15 permanent employees down to our level of six permanent full-time current employees. Recreation has lost many employees due to retirements; layoffs; and terminations. These positions have not been replaced.

For the first time, Recreation has been reducing programs based on staffing levels. Some of the eliminated programs this year include Teen Idol (would have been the City's 10th year); the week long and popular Corporate Games; the well-attended Movies in the Park; and many other adult classes and youth programs. If this position is eliminated, the department would propose eliminating the City's aquatic program in 2013, which includes the City's three swim clubs and the summer time aquatic program at various school pools. Other possibilities include closing down either the Manuel Hernandez Community Center or the

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Then, as appropriate, do the following:

3. Certify the Measure T Spending Plan for FY 2012/13
4. Declare a fiscal emergency in the General Fund, recognizing the Fire General Fund budget to be 1.5% less in FY 2012/13 than in FY 2011/12, yet still allowing the City to access Measure T funds in FY 2012/13. The General Fund budget is less because of past cost savings measures implemented by Council reducing wages and health care costs.
5. Adopt the City of Visalia Proposition 4 General Fund Appropriation Limit for 2012/13.
6. Consider several specific items which Council members have asked to be considered separate which will either add or subtract to the budget based upon the Council's actions.
7. Adopt the 2012/13 and 2013/14 City of Visalia Budget with following total appropriations, adjusted by the actions taken by Council in item 6:

Fiscal Year 2012/13	\$250,555,331
Fiscal Year 2013/14	\$135,863,746

Environmental Assessment Status

CEQA Review:

NEPA Review:

Tracking Information: *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:

**City of Visalia
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Senior Center. The department simply does not have the staff to provide adequate supervision of the many part-time employees and volunteers necessary to implement programs.

The elimination of another full-time position will create an environment where the department will have to eliminate more programs and activities. In recent years the Recreation Division has had steady growth in revenues ranging from \$1.2 million in 2009-10; \$1.3 million in 2010-11; and a projected \$1.3 in 2011-12. This trend will reverse with the elimination of more personnel. Program revenues will also suffer which will further negatively impact the general fund.

Measure T (Attachment #1): The "Recertification of the Measure T Plan", details the recertified plan as recommended by the CAC from their June 4, 2012 meeting. Adopting the budget proposes recertifying the plan and declaring a fiscal emergency also.

Budgetary Trends Report (Attachment #2): Staff had developed a number of charts to show budgetary trends.

First Responders Advanced Life Support (FRALS) costing (Attachment #3): Staff has revised the costing sheet from the draft budget.

Prior Council Actions: The Council conducted work sessions on part of the budget on April 9, 23, May 7, 21 and June 4. Today, June 18, 2010, the Council is to hold a public hearing to consider comments on the budget.

Committee/Commission Review and Actions: The CAC approved the Measure T certification on June 4, 2012.

Alternatives: 1) Adopt the proposed budget and freeze authority on parts of the budget the Council wishes to consider further; or, 2) continue the discussion on the City budget to July 16, 2012 but authorize current operating expenditures until further deliberation can be accomplished.

Attachments:

Resolution #2012-~~40~~
Attachment #1, Recertification of the Measure T Spending Plan for 2012/13
Attachment #2, Budgetary Trends Slides
Attachment #3, Revised First Responders Costing and Process

Recommended Motion (and Alternative Motions if expected):

That the City Council does the following:

1. Review staff's presentation of budgetary trends as asked by Council.
2. Conduct a final public hearing on the proposed budget and receive public input.

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**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

CITY OF VISALIA RESOLUTION NO. 2012- 40

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2012-13 AND 2013-14 AND RE-APPROPRIATING CERTAIN CAPITAL PROJECTS AND OPERATING FUNDS WHICH DO NOT MEET THE CRITERIA TO BE ENCUMBERED OR DESIGNATED FROM PRIOR YEARS.

WHEREAS, the Visalia City Council held a public hearing on June 18, 2012 on the proposed multi-year budget for the City of Visalia for the 2012-13 and 2013-14 fiscal years, and

WHEREAS, the re-appropriation of certain capital projects and operating funds that are encumbered or designated from prior years is necessary, and

WHEREAS, authorization from City Council is necessary for:

1. The City Manager to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Administrative Services Director to transfer appropriations among the items within departmental budgets, except for salary and capital accounts.
3. Staff to transfer or lend monies from one fund to another as specified in the budget document

WHEREAS, the approval of the Capital Improvement Program for 2012-13 and 2013-14 and in concept out to 2017-2018, as part of the 2012-13/2013-14 multi-year budget is necessary.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Visalia that the budget for the 2012-13 fiscal year totaling \$250,555,331 and for the 2013-14 fiscal year totaling \$135,863,746 be approved.

BE IT FURTHER RESOLVED THAT:

1. The City Manager is authorized to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Administrative Services Director is authorized to transfer appropriations among the items within departmental budgets, except for salary and capital accounts.
3. Staff is authorized to transfer or lend monies from one fund to another as specified in the budget document.

BE IT FURTHER RESOLVED by the City Council of the City of Visalia that for all funds, for capital projects and/or operating funds that are encumbered or designated from prior years, be re-appropriated, and

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**City of Visalia
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BE IT FURTHER RESOLVED by the City Council of the City of Visalia that any currently active capital projects and operating funds that do not meet the criteria to be encumbered or designated, be re-appropriated.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Attachment #2

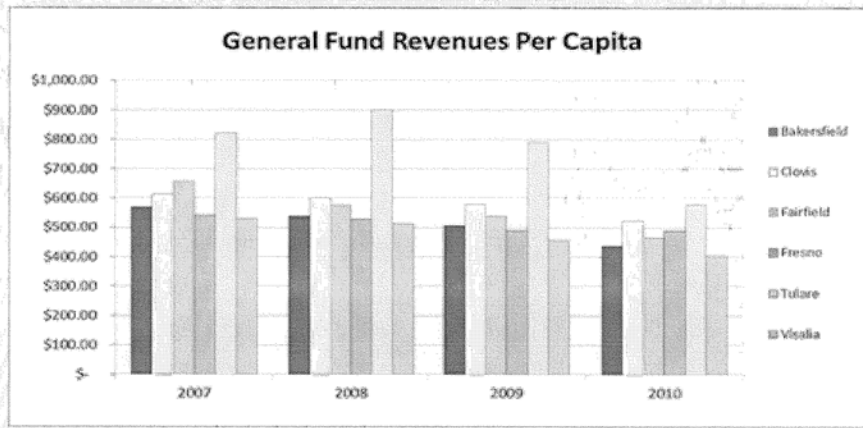
Budgetary Trends Charts

Cities in Tulare County					
Tax Basis					
	Share of 1% Property Tax Rate	Sales Tax Rate	Sales Tax Override	Utility Users Tax Rate	TOT tax
Dinuba	18.79%	8.50%	1.25%	7.00%	10%
Exeter	15.32%	7.75%	0.50%	5.00%	4%
Farmersville	11.81%	8.25%	1.00%	None	None
Lindsay	14.79%	7.75%	0.50%	6.00%	15%
Porterville	11.80%	8.25%	1.00%	6.00%	8%
Tulare	14.09%	8.25%	1.00%	6.00%	10%
Visalia	11.57%	8.00%	0.75%	None	10%
Woodlake	15.76%	7.75%	0.50%	6.00%	None

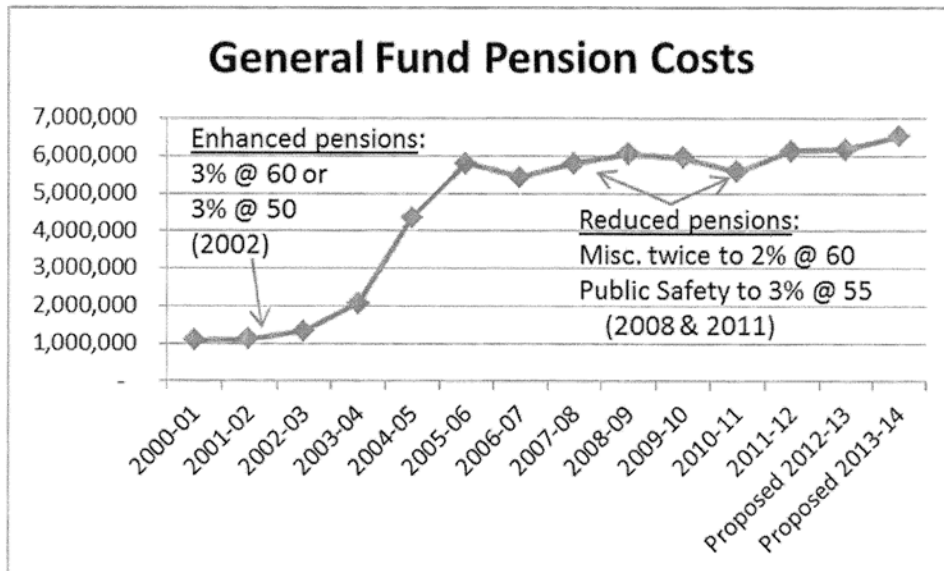
Visalia's tax base is narrower than other cities

- Lower Property Tax share
- Lower Sales Tax Override
- No Utility Users Tax

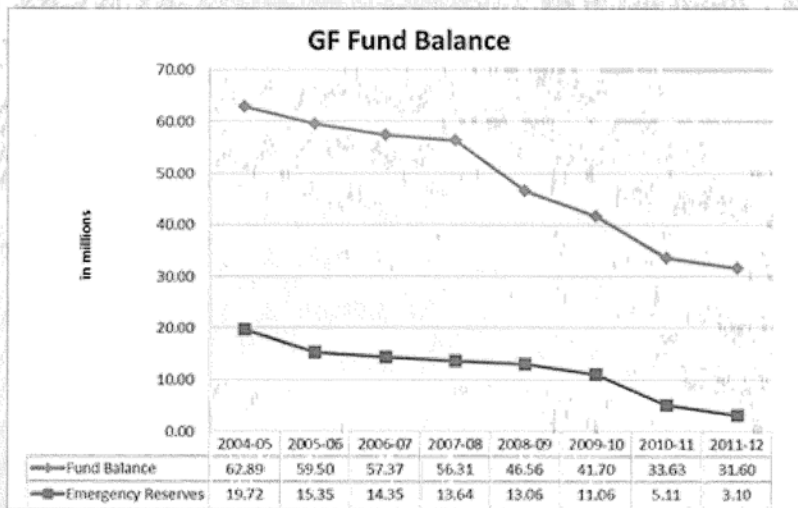
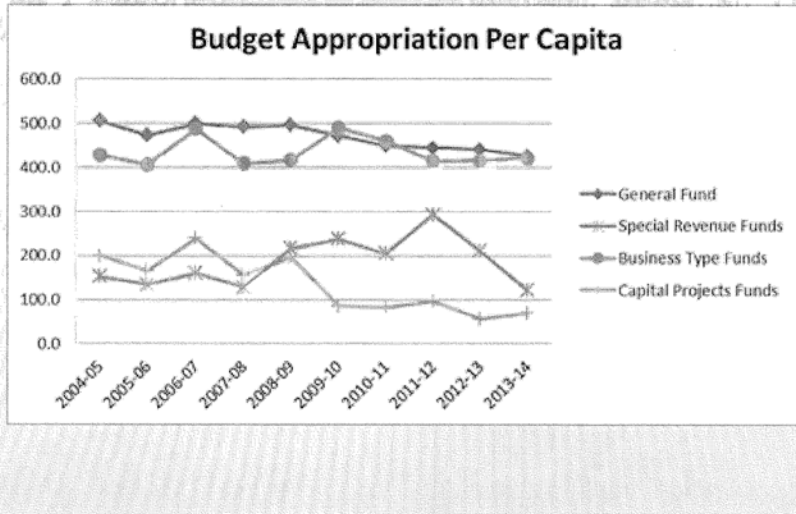
**City of Visalia
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Visalia's Revenue per capita is less than other communities



City of Visalia Two-Year Budget 2012-13 & 2013-14



**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

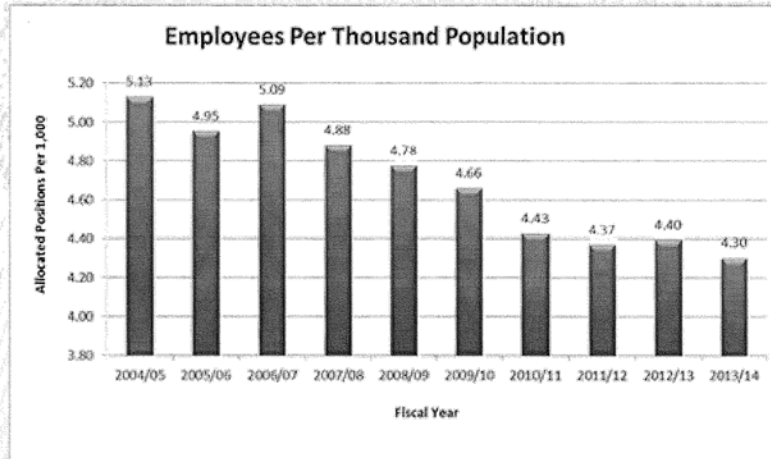
Attachment #3

Revised FRALS Costing

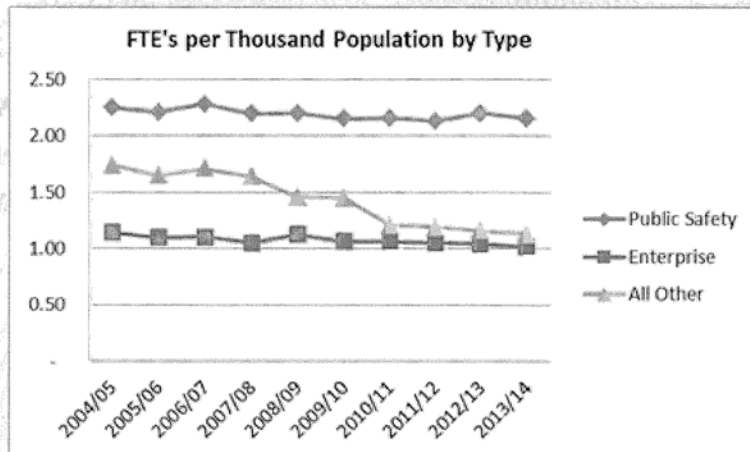
First Responders Advanced Life Support (FRALS)				
1 Response Cost - Average Time 30 minutes				
Sal. Range		Rate	Time	Cost
5822	Fire Captain	71	0.5	35.50
4978	Fire Engineer	62	0.5	31.00
4962	Firefighter/Paramedic	62	0.5	31.00
	Engine	37	0.5	18.50
Response Cost				116
1.5 Standby minutes for each response minute - 6.5:1				
(116 x 6.5) =				754
2 Preparedness Costs - 6800 Responses Annually				
Annual supplies budget				50,000
Additional ALS Trainig @ 8 hrs/yr for 24 firefighters at overtime rate of \$38.50				7,392
				57,392
Divide by EMS Calls			6,800	6,800
Preparedness Costs				8
3 Fire Administration Support Costs @ 10%				
				88
4 Ambulance Billing Fee @ 5%				
				15
				981
Proposed				315
Note:				
Potential Revenue @ 15% billed				321,300
Less: billing cost @ \$13 a bill x 6800 bills				(88,400)
Net FRAL Revenues				232,900

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**City of Visalia
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Primary cost element, personnel, declines



Main employee loss has occurred in non-public safety employees

FRALS TO BE CHARGED AS FOLLOWS

- × Life Saving Response Costs the City almost \$1,000 a call
- × Proposed fee is \$315
- × If no medical service is provided, no fee is charged, for example:
 - + No charge for lift into the ambulance
- × Assessed with ambulance bill

Billing Recommendation:

Residents:

- × Accept medical insurance payment as paid in full
- × If no insurance, no further charge in recognition of taxes paid.
 - × requires ordinance.

Non-residents:

- + Accept payment terms
- + Allow for hardships after departmental review

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

COPY

CITY OF VISALIA RESOLUTION NO. 2012-40

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2012-13 AND 2013-14 AND RE-APPROPRIATING CERTAIN CAPITAL PROJECTS AND OPERATING FUNDS WHICH DO NOT MEET THE CRITERIA TO BE ENCUMBERED OR DESIGNATED FROM PRIOR YEARS.

WHEREAS, the Visalia City Council held a public hearing on June 18, 2012 on the proposed multi-year budget for the City of Visalia for the 2012-13 and 2013-14 fiscal years, and

WHEREAS, the re-appropriation of certain capital projects and operating funds that are encumbered or designated from prior years is necessary, and

WHEREAS, authorization from City Council is necessary for:

1. The City Manager to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Administrative Services Director to transfer appropriations among the items within departmental budgets, except for salary and capital accounts.
3. Staff to transfer or lend monies from one fund to another as specified in the budget document

WHEREAS, the approval of the Capital Improvement Program for 2012-13 and 2013-14 and in concept out to 2017-2018, as part of the 2012-13/2013-14 multi-year budget is necessary.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Visalia that the budget for the 2012-13 fiscal year totaling \$250,555,331 and for the 2013-14 fiscal year totaling \$135,863,746 be approved.

BE IT FURTHER RESOLVED THAT:

1. The City Manager is authorized to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Administrative Services Director is authorized to transfer appropriations among the items within departmental budgets, except for salary and capital accounts.
3. Staff is authorized to transfer or lend monies from one fund to another as specified in the budget document.

BE IT FURTHER RESOLVED by the City Council of the City of Visalia that for all funds, for capital projects and/or operating funds that are encumbered or designated from prior years, be re-appropriated, and

**City of Visalia
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BE IT FURTHER RESOLVED by the City Council of the City of Visalia that any currently active capital projects and operating funds that do not meet the criteria to be encumbered or designated, be re-appropriated.

PASSED AND ADOPTED: 06/18/12

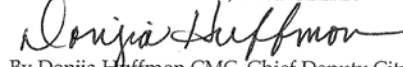
STEVEN M. SALOMON, CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF TULARE) ss.
CITY OF VISALIA)

I, Steven M. Salomon, City Clerk of the City of Visalia, certify the foregoing is the full and true Resolution 2012-40 passed and adopted by the Council of the City of Visalia at a regular meeting held on June 18, 2012.

Dated: June 20, 2012

STEVEN M. SALOMON, CITY CLERK



By Donjia Huffmon CMC, Chief Deputy City Clerk

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

**City of Visalia
Agenda Item Transmittal**

Meeting Date: June 18, 2012

Agenda Item Number (Assigned by City Clerk): 24

Agenda Item Wording: City Council approval of Resolution 2012-32 adopting the 2012-13 appropriations limit for the City of Visalia's General Fund.

Deadline for Action: June 30, 2012

Submitting Department: Administration / Finance Division

Contact Name and Phone Number:
Eric Frost, Administrative Services Director 713-4474
Amee Sing, Sr. Administrative Analyst 713-4170

Department Recommendation:
That the City Council adopt Resolution 2012-32 establishing the appropriations limit for the 2012-13 fiscal years in the amount of \$118,735,743 for the General Fund.

Discussion:
The Appropriation Limitation imposed by Propositions 4 and 111 creates a restriction on the amount of tax revenue which can be appropriated in any fiscal year. The limit is based on actual appropriations during the 1978-79 fiscal year and is increased each year by a factor comprised of the change in population combined with the change in California per capita personal income.

The General Fund is the only fund subject to the appropriation limit. Any challenge to the appropriations limit must be brought within 45 days from the effective date of the resolution.

The State of California Department of Finance is mandated to provide the population and California per capita personal income change data for local jurisdictions to calculate their appropriations limit. Based on the following data received from the Department of Finance, a population change of 1.21% and per capita income change of 3.77%, the appropriations limit for 2012-13 is \$118,735,743. The total appropriation subject to limitation for the 2012-13 fiscal year is \$47,060,400 which is well under the appropriations limit as shown in Table 1, Gann Appropriations Limit.

For action by:
 City Council
 Redev. Agency Bd.
 Cap. Impr. Corp.
 VPFA

For placement on which agenda:
 Work Session
 Closed Session

Regular Session:
 Consent Calendar
 Regular Item
 Public Hearing

Est. Time (Min.):__

Review:

Dept. Head *EF*
(Initials & date required)

Finance *ES 6/7*
City Atty
(Initials & date required or N/A)

City Mgr *[Signature]*
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

SNIBL 5-0 JUN 18 2012
COUNCIL ACTION: Approved as Recommended

**City of Visalia
Two-Year Budget
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Table 1 Gann Appropriations Limit FY 2012-13		
Appropriations Limit FY 2011-12		\$113,049,360
Adjustment Factors:		
Population Change (1.21+100/100=1.0202)	1.0121	
Per Capita Income Change (3.77+100/100=.9746)	x 1.0377	
Total Adjustment Factor	1.0503	
Adjustment Amount		5,686,383
Appropriations Limit for FY 2012-13		118,735,743
Budgeted Expenditures Subject to Limit FY 2012-13		47,060,400
Amount of Unspent Authorized Appropriation		\$71,675,343

Table 2, Calculation of Proceeds of Taxes, categorizes General Fund revenues. As shown in the table, the amount of taxes is equivalent to the budgeted expenditures subject to the 2012-13 limit.

Table 2 Calculation of Proceeds of Taxes FY 2012-13			
	Tax Proceeds	Non-Tax Proceeds	Total
General Fund			
Taxes	\$47,060,400	\$0	\$47,060,400
Licenses & Permits	0	214,000	214,000
Fines	0	1,613,300	1,613,300
Revenue From Use of Money & Property	0	62,600	62,600
Revenue From Other Agencies	0	2,667,800	2,667,800
Revenue for Current Services	0	2,476,600	2,476,600
Other Revenue	0	319,900	319,900
Subtotal	47,060,400	7,354,200	54,414,600
Interest	0	460,500	460,500
Total General Fund	<u>\$47,060,400</u>	<u>\$7,814,700</u>	<u>\$54,875,100</u>

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Prior Council/Board Actions: June 20, 2011 - Council adoption of Resolution establishing the appropriations limit for the 2011-12 fiscal year.

Committee/Commission Review and Actions: None

Alternatives: None

Attachments:

Attachment 1 – Resolution No. 2012-32

Attachment 2 – CA Department of Finance Letter on Price and Population

Recommended Motion (and Alternative Motions if expected):

I recommend that the City Council adopt Resolution No. 2012-32 establishing the appropriations limit for the 2012-13 fiscal year in the amount of \$118,735,743 for the General Fund.

Environmental Assessment Status

CEQA Review:

NEPA Review:

Tracking Information: *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to: N/A

This document last revised: 6/7/12 9:20:00 AM

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Page 3

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Attachment 1

RESOLUTION NO. 2012-32

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA
ESTABLISHING THE 2012-13 APPROPRIATIONS LIMIT

WHEREAS, in 1979, California voters approved Proposition 4 (Article XIII-B of the California State Constitution). Informally known as the "Gann Initiative," Article XIII-B provides limits to the amount of tax proceeds state and local governments can spend each year.

WHEREAS, in 1980, the State Legislature added Section 9710 of the Government Code stating that the governing body of each City must establish, by resolution, an appropriations limit for the following year. The limit for any fiscal year is equal to the previous year's limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per capita personal income, if smaller). The necessary statistical information is provided by the California Department of Finance.

WHEREAS, Proposition 111 modified Article XIII-B. A City may choose which annual adjustments to use. The adjustment factors include the growth in the California Per Capita Income, or the growth in the non-residential assessed valuation due to construction within the City and the population growth within the City or county.

AND IT FURTHER provided for the 2012-13 fiscal year, any challenge to the appropriations limit must be brought within 45 days from the effective date of the resolution.

NOW, THEREFORE, BE IT RESOLVED that the appropriations limit as defined by Propositions 4 and 111 is set at \$118,735,743 for 2012-13 fiscal using a percentage change growth factor of 1.21% and change in per capita income of 3.77% as established by the California Department of Finance.

**City of Visalia
Two-Year Budget
2012-13 & 2013-14**

Attachment 2



EDMUND G. BROWN JR. ■ GOVERNOR
915 L STREET ■ SACRAMENTO CA ■ 95814-3706 ■ WWW.DOF.CA.GOV

May 2012

Dear Fiscal Officer:

Subject: Price and Population Information

Appropriations Limit

The California Revenue and Taxation Code, Section 2227, mandates the Department of Finance (Finance) to transmit an estimate of the percentage change in population to local governments. Each local jurisdiction must use their percentage change in population factor for January 1, 2012, in conjunction with a change in the cost of living, or price factor, to calculate their appropriations limit for fiscal year 2012-2013. Enclosure I provides the change in California's per capita personal income and an example for utilizing the price factor and population percentage change factor to calculate the 2012-2013 appropriations limit. Enclosure II provides city and unincorporated county population percentage changes, and Enclosure IIA provides county and incorporated areas' summed population percentage change. The population percentage change data excludes federal and state institutionalized populations and military populations.

Population Percent Change for Special Districts

Some special districts must establish an annual appropriations limit. Consult the Revenue and Taxation Code, Section 2228 for further information regarding the appropriations limit. You can access the Code from the following website: "<http://www.leginfo.ca.gov/calaw.html>" check box: "Revenue and Taxation Code" and enter 2228 for the search term to learn more about the various population change factors available to special districts to calculate their appropriations limit. Article XIII B, Section 9(C), of the State Constitution exempts certain special districts from the appropriations limit calculation mandate. Consult the following website: "http://www.leginfo.ca.gov/const/article_13B" for additional information. Special districts required by law to calculate their appropriations limit must present the calculation as part of their annual audit. Any questions special districts have on this issue should be referred to their respective county for clarification, or to their legal representation, or to the law itself. No State agency reviews the local appropriations limits.

Population Certification

The population certification program applies only to cities and counties. Revenue and Taxation Code Section 11005.6 mandates Finance to automatically certify any population estimate that exceeds the current certified population with the State Controller's Office. **Finance will certify the higher estimate to the State Controller by June 1, 2012.**

Please Note: Prior year's city population estimates may be revised.

If you have any questions regarding this data, please contact the Demographic Research Unit at (916) 323-4086.

ANA J. MATOSANTOS

Director

By:

A handwritten signature in black ink, appearing to read "Michael Cohen".

MICHAEL COHEN
Chief Deputy Director

Enclosures

This document last revised: 6/7/12 9:20:00 AM

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Attachment 2

Fiscal Year 2012-2013

May 2012

Enclosure I

- A. **Price Factor:** Article XIII B specifies that local jurisdictions select their cost-of-living factor to compute their appropriation limit by a vote of their governing body. The cost-of-living factor provided here is per capita personal income. If the percentage change in per capita personal income is selected, the percentage change to be used in setting the 2012-2013 appropriation limit is:

Per Capita Personal Income	
Fiscal Year (FY)	Percentage change over prior year
2012-2013	3.77

- B. Following is an example using sample population change and the change in California per capita personal income as growth factors in computing a 2012-2013 appropriation limit.

2012-2013:

Per Capita Cost of Living Change = 3.77 percent
Population Change = 0.68 percent

Per Capita Cost of Living converted to a ratio: $\frac{3.77 + 100}{100} = 1.0377$

Population converted to a ratio: $\frac{0.68 + 100}{100} = 1.0068$

Calculation of factor for FY 2012-2013: $1.0377 \times 1.0068 = 1.0448$

City of Visalia Two-Year Budget 2012-13 & 2013-14

Attachment 2

Fiscal Year 2012-2013

Enclosure II Annual Percent Change in Population Minus Exclusions January 1, 2011 to January 1, 2012 and Total Population, January 1, 2012

County City	Percent Change	--- Population Minus Exclusions ---		Total Population
	2011-2012	1-1-11	1-1-12	1-1-2012
Tulare				
Dinuba	3.41	21,868	22,614	22,614
Exeter	0.63	10,357	10,422	10,422
Farmersville	0.63	10,756	10,824	10,824
Lindsay	2.38	11,977	12,262	12,262
Porterville	0.89	54,115	54,596	55,107
Tulare	1.54	59,710	60,627	60,627
Visalia	1.21	125,342	126,864	126,864
Woodlake	0.99	7,305	7,377	7,377
Unincorporated	1.08	143,095	144,643	144,743
County Total	1.28	444,526	450,229	450,840

(*) Exclusions include residents on federal military installations and group quarters residents in state mental institutions, state and federal correctional institutions and veteran homes.

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RESOLUTION NO. 2012-32

COPY

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA
ESTABLISHING THE 2012-13 APPROPRIATIONS LIMIT

WHEREAS, in 1979, California voters approved Proposition 4 (Article XIII-B of the California State Constitution). Informally known as the "Gann Initiative," Article XIII-B provides limits to the amount of tax proceeds state and local governments can spend each year.

WHEREAS, in 1980, the State Legislature added Section 9710 of the Government Code stating that the governing body of each City must establish, by resolution, an appropriations limit for the following year. The limit for any fiscal year is equal to the previous year's limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per capita personal income, if smaller). The necessary statistical information is provided by the California Department of Finance.

WHEREAS, Proposition 111 modified Article XIII-B. A City may choose which annual adjustments to use. The adjustment factors include the growth in the California Per Capita Income, or the growth in the non-residential assessed valuation due to construction within the City and the population growth within the City or county.

AND IT FURTHER provided for the 2012-13 fiscal year, any challenge to the appropriations limit must be brought within 45 days from the effective date of the resolution.

NOW, THEREFORE, BE IT RESOLVED that the appropriations limit as defined by Propositions 4 and 111 is set at \$118,735,743 for 2012-13 fiscal using a percentage change growth factor of 1.21% and change in per capita income of 3.77% as established by the California Department of Finance.

PASSED AND ADOPTED: 06/18/12 STEVEN M. SALOMON, CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF TULARE) ss.
CITY OF VISALIA)

I, Steven M. Salomon, City Clerk of the City of Visalia, certify the foregoing is the full and true Resolution 2012-32 passed and adopted by the Council of the City of Visalia at a regular meeting held on June 18, 2012.

Dated: June 20, 2012

STEVEN M. SALOMON, CITY CLERK



By Donja Huffmon CMC, Chief Deputy City Clerk

**City of Visalia
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City of Visalia Budget Policy

**Article IX
Fiscal Administration**

Section 1. Indebtedness: No indebtedness shall be incurred on behalf of the City, for any purpose, unless and until the same shall have been authorized by ordinance, resolution or order of the Council.

Section 2. Fiscal Officer: A fiscal officer shall be appointed by the City Manager subject to the approval of the City Council, and the City manager shall establish the qualifications, duties and functions of such fiscal officer.

Section 3. Demands Against the City: Moneys shall be drawn from the City Treasury only in the manner prescribed by ordinance of the Council.

Section 4. Filing of Claims: Except as otherwise provided by the provisions of State law applicable to chartered cities, claims against the City shall be filed as prescribed by ordinance.

Section 5. The Fiscal Year: The fiscal year of the City shall commence upon the first day of July of each year, or at such other time as may be fixed by ordinance.

Section 6. Annual Budget: On such date in each year as shall be fixed by the Council, the City Manager shall send to the Council a careful estimate, in writing, of the amounts required for the business and proper conduct of the various departments, offices, boards and commissions of the City, over which he has control during the next ensuing year. The City Manager shall also at said time submit to the Council an estimate of the amount of income from fines, licenses, and other sources of revenue, exclusive of taxes upon property, and the probable amount required to be levied and raised by taxation.

Section 7. Public Hearing on the Budget: After reviewing the proposed budget as submitted by the City Manager and making such revisions as it may deem advisable, the Council shall determine the time for holding of a public hearing upon, and shall cause a notice thereof to be published not less than ten (10) days prior to said hearing by at least one insertion in the official newspaper of the City.

Copies of the proposed budget shall be available for inspection by the public at the office of the City Clerk at least ten (10) days prior to said hearing.

At the time so advertised or at any time such public hearing from time to time be adjourned, the Council shall hold a public hearing on the proposed budget at which interested persons desiring to be heard shall be given such opportunity.

Section 8. Adoption of the Budget: After the conclusion of the public hearing, the Council shall further consider the proposed budget and make any revisions thereof that it may deem advisable, and thereafter it shall adopt the budget with revisions, if any. Upon final adoption, the budget shall be in effect for the ensuing fiscal year.

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the various departments or activities therein

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described. All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered.

At any meeting after the adoption of the budget, the Council may amend or supplement the budget by motion.

Section 9. Tax System: The Council shall by ordinance provide a system for the assessment, levy and collection of City taxes upon property.

Section 10. The Council shall have power by ordinance to authorize the transfer to and the assumption and discharge by officers of the County of Tulare, of any function of the City relating to the assessment of property for taxation, and equalization of such assessment, the collection of taxes levied for municipal purposes, the collection of assessments levied for local improvements, the sale of property for non-payment of taxes levied for municipal purposes or for non-payment of assessments levied for local improvements, and the redemption of property from sales for either of said purposes and may repeal any such ordinances.

Section 11. Tax Rate: The total property tax for any one year shall not exceed one per cent of the assessed valuation, unless a special tax be authorized, as provided in this Charter; and the proceeds of any such special tax shall be used for no other purpose than that specified for which it was voted; provided, however, that in addition to said one per cent there shall be included in every annual levy, a sufficient amount to cover all liabilities of the City for principal and interest of all bonds or judgments due and unpaid or to become due during the ensuing fiscal year and not otherwise provided for.

Special Levies: Special levies in addition to the above may be made annually in amounts not to exceed the limits hereinafter enumerated in this section, respectively, on each \$100 of the assessed value of the taxable property in the City:

- 1) For the support and maintenance of free public libraries and reading rooms, Thirty Cents (\$.30).
- (2) For the support and maintenance of parks, playgrounds and recreation centers, Thirty Cents (\$.30).

The City shall spend each fiscal period not less than the total amount raised each year from special levies for the free public libraries and reading rooms, and the parks, playgrounds and recreation centers.

Section 12. Special Taxes and Bonds:

(a) Whenever the Council shall determine that the public interest demands a special tax for a specified purpose, either for any specified number of years or for an indefinite period of time, in excess of the maximum tax rates provided for in Section 11 of this Article IX, the Council may submit to the qualified voters of the City at a regular or special election a proposition to authorize such tax for such purpose and for such number of years for an indefinite period of time, but no such special tax shall be levied unless authorized by the affirmative votes of the same number of voters voting on such proposition as is at the time required to authorize indebtedness of the City evidenced by general obligation bonds.

(b) No indebtedness evidenced by general obligation bonds shall be incurred by the City unless authorized by the affirmative votes of that number of voters voting on the

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proposition for incurring such indebtedness that shall at the time be required by the Constitution and general laws of the State. All proceedings for the incurring of indebtedness evidenced by general obligation bonds of the City shall be taken in accordance with the Constitution and general laws of the State. All proceedings for the incurring of indebtedness evidenced by general obligation bonds of the City shall be taken in accordance with the Constitution and general laws of the State, except as provided in Section 13 of this Article IX.

Section 13. Limit of General Obligation Bonded Indebtedness: The general obligation bonded indebtedness of the City shall at no time exceed a total of twenty per cent of the assessed valuation of all property taxable for City purposes.

Section 14. City Promotion: The Council may appropriate and spend money from the funds of the City for any or all of the following purposes: Reception and entertainment of public guests, assistance of public celebrations, fairs and exhibitions, to aid or carry on the work of immigration to the City, to encourage and promote industrial and commercial development and tourism; and generally, for the purpose of advertising the City; provided, however, that the aggregate expenditures from property taxes for all of said purposes shall not exceed in one fiscal year the sum of four (\$.04) cents on each One Hundred Dollars (\$100) of the assessed value of property within the City.

City of Visalia NOTICE OF PUBLIC HEARING

A public hearing will be held before the Visalia City Council on Monday, June 18, 2012 at 7:00 p.m., at the City Hall Council Chambers, 707 W. Acequia Ave., Visalia, CA 93291 to consider the following:

Public Hearing for the adoption of a proposed multi-year budget for fiscal years 2012-13 and 2013-14 for the City of Visalia.

This budget appropriates funding for operational and debt expenditures, capital projects and cash transfers between funds.

A copy of the proposed budget is available for inspection at City Hall Administration, 425 E. Oak Ave., Ste. 301, Visalia, CA 93291.

If you should have any questions pertaining to the public hearing or to the proposed budget please contact Eric Frost, Administrative Services Director, at (559) 713-4474.

In compliance with the American Disabilities Act, if you need special assistance to participate in the meetings please call (559) 713-4512 48 hours in advance of the meeting. For Hearing-Impaired please call (559) 713-4900 (TDD) 48 hours in advance of the scheduled meeting to request signing.

Donjia Huffmon
Chief Deputy City Clerk

**City of Visalia
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June 8, 2012

Visalia Times Delta

**CITY OF VISALIA
NOTICE OF PUBLIC HEARING**

A public hearing will be held before the Visalia City Council on Monday, June 18, 2012 at 7:00 p.m., at the City Hall Council Chambers, 707 W. Avequia Ave., Visalia, CA 93291 to consider the following:

Adoption of a proposed multi-year budget for fiscal years 2012-13 and 2013-14 for the City of Visalia.

This budget appropriates funding for operational and debt expenditures, capital projects and cash transfers between funds.

A copy of the proposed budget is available for inspection at City Hall Administration, 425 E. Oak Ave., Ste. 301, Visalia, CA 93291.

If you should have any questions pertaining to the public hearing or to the proposed budget please contact Erik Frost, Administrative Services Director, at (559) 713-4474.

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**DONJIA HUFFMON
CHIEF DEPUTY CITY CLERK**

PUBLISH: June 8, 2012 #224256

Council Strategic Planning Workshop Report



VISALIA CITY COUNCIL STRATEGIC PLANNING WORKSHOP

FEBRUARY 10 & 11, 2012

Council member attendance – Mayor Amy Shuklian, Vice-Mayor Steve Nelsen, Warren Gubler, Bob Link, Greg Collins

SUMMARY REPORT

The Visalia City Council met on February 10th and 11th in the Hall of Fame room of the Rawhide Baseball Stadium to discuss issues of importance to the city. Council members, staff and community members in attendance shared viewpoints about issues that were selected by council members. The meeting agenda is appended to this report. Staff reports were given to provide background information prior to the Council's discussion of each issue. They are also appended to this report. Public comments were invited from community members at the beginning of each day's discussions as well as during specific topics covered throughout the two days.

The comments noted after each section title are a compilation of comments from the council members, the staff and community members. They are brief summary statements on each issue. A more complete presentation of the issue can be found in the written staff reports that are appended to this summary.

Priorities for 2012

This year's exercise to identify the focus of the organization's work program was underscored by one central theme: **no new projects**. Council members commented on the importance of continuing the work that is under way on a number of existing projects and programs. Consideration was expressed regarding the workload currently borne by a city staff that has been reduced by 40 positions over the past 4 years. In fact, the city has tightened its fiscal belt and trimmed nearly 120 positions from the organization over the past 20 years when comparing the worker-to-population ratio of 5.51 per thousand in FY 1989/90 to 4.38 in FY 2011/12.

The following work program priorities are **not** listed in any order of relative importance.

1. Stay the course on the Animal Control Facility. The new facility should be funded and begin construction before the end of 2012. Doing so is important to the morale, health, and safety of the employees working there. The new facility will improve the city's image and may provide new marketing and economic development opportunities.

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- 2. Secure funding for the new Public Safety Dispatch Center and break ground by the summer of 2013. Incorporate construction of the new Public Safety Center into the project if possible.**
- 3. Conduct a new review of alternative pension programs that adequately meet the needs of the employees while being less costly to the city than the current Public Employee Retirement System (PERS) plans.**
- 4. Complete the General Plan Update with adoption anticipated in the first quarter of 2013. Public involvement in the formulation of the Plan remains a priority.**
- 5. Research options for a greater level of involvement by the Fire Department in the transport of emergency medical service patients. Bring a report back to the city council by mid-2012. Special attention should be given to cost recovery and compatibility with existing patient transport services.**
- 6. Increase employee training opportunities at all levels of the organization in order to strengthen “staff infrastructure”. City Council is open to increasing funding for this endeavor in the interest of encouraging team building, increasing employee “connectivity” and improving employee morale.**
- 7. Continue to emphasize economic development in the Downtown, Mooney Blvd. corridor, and the Industrial Park. Create a marketing campaign for the East Downtown area that can be used to attract private sector investment. Pay special attention to infill opportunities on E. Main St. from Santa Fe to Ben Maddox Way.**
- 8. Continue improving the city’s image and aesthetics. Progress can be measured by a reduction in signage clutter, the number of complaints received by council members and the number of enforcement actions taken by Code Enforcement.**
- 9. Emphasize economic development on SR 63 (Dinuba Blvd.) north of Houston Avenue. Capture retail spending by residents living to the north and east of Visalia.**
- 10. Move forward in 2012 with a Charter amendment proposal to the voters for council member election by districts.**
- 11. Bring city resources back to a level necessary to support a staffing-to-population ratio appropriate to the service demands of the community.**
- 12. Continue the “Smart Team” approach to neighborhood revitalization. Excellent results are being seen from the integration of varied city and community resources in a coordinated response to neighborhood problems.**

13. Continue the city’s focus on resource sustainability. Increase the city’s involvement in water conservation and educating the community about water issues. Encourage participation by California Water Company. Explore alternatives for the city to capture revenue from providing recycled water in the “purple pipe system”.

As in previous years, it is anticipated that an update will be given to the City Council at the end of six months to see what progress had been made on these goals.

FRIDAY AGENDA ITEMS

Mayor Amy Shuklian opened the Workshop with welcoming comments. She thanked the council members for their commitment of time to meet over the next day and a half and thanked staff for the work that went into preparing for the meeting. She acknowledged the continuing financial challenges faced by the organization and expressed confidence that the city will continue on its path of excellence.

Public comments were invited and Bill Huott expressed his appreciation of the support that has been shown by the City Council and employees in assisting with community cleanups in his neighborhood and surrounding areas.

Mayor Shuklian turned the meeting over to Steve Salomon, City Manager, for his opening comments. He commented on the city’s financial situation, significant cost saving measures enacted by City Council, impacts of staffing reductions, capital projects and the ever increasing importance of water. His concluding remarks were that **“the City will likely do better than many others because of past efforts by the City Council to diversify the economy and manage the City’s resources appropriately”**.

The entirety of the City Manager’s written comments are appended following the Agenda.

SHARED VALUES

Six agenda topics were discussed on Friday, February 10th. The Workshop opened with an exercise that identified shared values. The purpose of the exercise was to refocus each council member, City Manager, City Attorney and department head on the core values with which their work as policy makers and policy implementers must align. Working individually, each person listed the top 5 to 10 single word qualities or characteristics that were most valued and shaped their service to the city. The lists were shared with the group and combined. They were later organized into 4 categories: Mind, Heart, Professionalism and Product. The attributes associated with each area were as follows:

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Mind: These are the “thinking” characteristics and are influenced over time by genetics, education, training and experience. They help answer the question of **WHY** a particular thing is being done the way it is. When connected to attributes of the Heart, they shape what we commonly refer to as one’s “character”.

- | | |
|-----------------|----------------------|
| Positive | Insightful |
| Innovative | Frugality |
| Risk-taking | Creative |
| Entrepreneurial | Imaginative |
| Listen | Visionary |
| Tenacity | Honest communication |
| Discernment | |

Heart: These are the “emotive” characteristics that are influenced over time by beliefs, sentiment, spirituality, associations, and living. These also help answer the question of **WHY** a particular thing is being done the way it is. They are the essence of the person that, when connected to attributes of the MIND, shape what we commonly refer to as one’s “character”.

- | | |
|-------------|---------------|
| Fun/Humor | Helpful |
| Positive | Friendly |
| Forthright | Cheerful |
| Nurture | Integrity |
| Motivated | Passion/Drive |
| Caring | Sincerity |
| Faith | Compassionate |
| Honesty | Moral |
| Kind | Respectful |
| Courteous | Thoughtful |
| Ethical | Courageous |
| Trustworthy | Loyalty |
| Fair | |

It is the MIND-HEART connection that ultimately defines the individual’s service to others and the community! It operates as the compass by which we set our course.

Professionalism: These are the “skills” characteristics that are acquired over time through education, training, trial and error experience, successes, failures, observation, application etcetera. They help answer the question of **HOW** a particular thing is being done the way it is.

- | | |
|-------------|---------------|
| Leader | Effective |
| Accountable | Collaboration |
| Timely | Informative |

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Responsive
Consistency
Industrious
Community
Approachable
Inclusive
Team
Dedication
Cohesion
Transparency

Diligent
Persistence
Accessible
Commitment
Openness
Cooperative
Productive
Efficient
Community-minded

Product: This category encapsulates the “output” side of the equation. It helps to answer the question of **WHAT** happens when Mind, Heart and Professionalism are focused on an organizational goal or objective.

Conservator
Service

Quality
Added value

Conducting the community’s business has become increasingly difficult because of a scarcity of the resources needed to meet all of the needs that come to the organization’s attention. Mutually exclusive choices must be made in deciding how time, talent and money will be used to accomplish the City Council’s goals. Measuring up to the city’s stated “Code of Ethics” and “Organizational Values” (See appended material) may be more consistently done by pausing occasionally to “square up” these choices with the core values identified in this exercise.

LAST YEAR’S ACCOMPLISHMENTS

Continued budget constraints and staffing reductions made 2011 a challenging year in which to provide city services and pursue the top priorities established at last year’s City Council Strategic Planning Workshop. Significant progress was made on the following 8 top priorities established by City Council at the Workshop. It is detailed in the appended report about this topic.

- 1. Develop a plan for greater community input into the General Plan Update process. Include community meetings that are focused on individual elements or areas of interest of the General Plan as well as broader meetings that address the General Plan as a whole. Include strategies for involving the city’s consultant in the information sharing. Also clarify funding available for the third year portion of the comprehensive work program including in-house expense estimated at \$32,000.**

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- 2. Present a draft balanced budget in May that is prepared in two different ways: one using General Fund reserves and one using NO General Fund reserves. Show the impacts on staffing levels, timeliness of service delivery and deferred activity for both approaches.**
- 3. Better educate the General Plan Update Review Committee and the community regarding the importance of retail sales tax in paying for budgeted city services. This needs to be done prior to receiving community input on the elements of the General Plan that are impacted by this issue.**
- 4. Better educate the community regarding water issues affecting the city and its surrounding area. Emphasize the interconnectivity of this critical resource among the communities and managing agencies within the Kaweah Delta Water Conservation District and allied water management groups.**
- 5. Bring back to the City Council for action by late March or early April the seven recommendations to increase economic activity that are contained in the report from Mike Olmos, Assistant City Manager. (See the appended report for item 8 (1), page 1,2.)**
- 6. Continue the multi-agency coordinated effort to suppress gang activity being led by the Visalia Police Department.**
- 7. Begin work on identifying a “signature event” for the city. Convene a meeting within two months of the interested individuals and sponsoring organizations involved with the “Healthy Visalia” program. Explore the possibility of this program growing over time into the signature event for Visalia.**
- 8. Identify infrastructure improvements needed in the Downtown and Mooney Blvd. areas. Estimate the work program and associated costs necessary to make those improvements.**

See the appended staff report for full details on this topic.

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FINANCIAL UPDATE

The Finance Director provided an update to the city's financial condition and his forecast for the coming year. The report was divided into 5 sections:

- a. Inventory of 4 fiscal years of budget solutions
- b. Current fiscal forecast
- c. Historical perspective on city revenues
- d. RDA dissolution and next steps
- e. Major issues from city supervisors and managers

The overall tone of the presentation was one of guarded optimism. Prior year cutbacks have saved the General Fund \$7.1 million in "ongoing budget solutions" and \$7.4 million in "one-time budget solutions". Sales tax revenue is beginning to show a modest year-to-year increase. It is expected to contribute to a \$400,000 General Fund surplus of revenue over expenses by FY 2013/14 if current spending is restricted to current levels. However, deficits are anticipated in the current and next fiscal years and may require further reductions to balance the General Fund budget.

A historical review of the city's financial picture points to a combination of state takeaways, the national recession and erosion of Visalia's regional sales tax dominance over the years contributing to the city's economic problems. The Finance Director states, for example, "If Visalia had the same tax dominance today as it did in the 1980's, the General Fund would have another \$6 million". This amount would have been more than sufficient to balance the General Fund the past four years **without** having to rely on reserves.

The State's recent legislation that ended redevelopment programs in all city and county jurisdictions adds another layer to the city's diminishing resources. It is uncertain at this time whether or not outstanding General Fund loans totaling \$6.83 million to the Redevelopment Agency will be repaid from tax increment. It is also uncertain to what extent there may be future funding from repayments of affordable housing loans to fund additional affordable housing projects. The answers to these and other uncertainties await court decisions and further negotiations with the state legislature likely to take place this year.

Council members were also provided the results of a meeting of supervisors and managers that addressed their perspectives on major issues of concern to the organization. Quoting from the Finance Director's report; "Three themes came out of the feedback from managers and supervisors, namely:

1. **Human Resources** - Employees are tired from 4 years of cutbacks.
2. **Sustainability** – There is concern about being able to sustain the services the City provides given the cutbacks that the City has had to make.

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3. **Better Tools** – If the City is to continue with limited staffing, employees need the best tools the City can afford to do their job.”

Council members acknowledged the increased workload that has been placed upon the employees and expressed their own concern regarding the loss of “connectivity” among employees who are now stationed at 9 different locations throughout the city. Several of those locations can be consolidated into the new Civic Center when it is built. Doing so will not only result in more efficient service to the community, it is also expected to improve employee morale.

There was strong consensus among council members and staff that the city is unlikely to work its way out of its financial difficulties by relying on increased sales taxes alone. Visalia is not going to regain the regional sales tax prominence it once enjoyed. Surrounding communities now have many of the large retailers in their own cities that they once traveled to Visalia to find. Therefore, alternative sources of revenue must be found to pay for deferred maintenance, capital projects and additions to staffing. Among the alternatives discussed were:

- **Add a utility users tax.** This is a revenue source that would increase over time as the community grows. Timing and the state of the economy are important considerations in deciding whether or not to ask the community to approve this. **A tax of 6% would generate \$10 million per year.** That percentage is the same as that assessed by other cities in our region with the exception of Exeter.

It was also acknowledged that not having this tax may be an incentive for industrial companies evaluating Visalia as a location for their business. The City Manager pointed out that an even greater consideration for these companies is the adequacy of city infrastructure and services. A cash-strapped city loses its competitive edge over time.

- **Increase the sales tax override.** The current override of .25% is half or less the amount of what other cities that assess this rate have. **Raising Visalia’s override to .50% would raise another \$5 million per year** for Visalia without jeopardizing our retail competitiveness with other cities in our region with a similar mix of retailers. This approach offers the additional advantage of bringing revenue from outside the community as visitors shop Visalia’s stores.
- **Increase the transient occupancy tax (TOT).** A modest increase in the TOT that currently stands at 10% would generate new revenue primarily from those visiting the community. **A 2% increase would generate approximately \$200,000 per year.**
- **Increase fees.** Several fees for city services may not be keeping pace with the cost of the service and could be increased if that is determined to be the case.

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Two examples mentioned were the hazardous use inspection fees charged by the Fire Department and recreation program fees charged by the Recreation and Parks Department.

Obtaining public input is the key to making a decision to move forward with any of these revenue options. True and honest communication with the city's residents must precede any actions along this line. Designating the use of the money raised was a critical element in the passage of Measure T and Measure R and should be incorporated in some fashion if the utility users tax or sales tax override are submitted to Visalia's residents for approval.

The City Manager was asked to look into obtaining consulting assistance to analyze the issues associated with a ballot initiative. A report should be made to the City Council in mid-summer of 2012 regarding the potential cost and process associated with this research. The City Council would like to have the necessary information to engage a consultant by the Spring of 2013 if it decides to move forward.

See the Finance Director's appended report for full details on this topic.

SUSTAINABILITY OF INFRASTRUCTURE AND PROGRAMS

Concerns about the sustainability of city programs, infrastructure and services surfaced among the council members and department heads interviewed for the Workshop. It was also singled out at the meeting with supervisors and managers that was facilitated by the Finance Director. Everyone acknowledges limitations that have been placed on the organization by declining resources. This has reduced the money available to maintain what is already in place like buildings and roads while severely limiting staff time available to attend to new infrastructure like parks.

The disparity occurs in part due to the availability of one-time revenue like grants and impact fees that pay for the construction of parks, buildings and roads but does not include funding for their ongoing maintenance. Examples mentioned include:

- Information Technology (IT): New equipment and systems are added but there is no funding for additional staffing to support the additions. Existing staff must somehow fit the new demands into their already crowded schedule.
- New Parks: Parks are added as a result of impact fees but there is no money available from those fees to maintain what is built.
- New Roads: Roads are added to the city's inventory by way of new residential and commercial development as well as the expenditure of transportation impact fees. Maintenance is an afterthought in a tight economy and the city has little choice but to add those roads if it wants to enjoy the benefits of a growing community.

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A significant backlog of deferred maintenance is growing larger every year. With that deferral come higher costs at a later date to address structural degradation that could have been prevented with earlier, less costly maintenance. This pattern has become an unfortunate reality in most public agencies as the struggle continues to ward off service cuts. Eventually, tough choices have to be made regarding the advisability of adding more infrastructure and programs even if they are initially funded by grants and impact fees.

Council members and department heads defined “sustainability” as the ability to keep going. It entails moving at a reasonable pace, using only the resources available at the time, providing basic services, providing for future needs and making maintenance of what we have the first priority.

Ultimately, a system similar to a “life cycle costing” element is needed that identifies the foreseeable maintenance costs and a funding source for them at the time a request is made to add new programs and capital expenditures. It should be simple, concise appropriate to the scale of the request. This may lead to decisions to forgo grant funds and even return impact fees if a reliable maintenance of effort cannot be assured. It may also mean identifying the key infrastructure and services the city must provide and eliminating others until they can be sustained.

Council members requested that a list be made of the deferred maintenance items for an initial review. They will decide at that time whether or not more detailed financial information is needed.

COMMUNITY SIGNAGE, BANNERS AND MARKETING DEVICES

The report to City Council begins with this summary: “The Neighborhood Preservation Code Enforcement Division has received an increase in complaints regarding non-profit signs and banners. However, the ordinance as it is currently written is ambiguous creating an enforcement issue.”

The report also points out difficulty in regulating animated signs as well. Staff recommended an amendment to the sign ordinance in order to provide greater clarity and consistency in its application.

Council members supported a revision to the ordinance in both instances. They stated their agreement with staff’s intention to widely circulate proposed changes among the business and industrial community prior to bringing them to the Planning Commission and City Council for adoption.

See the appended staff report for full details on this topic.

GENERAL PLAN UPDATE PROJECT HIGHLIGHTS

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Quoting from the Summary of the staff report, "The City is in the final year of its three-year General Plan Update effort. In the next couple months, it is anticipated that the General Plan Update Review Committee (GPURC) will finalize a recommended Land Use Plan (Preferred Plan) and policies, which will be considered by the Planning Commission and the City Council at a joint study session. Upon City Council's acceptance, the GPURC will prepare General Plan Elements, and adoption hearings will commence for the General Plan and Program EIR. Final adoption by the City Council is anticipated in February 2013".

Council members discussed the importance of infill development with differences of opinion on whether or not it has been adequately addressed in the Plan. There was also an emphasis placed on the importance of community involvement in the formulation of the plan.

Staff is requesting \$125,000 in the FY 2012/13 CIP to complete funding for the General Plan Update.

See the appended staff report for full details on this topic.

SATURDAY AGENDA ITEMS

Mayor Shuklian welcomed everyone back to the second day of the Workshop and invited public comments. There were none and the first agenda item of the day was discussed.

**HISTORY OF EMERGENCY MEDICAL SERVICE BY THE FIRE DEPARTMENT AND
POSSIBLE FUTURE STEPS**

The Fire Department has been providing emergency medical services since the 1920's. The department's level of involvement has varied over the years. It has included providing ambulance transport service as well as responding to calls for service in Springville, Three Rivers and the Dinuba area.

Fire Department personnel have been trained to the level of EMS since the late 1980's but have now progressed to the point where 27 paramedics are among their ranks. This allows them to have at least one paramedic on all fire units at all times.

It is a well established fact that a fire unit is usually the first to arrive at calls for emergency service everywhere in the city. This is due in large part to the balanced distribution of units throughout the city. The response time is a critical component in the patient's survival of traumatic situations and 2 or 3 minutes is a huge difference. That led to the Fire Department resuming its response to calls for emergency medical assistance in 1988 after a nearly 10 year span wherein city policy disallowed their involvement.

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Staff is interested in evaluating the expansion of the department's role in providing emergency medical transport services as well since they are already at the scene providing paramedic service. Council members are interested in learning more about this and asked the Fire Chief to research the matter and report back to the City Council by the second council meeting in March. The following questions should be included among those addressed in the report:

- What would be the impact on dispatch services?
- How would the private sector be impacted, especially ambulance service?
- What new revenue streams would be available to cover the cost of this service? Are franchise fees available from private ambulance service?
- What changes in equipment and staffing are required?
- Would this service be sustainable without any subsidy from the General Fund?
- How might responses to emergency medical service calls be handled more efficiently?

See the appended staff report for full details on this topic.

DOWNTOWN DEVELOPMENT

Quoting from the opening paragraph of the staff report, "Increased development in the form of infill and higher densities in the downtown has been desired by the City for some time. Some development in these forms has occurred over the last few years, however two primary obstacles to this development have been identified, electrical service and fire protection connections. The City street system in the downtown operates well and at a good overall level of service and should continue at this level if the city's planned projects are completed per the circulation element. Some localized street improvements, connections and completions along with improvement of alternate modes of transportation and street lighting will be needed in the future. In addition, future improvements and upgrades to the City's downtown storm and sanitary systems will be needed to keep up with demand."

Staff has identified utility "nesting areas" in each downtown block that could provide a means of upgrading electrical service with minimal impact to buildings, parking and downtown operations. The approach is acceptable to Southern California Edison Company and can be utilized by property owners at little or no cost above normal construction costs.

Downtown's antiquated street lighting system is in dire need of replacement. System failures become more and more difficult to repair due to the unavailability of parts. Energy costs and maintenance are considerably higher than would be required for an updated

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system. Unfortunately, the \$3 million to \$4 million required for its replacement is non-existent. It might be possible to borrow the funds and apply the savings in energy and maintenance costs to the debt service. If so, a partnership between the Property Owners Association and the city could be explored.

Meeting current fire suppression requirements is another of the challenges for downtown development. A plan for providing this service between West St. and Bridge St. has been developed. It relies on a series of “manifolds” located within 50 feet of an existing or proposed fire hydrant. They would be located within existing or proposed landscape areas in the downtown. The downside of the plan is that the first owner on a block to perform a remodel or expansion would have to pay the full cost of the manifold installation. Staff is researching funding options to address this.

Council members expressed an interest in identifying downtown corners that could be developed into a small park or pedestrian square. They also voiced their support for uncovering Mill Creek whenever possible during downtown development. It was also thought that a Facade Renovation Program would benefit the downtown and could, perhaps, be financed through a revolving loan fund from the Property Owners Association. City planners might play a role in encouraging façade renovations when projects are submitted for their review.

The transportation system and the storm and sanitary sewer systems were also reviewed with council members.

See the appended staff report for full details on this topic.

The Workshop concluded with council members selecting their top priorities for 2012. They are noted in the **PRIORITIES FOR 2012** section at the beginning of this report.

The Workshop adjourned at the conclusion of this exercise.