

State of California
City of Visalia



Santa Fe Bridge



Fire Station No. 55



Rawhide Stadium



Transit Center Expansion
(Schematic design)

Operating & Capital Budget
Fiscal Years 2010-11 & 2011-12

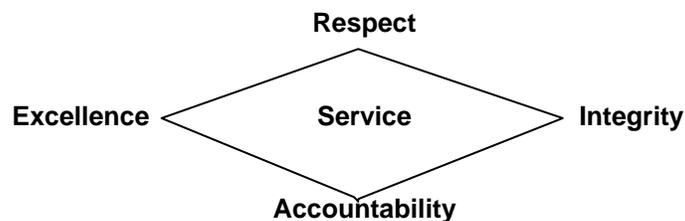
City of Visalia

State of California
Two-Year Budget & Objectives
2010/11 & 2011/12



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)

Bob Link, Mayor
Amy Shuklian, Vice Mayor
Warren Gubler, Council Member
Mike Lane, Council Member
Steve Nelsen, Council Member

Steve Salomon, City Manager
Eric Frost, Administrative Services Director
Renee Nagel, Finance Manager

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**City Council
Fiscal Year 2010/11**



Mayor Bob Link



Vice Mayor Amy Shuklian



Councilmember Warren Gubler



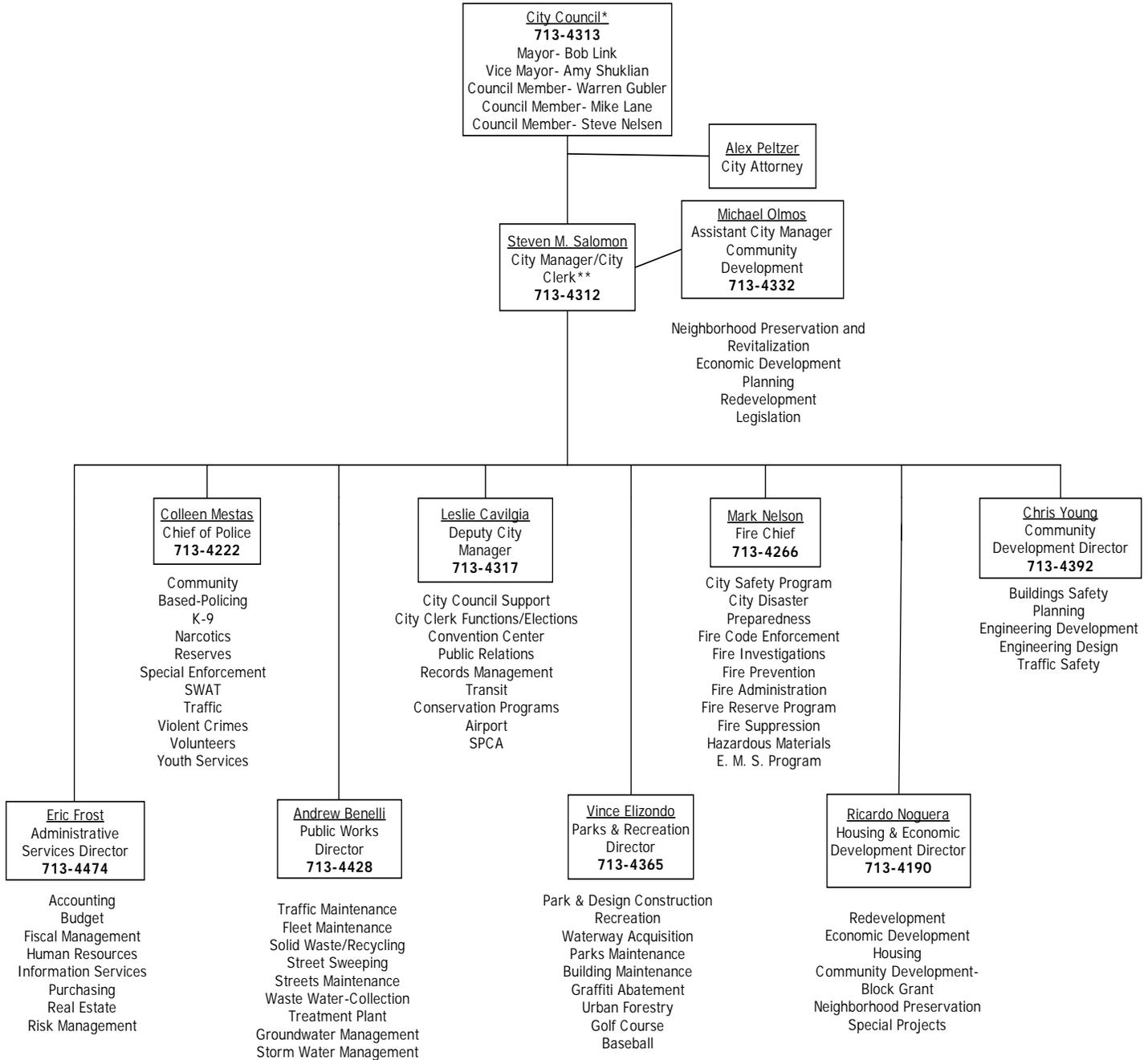
Councilmember Mike Lane



Councilmember Steve Nelsen

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

CITY OF VISALIA



* Serves as board for the Redevelopment Agency, Visalia Public Finance Authority and Capital Improvement Corporation
 ** Serves as executive director for the Redevelopment Agency, Visalia Public Finance Authority and Capital Improvement Corporation

City of Visalia
Two-Year Budget
2010-11 & 2011-12

**CITY OF VISALIA
COMMITTEES AND COMMISSIONS**

City Council

Airport Committee
Staff Rep
Mario Cifuentes-713-4480
Meeting
2nd Tuesday of each month
5:30 p.m.,
Airport Conference Room

Beautification Committee
Staff Rep
David Pendergraft-713-4295
Meeting
2nd Tuesday of each month
5:15 p.m., Council Chambers

Citizen's Advisory Committee
Staff Rep
Eric Frost-713-4474
Meeting
1st Wednesday of each
month,
5:30 p.m. Council Chambers

Construction Committee
Staff Rep
Gene Ferrero/Dennis Lehman
713-4320/713-4495
Meeting
3rd Tuesday of each month
7:00 a.m., City Hall East

Disability Advocacy
Committee
Staff Rep
Chris Young-713-4392
Meeting
2nd Monday of each month
4:00 p.m., Senior Center

Environmental Committee
Staff Rep
Kim Loeb-713-4530
Meeting
2nd Wednesday of each
month
5:45 p.m., Transit Center

Miki Sister City Committee
Staff Rep
Mike Olmos
713-4332
Meeting
On Call

Historical Preservation Advisory
Committee
Staff Rep
Andy Chamberlain-713-4003
Meeting
2nd & 4th Wednesdays each month
5:30 p.m., Council Chambers

North Visalia Neighborhood
Advisory Committee
Staff Rep
Michelle Figueroa-713-4303
Meeting
2nd Wednesday of each month
5:30 p.m., District 1 Sub Station

Park and Recreation
Committee
Staff Rep
Vince Elizondo-713-4367
Meeting
3rd Tuesday of each month
5:30 p.m., Council Chambers

Planning Commission
Staff Rep
Fred Brusuelas-713-4364
Meeting
2nd & 4th Mondays each
month
7:00 p.m., Council Chambers

Bicycle, Pedestrian &
Waterways Committee
Staff Rep
Paul Shepard-713-4209
Meeting
1st Tuesday of each month
5:15 p.m., Council Chambers

Putignano Sister City
Committee
Staff Rep
Tim Fosberg-713-4565
Meeting
3rd Tuesday of each month
7:00 p.m., Memorial Park

Transit Advisory Committee
Staff Rep
Monty Cox-713-4591
Meeting
1st Wednesday of each
month
5:30 p.m., Transit Center

Visalia Youth Committee
Staff Rep
John Bradley-713-4585
Meeting
1st Tuesday of each month
5:30 p.m., Council Chambers

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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**City of Visalia
Two-Year Budget
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Visalia
California**

For the Biennium Beginning

July 1, 2008

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, 2008. 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



"It was the best of times, it was the worst of times; it was the age of wisdom, it was the age of foolishness; it was the epoch of belief, it was the epoch of incredulity; it was the season of Light, it was the season of Darkness; it was the spring of hope, it was the winter of despair; we had everything before us, we had nothing before us; we were all going directly to Heaven, we were all going the other way."

Charles Dickens from the "A Tale of Two Cities".

June 17, 2010

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

Honorable Mayor and City Council:

The proposed budget appropriates \$191,617,670 for 2010/11 and \$199,696,500 for 2011/12, as shown on Table I, Proposed Appropriations:

Table I
Proposed Appropriations

Table with 3 columns: Fund Type, 2010-11 Appropriation, and 2011-12 Appropriation. Rows include General Fund, Capital Projects Fund, Special Revenue Funds, Debt Service Funds, Business-Type Funds, and Internal Service Funds.

* Note: The debt service funds have monies transferred into the fund from the other funds to pay for debt. The transfer amount is authorized in the originating fund. The appropriation amount in the Debt Service Fund is the authorization to expend interest earnings on debt service.

These are the largest budgets to be adopted by the City of Visalia but are large not because of general tax growth; rather, the General Fund budgets for FY 2008/09 and FY 2009/10 were \$60.2 and \$58.7 million respectively. These General Fund budgets are almost \$5 million less than two years ago. The overall City budgets are larger

because of needed capital projects, most prominently, the Waste Water Treatment Plant's tertiary treatment and water recharge project proposed to spend \$80 million over the next two years.

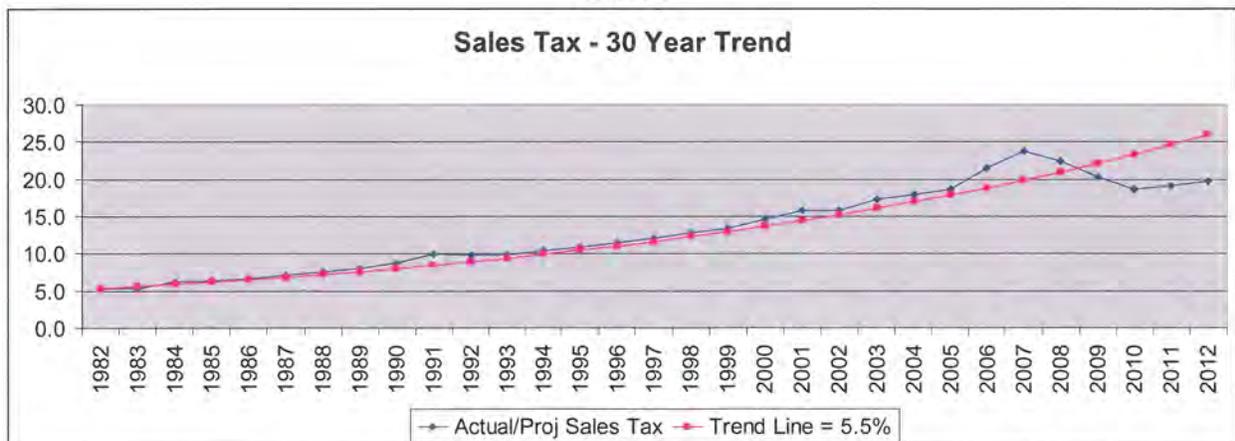
Conversely, the City's General Fund Budget is proposed to decline from last year's budget. This decline is directly in response to the local economy. For the last several years, the United States has struggled through a recession, a recession that is only exceeded by the Great Depression. Fortunately, the current economic decline is not as severe as the depression of our grandparents; however, times are trying and stressful.

The City of Visalia is not exempt from these challenges. In FY 2008/09, the City developed strategies to bridge a \$2.8 million General Fund funding gap. Focus was on finding ways to have ongoing savings, so a number of positions remained vacant in a money saving effort.

In FY 2009/10, despite the City's previous efforts, the General Fund budget gap widened to \$5.7 million. Various efforts were made to reduce this deficit with ongoing savings. By June of 2009, the ongoing savings alternatives were determined to be insufficient. The City Council declared a fiscal emergency in the General Fund which suspended Measure T's maintenance of effort requirements for the General Fund. The City instituted a targeted early retirement incentive for Police Management and had several layoffs. Despite these difficult efforts, this year's budget, after good efforts by all departments, still faces a \$2.0 million General Fund deficit. Because of California State budget take-aways, management recommends the City prepare for at least a \$2.5 million deficit in the General Fund for 2010/11. Cumulatively, then, the City has had to respond to General Fund deficits over the last three fiscal years of \$11.0 million.

The City has seen a dramatic decline in all its tax revenues: sales, property and transient occupancy taxes. For most of the past 30 years, the largest tax revenue, sales tax, has been very stable, as shown in Chart I, Sales Tax – 30 Year Trend.

Chart I



The first 20 years of the chart show remarkable stability. The 5.5% trend line and the actual revenues track very closely to each other. This relationship, however, has fallen apart for the last six years. First, revenues spiked and then crashed. The result is that as the City puts together its 2010-12 Budget, the City will have \$6 million less in sales tax revenues than the long-term trend would have indicated, a 25% decline.

Sales tax is the most easily identifiable indicator that puts the challenges of this year's budget into perspective. More or less, all of Visalia's operations have been affected by the economy. The question is, "how has the City responded and what should it expect?"

The answer is that the City does not expect revenues to decline forever. Rather, the expectation is that at some point the revenues will once again trend upwards. However, the City also does not expect that revenues will bounce back to the previous trend line. Rather, the City expects that a new baseline has been established. If this is the case, then the challenge for Visalia is how to determine that new baseline. And if a new baseline has been established, the City organization must adjust to this new, lower level of revenues.

City Response to the Changing Economic Environment

To maintain sound finances, the City has employed a number of strategies, including:

- Eliminating or freezing almost 50 positions
- Reworking contracts such as the City's median landscaping and audit contracts
- Discontinuing services such as having Fire not respond to lower level 911 calls
- Reducing operational expenses such as dramatically curtailing overtime and decreasing training and travel
- Using reserves to balance the books

Although the total proposed budget for the next two years is \$192 and \$200 million, respectively, the City's budget is not one, monolithic structure. Rather, the budget has multiple, interrelated funds that work together to make the City's budget. Depending upon the revenue source, various uses of these budget strategies have been employed. The budget, then, can be divided and discussed as follows:

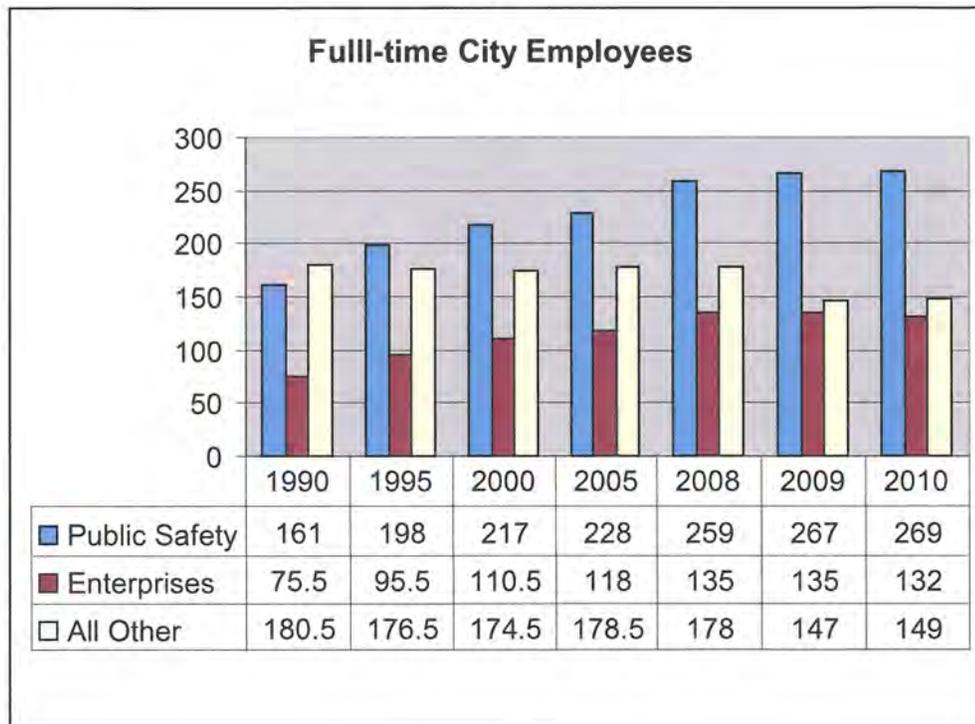
General Fund (FY 10/11 - \$55.9 million, FY 11/12 - \$55.9 million). The General Fund in the past has represented approximately 1/3 of the City's total budget and is supported by major tax revenues such as Sales and Property Taxes. These revenues have declined for the last several years. As a result, the activities supported by the General Fund have had to contract and the General Fund represents about 25% of the City's budget.

Contraction is difficult. Seventy-five percent of the tax dollars in the General Fund support public safety. And the public safety budgets are very important to the community which annually places public safety as the community's primary

concern on its public opinion surveys. Nevertheless, the City has responded to current economic realities by deleting positions and reorganizing to decrease costs as shown in Chart II, Full-time City Employees.

The changes in personnel show that employment for non-Public Safety personnel is below 1990 levels when the City had 50,000 fewer residents.

Chart II



Special Revenue Funds (FY 10/11 - \$50.4 million, FY 11/12 - \$36.8 million).

The City has a number of special revenue funds that are limited in their use by law to specific purposes. For example, the City receives a special sales tax dedicated to public safety. This sales tax has declined and services are being sustained by reserves. Such a practice will need to be altered by the end of the two year budget cycle as Police Measure T reserves are projected to be exhausted unless the sales tax picks up sharply.

Another major special revenue source is impact fees. These fees are down by 2/3rds compared to the boom times. The City's response is to not start projects that are not already fully funded with revenues the City has previously collected. Thus, the impact fee funds can remain in sound, fiscal shape by not going into a negative position.

Finally, the fiscal decline has provided some new, one-time revenues such as Neighborhood Stabilization Program (NSP) funds that are being used to purchase foreclosed homes, repair them, and put them back on the market.

These funds are limited use and are controlled by limiting expenditures to the grant amount.

Enterprise Funds (FY 10/11 - \$93.4 million, FY 11/12 - \$98.9 million). The enterprises are the City's businesses. They try to collect fees equal to their costs. There are a couple of exceptions in the case of Airport and Transit which receive substantial grant revenues for their operations. The Convention Center also does not stand on its own and receives a significant transfer from the General Fund each year to subsidize operations and pay the fund's debt service.

These operations have not been significantly impacted by the recession. The Convention Center's revenues are down, but not to double digit proportions. Further, the Convention Center has responded by also decreasing expenditures.

Airport activity is also down, but again not by large amounts. Transit service, conversely has seen increased activity. And Solid Waste and Wastewater remain stable.

The major issue in the enterprise funds will be the expansion of the treatment plant in order to meet clean water standards. This near \$100 million capital project will have the additional benefit of providing tertiary treated water as a recharge to the City's underground aquifer through a water exchange program. Water that is released by the treatment plant will be delivered to local farming operations in exchange for upstream water which can be placed in ponding basins and put back in the aquifer.

Analysis of the City's General Fund.

The City has been working for several years to reduce costs in the General Fund. Because so much of the General Fund is dedicated to personnel expenditures, much of the cost savings effort has been directed towards reducing personnel. At first, the City began by creating limited term contract employee positions. In Building Safety, which was very busy in 2006, almost half of the building inspectors were either on a limited term contract or were hourly employees. As time progressed, however, positions were kept vacant when turnover occurred.

The City was able to overcome a \$2.8 million deficit in FY 2008/09 by such actions and the use of \$1.4 million of General Fund reserves. FY 2009/10, however, required even larger cuts as the revenue declines produced a new General Fund deficit of \$5.7 million. That deficit was resolved by implementing the plan shown in Table II, Closing the FY 2009/10 Budget Shortfall. The table is taken from the Council's 8/17/09 item on the City's budget.

Table II
Closing the FY 2009/10 Budget Shortfall
(All Amounts in Millions)

<i>Budget Shortfall - FY 2009/10</i>	8.5
 <u>Budget Solutions</u>	
<i>Ongoing Savings</i> from 2008/09	(2.8)
 <i>One-time budget savings</i> from use of emergency reserves (\$0.9), deferred capital (\$0.5) and VLF funds (\$0.2)	 (1.6)
 <i>Ongoing Operational Savings</i> achieved prior to 7/13	 (1.0)
 <i>Various Ongoing Savings</i> from 7/13 Council meeting	
- Operations	(0.9)
- Layoffs	(0.5)
- Retirements	(1.7)
	(3.1)
 Total	 0.0

* Table from Budget Staff Report from City Council's 8/17/09 Meeting

Once again, however, the City is faced with a deficit in the General Fund of \$2.1 million in FY 2010/11. Given that the State of California also has a looming budget deficit, management recommends planning on an additional \$500,000 impact to the City's budget from the State's budget process. Thus, the City's budget needs to anticipate a \$2.6 million deficit.

In addition to the \$2.6 million General Fund deficit, the City must also set-aside money to fund the City's property tax receivables. Until this year, the County would purchase all the cities property tax receivables at full face value. Because the County has not received State reimbursements timely, the County is unable to continue this program. As a result, the City will need to fund these receivables, which is expected to be \$1.6 million this year and eventually total \$3.5 million until the payment of prior receivables equals or exceed the new property tax receivables created each year. Although this receivable is an asset and will pay interest, it will never be available to the City. It is the working cash needed to fund these outstanding property tax receivables that will roll from year to year.

Thus, management recommends that the following actions be taken to bridge the General Fund budget gap in Table III, Bridging the General Fund Gap:

Table III
Bridging the General Fund Gap
All Amounts in Millions

<u>Deficit</u>		
General Fund Deficit, 2010/11	\$2.60	
Property Tax Receivable	<u>\$1.20</u>	
		\$3.80
<u>Proposed Solutions</u>		
Reserves – Property Tax Receivable	\$1.20	
Revenue Options – Towing	0.10	
Reserves and/or Employee Comp. Changes	<u>\$2.50</u>	
		\$3.80

Solutions

Police Towing Franchise Fee (\$100,000). Fresno has implemented a Police Towing Franchise fee. This fee is assessed to the tow companies who then pass on those increased charges to the users of towing services. The effected parties are those that are towed from traffic stops requiring vehicles to be towed. In other words, if a car is stopped and the driver is determined ineligible to drive his or her car, the Police Department would summon a tow company to tow the vehicle. This occurs with a Driving Under the Influence citation most often but could occur for other traffic citations or accidents. The fee would be \$50 a tow and the tow companies would be authorized to add that to the tow charges they eventually assess to the driver of the towed vehicle. The estimated revenue of such a program is \$100,000 a year.

Use of Reserves and/or Reductions in Employee Compensation (\$2.44 million). The remaining budget shortfall is proposed to be funded from a combination of use of City reserves and/or employee compensation reductions. The City is in the process of negotiating concessions from employees, seeking that a portion of the remaining shortfall be paid for from compensation packages. The eventual outcome of those negotiations is unknown. As a result, the City must be prepared to use reserves up to the full amount, \$2.04 million.

The reason the City has considered asking employees to provide wage concessions is that other solutions have been worked pretty hard. The City has endured over \$11 million in deficits over the last three years. Faced with further deficits, the City has now asked employees to accept wage concessions. Further, the City has substantially reduced positions over the last several years. This reduction in the workforce both increases the pressure on the remaining employees and reduces the amount of service the City can provide. Further layoffs are not contemplated in this budget. What are needed are structural changes in compensation which can be sustained by the City's new baseline revenues.

Last year, for what appears to be the first time in the City's history, the City had layoffs. Table IV, Layoff Report, shows the positions that were laid off with an annual cost savings of some \$680,000.

Table IV
Layoff Report

Department	Classification	# Pos	10/11 Savings	11/12 Savings
<u>General Fund</u>				
Community Development	Assistant CD Director	1	157,200	160,340
Community Development Total			157,200	160,340
Fire - Operations	Fire Battalion Chief	2	279,160	284,740
Fire Total			279,160	284,740
Parks & Recreation	Cook, 3/4 Time	2	95,700	97,610
Parks & Recreation	Graphic Artist, 3/4 Time	1	47,850	48,810
Parks & Recreation Total			143,550	146,420
General Fund Total			579,910	591,500
<u>Convention Center</u>				
Convention Center	Conv Center Service Worker	2	87,240	88,980
Convention Center Total			87,240	88,980
Total		8	667,150	680,480

The 8 position loss reduced costs but also reduced the City's capabilities. An additional 40 positions have not been budgeted. Management wants to add some of these positions back into the budget when funds are available. These positions are shown in Table V, Frozen or Deleted Positions – Not Budgeted. But, as long as these positions remain frozen, the City saves some \$3.7 million.

Table V

Frozen or Deleted Positions - Not Budgeted						
Department	Classification	Div. #	# Pos	10/11 Savings	11/12	
General Fund						
Administration	Special Projects Manager	10101	1	148,630	153,950	
Administration	Assistant City Manager	10101	1	183,200	184,580	
Admin Total				331,830	338,530	
Admin Services - Human Res	Admin Analyst/Sr. Admin Analyst	11125	1	72,600	73,000	
Admin Services Total				72,600	73,000	
Community Dev. - Administration	Office Assistant/Sr	18110	1	57,260	59,350	
Community Dev - Administration	Administrative Assistant	18110	1	65,010	67,370	
Community Dev. - Planning	Senior Planner	18111	1	103,190	106,910	
Community Dev. - Engineering	Sr. CAD Specialist	33312	1	77,720	80,540	
Comm Dev - Engineering	Survey Party Chief	33312	1	84,810	87,860	
Comm Dev - Engineering	Assoc Engineer	33312	1	93,320	94,300	
Comm Dev - Engineering	Assoc Engineer	33311	1	93,320	94,300	
Community Development Total				574,630	590,630	
Parks & Recreation	Recreation Coordinator	50514	1	73,850	74,900	
Parks & Recreation	Park Maintenance Worker	31322	1	61,250	62,200	
Parks & Recreation	Kitchen Supervisor 3/4T		1	46,890	48,610	
Parks & Recreation	Recreation Supervisor	50514	1	84,720	85,600	
Parks & Recreation	Recreation Coordinator	50514	1	73,990	75,490	
Parks & Recreation	Park Maintenance Technician	31322	1	71,430	72,300	
Parks & Recreation	Park Maintenance Worker	31322	1	61,370	62,200	
Parks & Rec Total				473,500	481,300	
Police						
Police - Administration	Assistant Police Chief	21201	1	169,160	170,640	
Police - Patrol	Police Captain	21202	1	154,990	157,540	
Police	Police Agent	21202	3	330,690	336,480	
Police	Police Officer	21202	1	108,000	110,000	
Police - Administration	CSO	21201	1	69,540	70,950	
Police - Administration	Communications Oper.	21201	1	73,190	75,550	
Police Total				905,570	921,160	
Public Works						
Public Works - Administration	Accounting Asst/Sr. Acct. Asst	31006	1	62,600	64,880	
Public Works - Streets	Street Maintenance Worker	31324	1	61,370	62,200	
Public Works - Streets	Sr. Heavy Equip Operator	31324	1	82,040	83,660	
Public Works - Streets	Sr. Street Maint Worker	31324	1	71,440	72,300	
				277,450	283,040	
General Fund Total				2,635,580	2,687,660	
Convention Center						
Administration - Conv. Center	Lead Conv Center Crew Leader	50535	1	75,280	77,970	
Administration - Conv. Center	Events Coordinator	50535	1	70,210	72,750	
Administration - Conv. Center	Convention Center Sales Mgr	50532	1	79,520	82,390	
Convention Center Total				225,010	233,110	
Housing & Econ Dev						
Economic Development	Dev. Project Manager	64684	1	117,260	121,470	
Housing & Econ Dev Total				117,260	121,470	
Internal Service Funds						
Community Dev - GIS	Sr. GIS Analyst	15142	1	103,050	106,760	
Community Dev. - GIS	GIS Manager	15142	1	117,440	118,530	
				220,490	225,290	
Enterprise Funds						
Community Dev. - Building Safety	Combined Bldg Inspector	18241	1	87,230	90,360	
Community Dev. - Building Safety	Sr. Combined Building Inspector	18241	1	91,660	94,950	
Community Dev. - Building Safety	Plan Checker	18241	1	74,630	80,350	
Community Dev. - Building Safety	Bldg Inspector	18241	1	61,250	63,450	
Community Dev. - Building Safety	Assistant Building Official	18241	1	101,780	102,790	
				416,550	431,900	
Total Frozen Positions			40	3,614,890	3,699,430	

These 48 positions, 8 layoffs and 40 frozen or deleted positions, represents almost 10% of the City's full-time work force. Contrast that reduction to the fact that Visalia continues to grow and its residents continue to need services. For example, in FY 2006/07, the City had just over 110,000 residents; today the City has over 125,000, a 14% increase.

Because of the increasing number of residents and the substantial number reduction in employees achieved so far, it is very difficult to reduce positions further.

General Fund Reserves. The current plan calls upon the City to use emergency reserves available to the City. Reserves provide the City with an option other than reducing expenditures, at least immediately. Reserves also provide the City with time to implement changes which save money. Reserves also allow the government time to adjust if projected revenues come in lower than expected. But reserves do not change the fundamental facts that a government may not long-term spend more than it brings in. The potential use of General Fund Reserves can be affected by many things and is analyzed in detail on page 14-92 of the budget. Table VI, Planned Use of Reserves, summarizes those changes.

Table VI
Planned Use of Reserves
All Amounts in Millions

Balances as of 6/30/09		
Emergency Reserve	\$13.6	
Undesignated Fund Balance	<u>2.0</u>	
Subtotal		\$15.6
Return/(Use) of Reserves for FY 09/10		
Return of Advances/Capital	\$ 1.0	
Operations	(1.9)	
Property Tax Receivable	<u>(1.6)</u>	
Subtotal		\$(2.5)
Projected Balance as of 6/30/10		
Emergency Reserve		\$13.1
Return/(Use) of Reserves for FY 10/11		
Return of Advances/Capital	\$ 0.7	
Operations	(2.6)	
Property Tax Receivable	<u>(1.2)</u>	
Subtotal		\$(3.1)
Projected Balance as of 6/30/11		
Emergency Reserve		\$10.0
Return/(Use) of Reserves for FY 11/12		
Return of Advances/Capital	\$ 2.2	
Operations	(1.7)	
Property Tax Receivable	<u>(0.9)</u>	
Subtotal		\$(0.4)
Projected Balance as of 6/30/12		
Emergency Reserve		\$ 9.6

At \$9.6 million, the General Fund reserves represent 17% of the General Fund operating expenditures. The Government Finance Officers Association (GFOA) recommends a minimum of 15% reserves. If the budget is executed as outlined, the City's reserves will be close to the minimum level recommended by GFOA.

New General Fund Recommendations

This budget proposes to add very few additional costs. Nevertheless, the City will continue to need to reorganize its staff in order to properly provide services to the community. In three areas, management has recommends adding costs to the budget as follows:

Fire Inspections. The City has a responsibility to inspect businesses on a periodic basis to ensure fire safety. Annual inspections are the preferred option. However, with 6,000 potential inspections to do each year, Fire has had to revise the inspection process to perform those inspections every two or three years in some cases.

The permit inspections are \$62 to \$80 each. The Fire Chief will review these inspection fees with Council. Typically, an inspector can accomplish 900 inspections a year. The plan is to hire one fire inspector, augmented with two, half-time hourly employees and some administrative support. Fire believes the work group should be the equivalent of 2 inspectors. Further, with the additional administrative support, the current Fire Inspector should be able to perform 400 more inspections a year. Thus, the group will be assigned 2200 inspections annually. At that rate, the inspectors will raise between \$136,400 and \$176,000 this next year.

An inspector costs \$95,000 a year. Two hourly positions will cost about \$30,000 a year. The administrative help could cost \$40,000 a year. The cost of the group will be \$165,000, about what is expected to be raised in revenues. If the work group is successful, the City can greatly improve its inspection process, making the City a safer place, without being a burden on the General Fund. Further, Fire believes they can exceed their revenue targets.

An allowance of \$15,000 to be matched by an additional \$15,000 from the hotel industry for the Visalia Visitors and Convention Bureau. The Convention and Visitors Bureau (CVB) is a non-profit organization that contracts with the City of Visalia to provide convention sales, tourism marketing, and visitor servicing. The City first contracted with the independent CVB in 2005 when it was first formed after a City Council appointed task force made a recommendation to form an independent organization. Since that time, the CVB has provided the contract services for the same \$239,000 per year. The organization struggled some in its formation stages, but has since become a viable organization. In the 2009 annual report to the Council the CVB Board presented earlier this year, it was confirmed that for the \$239,000 investment from the City, the CVB brought

in more than \$1.5 million in direct revenues to the City (hotels, convention center, catering), and more than \$5 million in economic impact from the ancillary sales (restaurants, fuel, printing, incidentals, etc.) generated by convention delegates, and the roll over impact of such sales.

It is recommended that the CVB Budget be increased by \$15,000, which would be the first increase in 5 years. In return, the City should expect to see another \$15,000 invested by the industry in CVB activities, and additional sales and marketing activities that should result in approximately \$60,000 in additional direct sales in convention, sports and/or tourism sales.

\$20,000 for Large Booking of Hotel Room Incentive. The Transient Occupancy Tax (TOT) rebate is part of the City of Visalia's stimulus incentive package. It is intended to entice sports and convention event organizers to book and hold a large event in Visalia before December, 2011. It is intended for new, unbooked business and not for events that are annual events in Visalia, or that are already booked or committed to be held in Visalia.

The Transient Occupancy Tax (TOT) rebate is available to organizers who book and hold an event in Visalia that generates 1,000 or more room nights committed in and confirmed by Visalia hotels. The rebate will be one-half of the confirmed TOT generated in Visalia by the event.

It is estimated that as many as 4 events could qualify annually, which would result in approximately \$40,000 in TOT revenue and therefore \$20,000 in TOT rebate. Since the rebate is only until December 2011 it is only for a partial fiscal year, but since there is already one event (Cal Ripkin) that is expected to qualify in that timeframe, \$15,000 is being budgeted for the rebate.

Special Revenue Fund Analysis.

The City has a number of revenues whose use is restricted. These special revenue funds are separated from all other funds to assure that their use coincides with their restrictions. These funds have dropped off dramatically. Consider Table VII, Change in Budgeted Special Revenue Fund Revenues, FY 08/09 compared to FY 10/11. The impact fee revenues are off by two-thirds. The sales tax supported revenues appear to be off by two-thirds; however, 47% of the 64% drop can be attributed to Measure R Regional Federal grants Tax funding \$8.8 million in two large overcrossing projects at Ben Maddox and Highway 198 and Shirk Road at 198, in the FY 08/09. In contrast, impact fees are down due to dramatically lower development and can only be explained as a reflection of a down economy.

On the other hand, some revenues are up due to special grants or the stability of the property tax in the Redevelopment Districts. Unfortunately for Redevelopment, even though revenues are up, the State has taken all the increase in the State budget process, taking \$2 million this year and some \$400,000 in FY 2010/11. The City's

approach to managing these funds is to reduce the number of projects that will be built. This will be seen in the reduced number of proposed capital projects. However, Measure T, a sales tax override used for Public Safety, deserves additional review.

Table VII
Change in Budgeted Special Revenue Fund Revenues
FY 08/09 compared to FY 10/11

Revenue Type	Revenues		Change
	2008/09	2010/11	
Impact Fees	13,991,780	4,890,987	-65%
Sales Tax Supported (Measures T & R)	22,908,100	8,339,224	-64%
RDA	6,304,320	7,419,300	18%
Grants and Other	8,879,490	10,351,610	17%
Total	52,083,690	31,001,121	-40%

Measure T. Measure T is a ¼ cent, voter authorized, sales tax override that was passed in March of 2004 to fund additional public safety services. The Measure T Plan components are found in Table VIII, Measure T Plan Components. In general, most of the plan has been implemented. The one component which is lagging is the

Table VIII
Measure T Plan Components

1. Hire and equip 28 new police officers	Will be completed with the hiring of two new officers in the FY 10/11 budget
2. Use these officers to open both south and north side precincts	Both precincts are operating
3. Improve 911 emergency operations by upgrading the emergency dispatch center.	The feasibility study is nearing completion
4. Hire and equip 18 new fire fighters	Four of the firefighters have been hired. The Measure T plan calls for hiring 14 more firefighters from Measure T in FY 12/13.
5. Utilize those 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 Lovers Lane Station, the Council has approved the recommendation that the second station be built in the Southwest. This station would be scheduled to open in FY 12/13 or 13/14.
6. Improve police and fire operations with the construction of a public safety headquarters to house the expanded staff.	This project has been put on hold due to economic challenges the City faces.
7. Build a new fire training facility	This facility is completed.

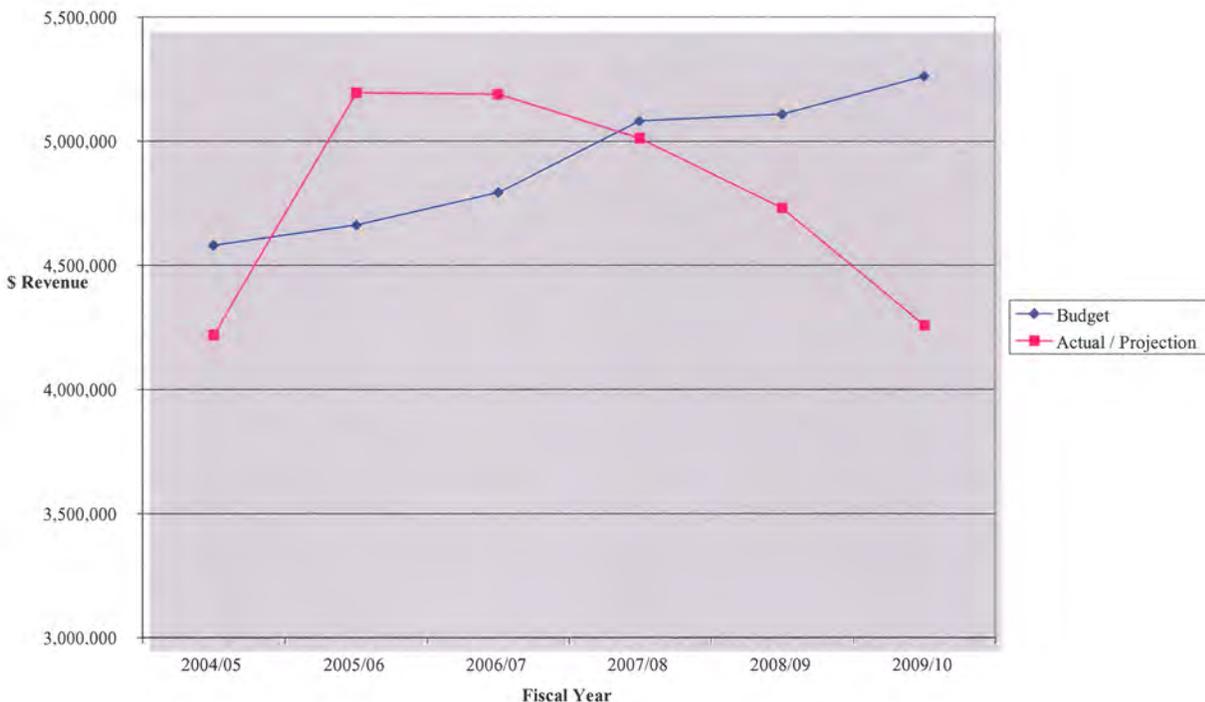
development of a Public Safety 911 Center/Headquarters Building. This expensive component, at least for the present, is recommended to be divided into two parts: the 911 Center and the Headquarters Buildings. The City is working on the 911 Center but needs to delay the Headquarters component of the building until the economy improves. Nevertheless, most of the plan is being implemented.

The Measure T plan components proposed to be implemented in FY 10/11 are:

- Hiring of the last two Measure T police officers
- Development of a potential joint dispatch center with other local government jurisdictions
- The acquisition of property and the development of plans for a new Southwest Fire Station, working to bring on a new company by FY 12/13.

The main concern with this fund is that revenues have fallen off compared to plan as shown in Chart III, Total Measure T Revenues. Revenues are off almost \$1 million from the plan. The economy's downturn continues to impact the sales taxes revenue. As a result, the expenditure plan will need to be adjusted, now or in the future.

**Chart III
Total Measure T Revenue**



To maintain the operating portions of the Police Measure T plan, the City will need to defund monies set-aside for capital and use such funds for operations. Table IX, Police - Measure T, illustrates what the City should expect by the end of the two year budget

cycle; the fund will need to reduce costs by \$800,000 by FY 12/13 given the projected budget.

Table IX

Police - Measure T			
All Amounts in Millions			
	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>
Revenues	2.6	2.7	2.8
Expenditures	<u>(3.2)</u>	<u>(3.5)</u>	<u>(3.6)</u>
Revenues Over/(Under)			
Expenditures	<u>(0.6)</u>	<u>(0.8)</u>	<u>(0.8)</u>
Fund Balance as of July 1	2.3	1.7	0.9
Ending Fund Balance, June 30	<u>1.7</u>	<u>0.9</u>	<u>0.1</u>

If Measure T revenues do not recover this next year, Management proposes to bring to Council at their mid-year financial reports options of reducing these deficits to avoid using all the Police Measure T reserves.

Although revenues are also down for Fire, their situation is somewhat different. The Measure T plan originally called for building a new Fire Station in the Southeast section of Visalia. Fire's Measure T plan anticipated accumulating sufficient resources to build a new station. Although their revenues have declined, their major expenditures have not started yet. Table X, Fire – Measure T, illustrates their expected financial position by the end of the two year budget cycle.

Table X

Fire - Measure T			
All Amounts in Millions			
	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>
Revenues	1.9	1.9	2.0
Expenditures	<u>(0.6)</u>	<u>(0.6)</u>	<u>(0.6)</u>
Revenues Over/(Under)			
Expenditures	<u>1.3</u>	<u>1.3</u>	<u>1.4</u>
Fund Balance as of July 1	6.2	7.5	8.8
Ending Fund Balance, June 30	<u>7.5</u>	<u>8.8</u>	<u>10.2</u>

Note: The Measure T plan called for Fire to accumulate resources during the first 10 years of the plan. In FY 12/13, the plan anticipated that the plan would spend more than the revenue it generated, anticipating \$3 million in expenditures. \$3 million a year is \$1 million more than the plan can now support long-term.

Fire's plan calls for hiring 14 firefighters in FY 12/13. If Measure T revenues remain down, Management will recommend hiring fewer employees to make sure the fund remains fiscally sound.

Capital Projects

Total budgeted capital projects are \$77.1 and \$80.1 million for FY 2010/11 and FY 2011/12, respectively. This amount is higher than ever before mainly due to one project, the proposed upgrade to the Waste Water Treatment Plant to meet Federal clean water standards and to recharge the City's aquifer. This almost \$100 million project is scheduled to spend \$80 million over the next two fiscal year. Table XI, Major Projects in Excess of \$1 Million, lists more than 80 percent of the capital project's dollar volume in the listed 18 projects.

Table XI
Major Projects in Excess of \$1 Million

	Project Description (Fund)	10/11	11/12	Total
1	WWCP Upgrade (4311)	\$ 40,000,000	\$ 40,000,000	\$ 80,000,000
2	Widen Plaza Dr & HWY 198 overcrossing (3011)	1,900,000	16,020,000	\$ 17,920,000
3	Sequoia Shuttle Visitors Center (4511)	4,500,000		\$ 4,500,000
4	North Shirk sewer line extension (1231)	1,000,000	3,000,000	\$ 4,000,000
5	(5) Replace 5 Heavy Duty buses (4511)	3,815,000		\$ 3,815,000
6	Cape Seal (3011)	1,775,000	1,780,000	\$ 3,555,000
7	Betty Drive Improvements (1241)	1,500,000	2,000,000	\$ 3,500,000
8	Street Oversizing (1241)	1,500,000	1,545,000	\$ 3,045,000
9	Southwest Fire Station Project (3011)	2,161,448		\$ 2,161,448
10	Major Overlays (1111)	1,000,000	1,000,000	\$ 2,000,000
11	Riverway Sports Park Phase 3 (3011)	1,728,000		\$ 1,728,000
12	Aquire Land for Groundwater Recharge Basins (1224)	762,000	709,000	\$ 1,471,000
13	Construct Visalia Pkwy culvert @ Packwood Crk (1131)	385,000	1,000,000	\$ 1,385,000
14	Minor Asphalt Overlays (3011)	660,000	650,500	\$ 1,310,500
15	Dig Outs - Pavement Repairs (1111)	600,000	614,500	\$ 1,214,500
16	(3) Yard Waste Trucks-Replacements (4411)		1,185,000	\$ 1,185,000
17	(3) Split Container Trucks-Replacements (4411)	1,125,000		\$ 1,125,000
18	(3) Front Load Trucks-Replacements (4411)		1,050,000	\$ 1,050,000
	Total	\$ 64,411,448	\$ 70,554,000	\$ 134,965,448

Much more detail on the proposed projects is found in the budget's capital section.

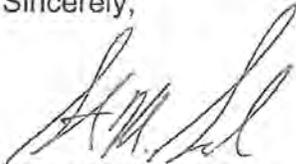
Acknowledgements

The budget is a collective effort of a large number of management personnel. It requires a great deal of cooperation and usually involves conflict; rarely are there enough resources to do everything that people want to do. However, this budget goes a long way in addressing needs throughout the community and continuing the City's tradition of conservative budgeting. Accounts are balanced except in the General Fund, which does have a method to balance the fund.

I want to thank the staff of the Administrative Services Department, particularly Finance Manager Renee Nagel, Financial Analyst Melody Murch, and Finance Intern Ameer Sing. They have worked many long and sometimes frustrating hours to meet the challenge of creating this document.

I also want to acknowledge Eric Frost, Administrative Services Director, and his leadership of the Finance Department. I have known Eric for over 20 years. These last several years have been very difficult and challenging. Eric and his staff have met the challenge with professionalism and integrity.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. M. Salomon', written in a cursive style.

Steve M. Salomon
City Manager

**City of Visalia
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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>2007-08</i>	<i>2008-09</i>	<i>2009-10 Projected</i>	<i>2010-11 Proposed</i>	<i>2011-12 Proposed</i>
Sales Tax	21.9	20.3	18.7	19.1	19.8
Property Tax	19.5	20.0	19.1	18.7	19.4
Franchise Tax	2.0	2.1	2.2	2.3	2.3
Business License	2.6	2.0	2.2	2.3	2.3
Transient Occupancy Tax	2.1	1.9	1.6	1.8	2.0
Use of Money & Prop	0.8	0.9	0.9	0.9	0.9
Subventions & Grants	0.5	1.3	1.3	1.4	1.3
Other Revenues	7.3	6.5	6.2	6.7	6.7
<i>Sub-total General Fund Revenues</i>	<i>56.7</i>	<i>55.0</i>	<i>52.2</i>	<i>53.2</i>	<i>54.7</i>
Measure T	5.0	4.5	4.4	4.4	4.6
Measure R - Local	2.0	1.9	1.9	1.8	1.9
Measure R - Trailways	-	0.5	4.3	1.0	0.9
Measure R - Regional	0.3	2.9	9.8	0.0	16.5
Gas Tax	3.9	2.9	2.9	4.1	4.2
CDBG	1.3	1.4	1.7	1.3	1.3
Redevelopment Property Tax	8.8	9.0	7.1	7.5	7.6
<i>Sub-total Other Governmental Revenues</i>	<i>21.2</i>	<i>23.1</i>	<i>32.0</i>	<i>20.2</i>	<i>37.0</i>
Solid Waste Rates	14.2	15.1	16.0	17.3	18.8
Wastewater Rates	10.3	11.6	12.8	14.6	16.5
Transit Grants	5.4	14.2	18.2	16.1	7.9
Convention Center Rents	3.3	3.2	3.1	3.0	2.8
Health Care Premiums	9.1	9.3	9.1	9.5	9.9
<i>Sub-total Major Business-Type Revenues</i>	<i>42.3</i>	<i>53.5</i>	<i>59.2</i>	<i>60.6</i>	<i>55.8</i>
<i>Subtotal Major Revenue Sources</i>	<i>120.2</i>	<i>131.6</i>	<i>143.4</i>	<i>134.0</i>	<i>147.6</i>
<i>Non-Major Revenue Sources</i>	<i>66.6</i>	<i>45.5</i>	<i>21.6</i>	<i>19.8</i>	<i>19.6</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

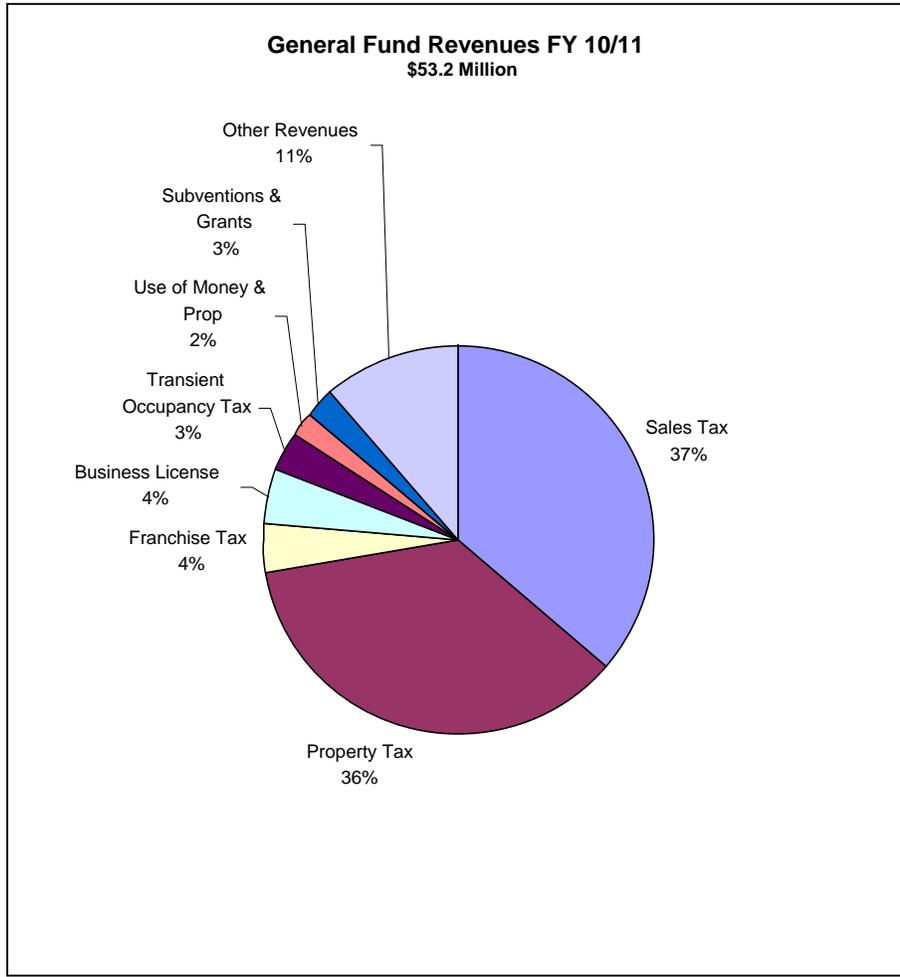


Chart I, General Fund Revenues, above shows the make up of the General Fund revenues. The make up remains fairly constant over time. The totals, however, have declined for the last several years. For FY 2010/11 and 2011/12, the General Fund revenues are \$53.2 and \$54.7, respectively. The pie chart clearly shows the importance of Sales and Property Taxes to the health of the General Fund.

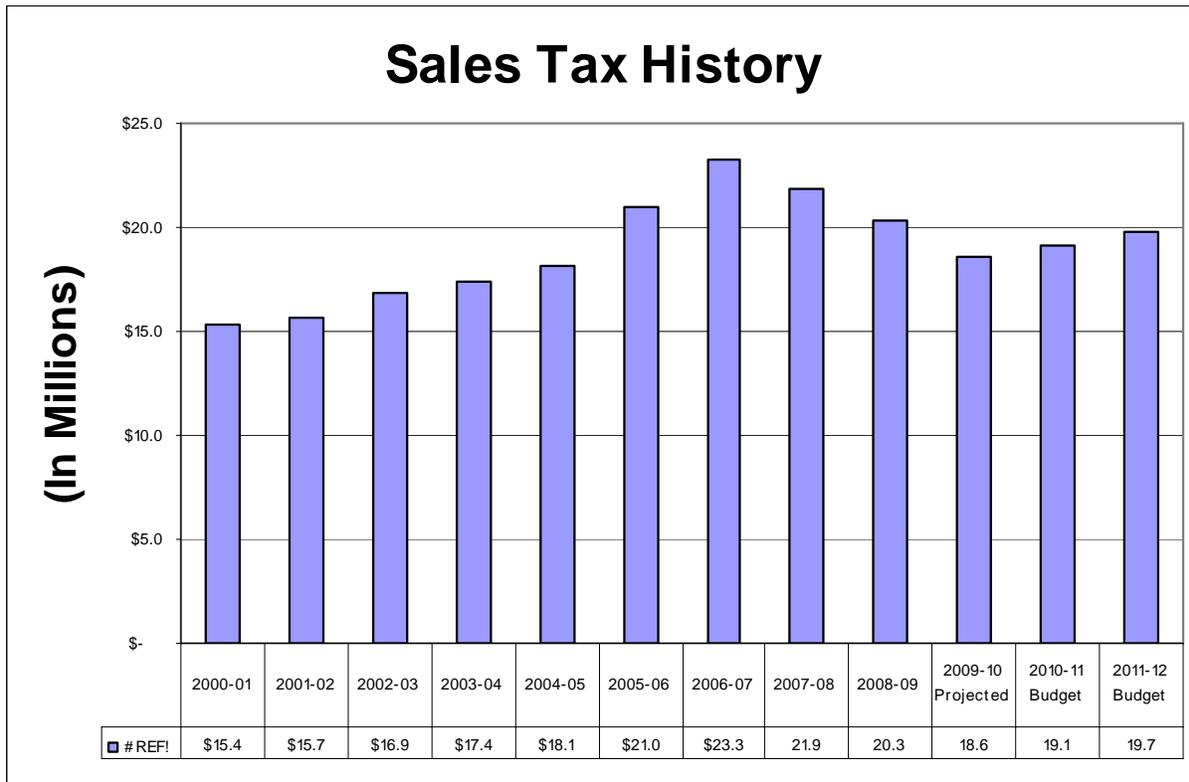
GOVERNMENTAL REVENUES

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

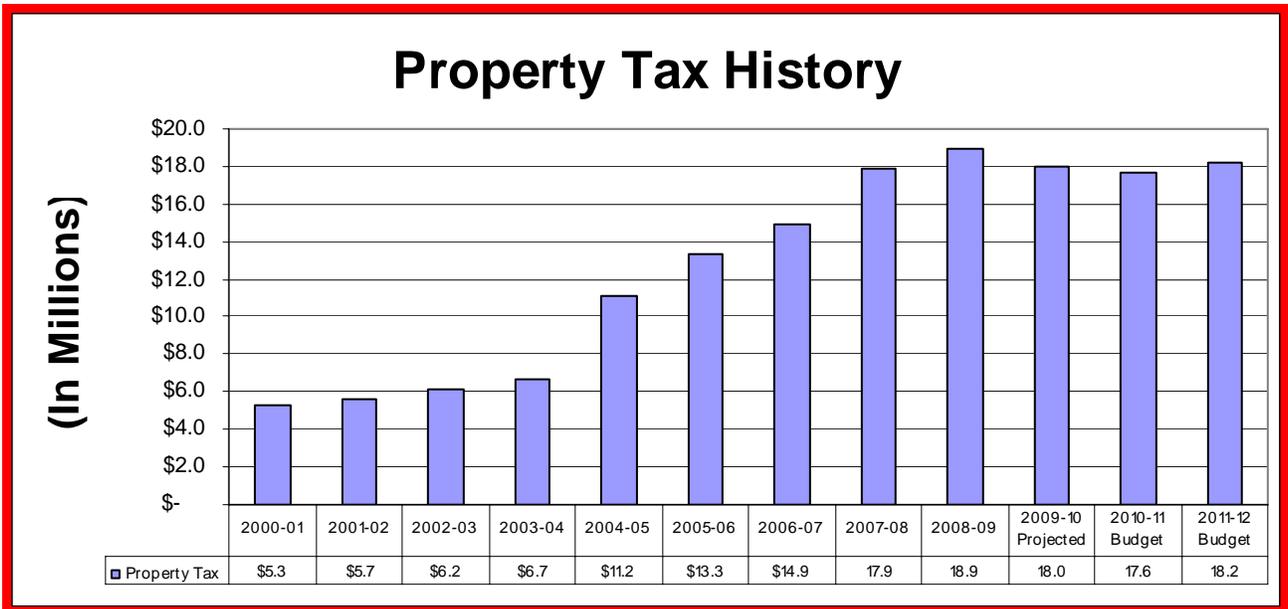
Sales Tax Revenue - Sales tax is City's largest General Fund revenue source. After tremendous growth during the middle part of this last decade, sales tax has declined. Peaking in 2006/07, sales tax has declined for the last three years. Recent events suggest that the end of the current downturn is near. As a result, forecast is for modest growth over the next two fiscal years. The City has used a 2% and 3% growth assumption for the next two fiscal years, respectively, to reflect the lower than historical 5.5% growth in sales tax, as shown in Chart 2, Sales Tax History.

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Chart 2



Property Tax Revenue – Property tax grew dramatically the first few years of the new millennium, as shown in Chart 3, Property Tax History. 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.



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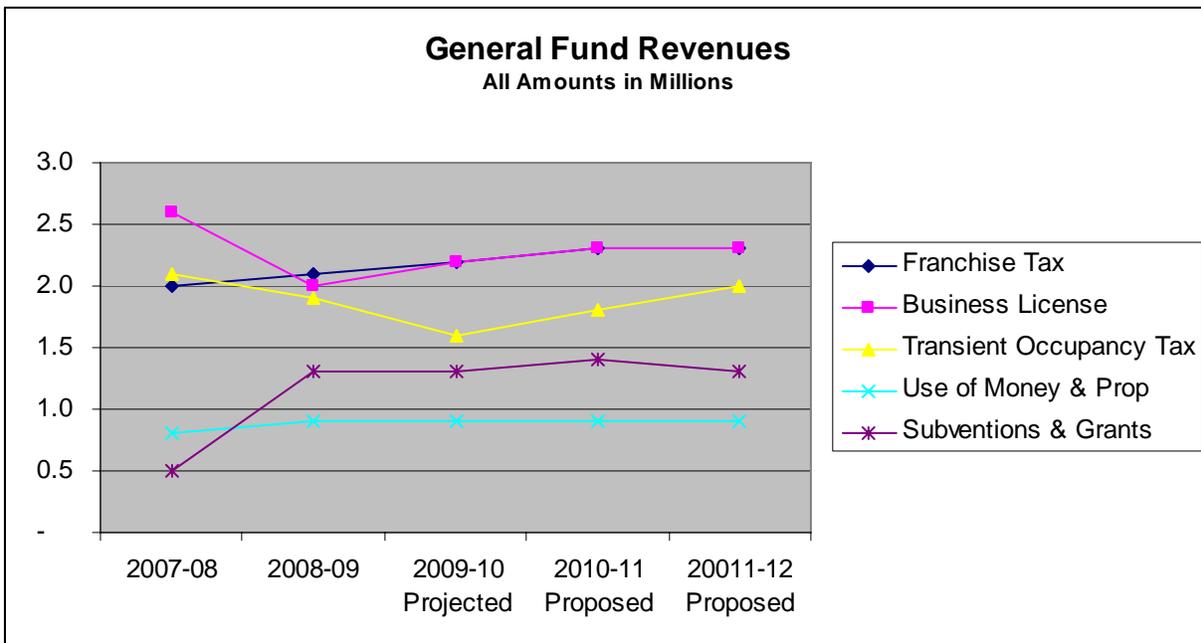
For this last year and the coming year, property taxes will decline, which is a reflection of the housing market collapse. Last year's decline, 5%, was due to reevaluations downward. This coming year, the decline is due to a negative 2% deflator as the Prop 13 CPI rate is negative this year. However, for the following year, the Staff used 3.5% increase, reflecting a more stable real estate market.

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. Likewise, after an unusual adjustment to the FY 07/08 year, the **Business License Tax** has remained stable, increasing about 3% a year, despite the slow down in the economy.

Transient occupancy tax, on the other hand, has declined some 20% this past year. This decline is a direct consequence of the economy. This revenue is expected to recover more quickly than other revenues, increasing 10% a year for the next two years, not quite 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 or similar grants are expected to continue.

Chart 4



Special Revenues

Except for Measure R Regional monies, the special revenues have collectively remained fairly constant at about \$23 million a year. 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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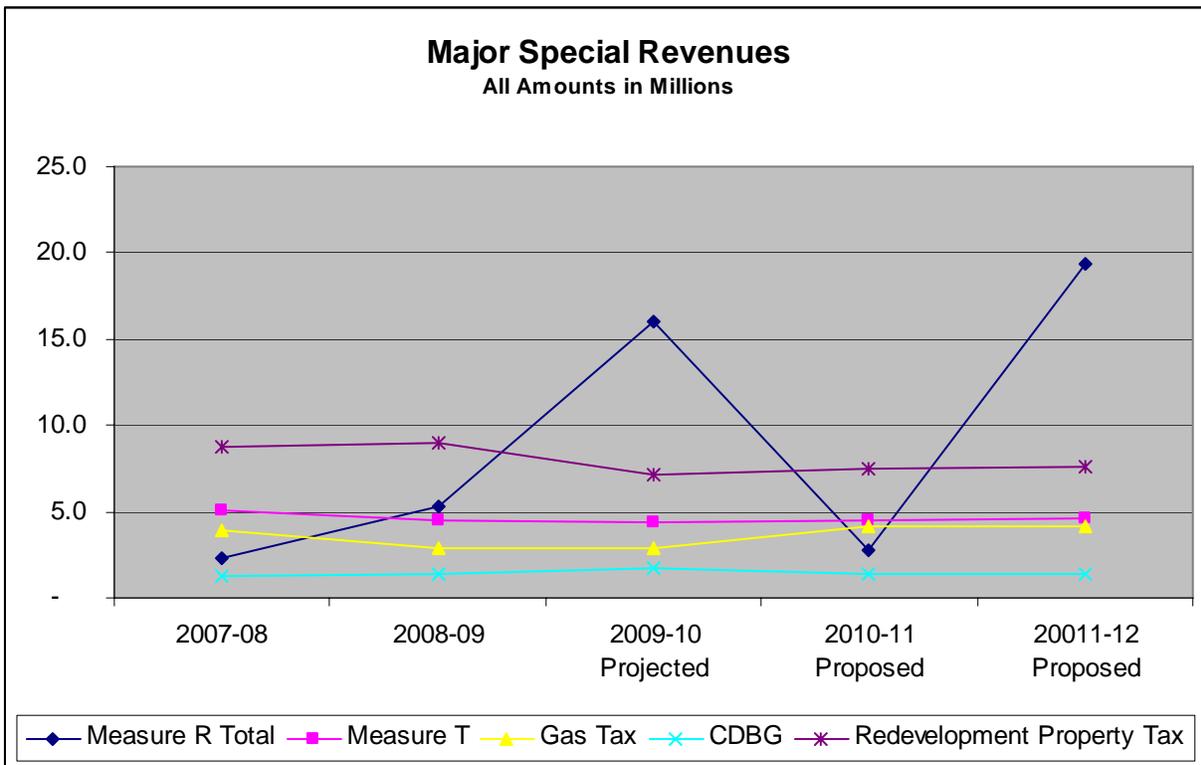
The local money is fairly constant but the regional monies are available when projects are slated for the City. This revenue is estimated based upon the ballot measure's schedule.

Measure T is another sales tax override but is collected only in the City of Visalia for ¼ cent 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 2% for FY 2010/11 and 3.5% for FY 2011/12. This is still below the long term growth rate of 5.5%, but much better than losses.

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 Federal government and are used to help lower income households or areas of Visalia. This revenue source remains fairly unchanged except that program income, income from loans made and repaid, is expected to drop as the current loans are very low and housing activity is also low.

Chart 5



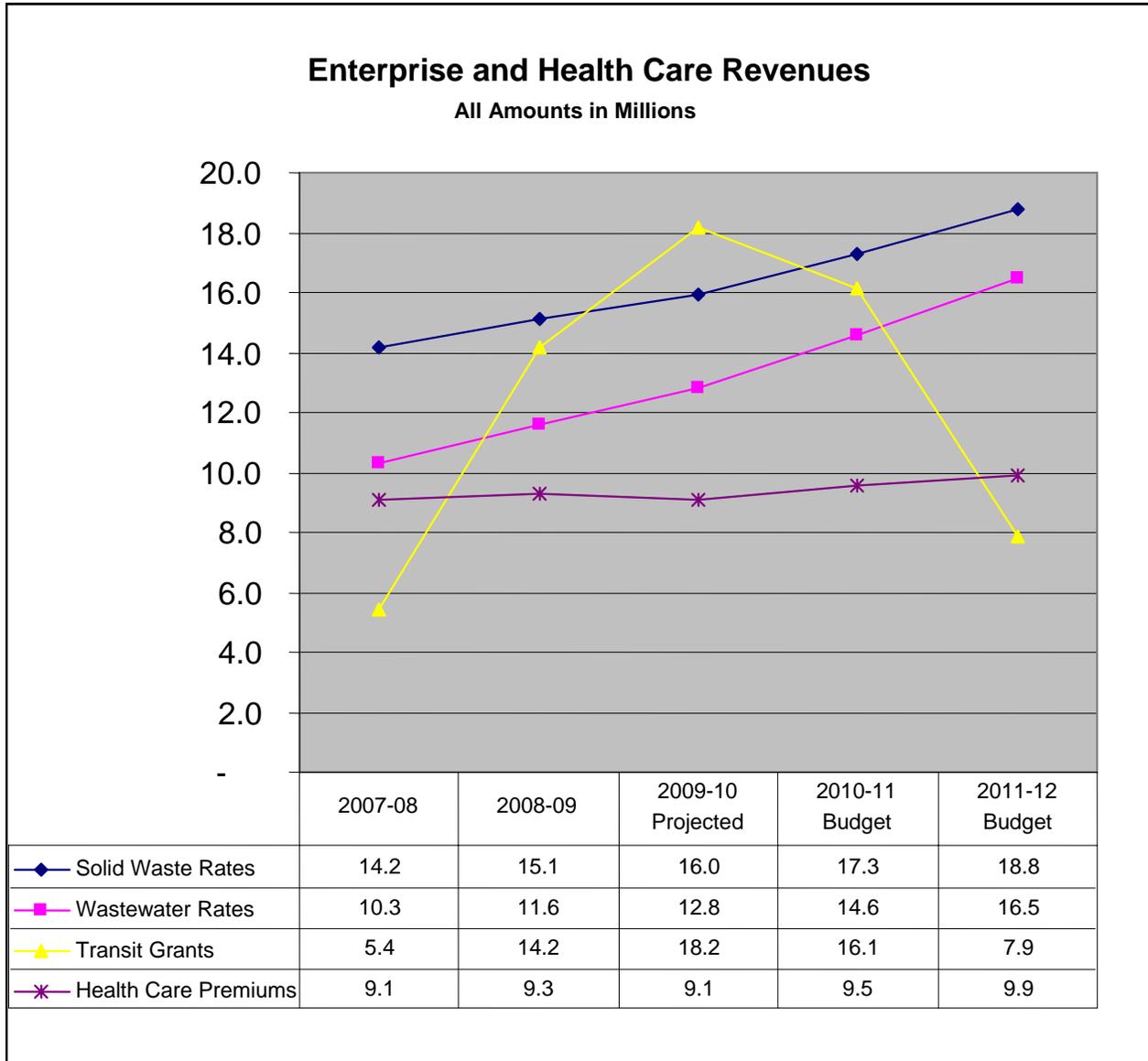
The four redevelopment (RDA) areas within the City limits receive revenues from property taxes based on assessed property values. The base assessed value (value of the properties at the time of formation of the redevelopment district) and current assessed values. The difference is the "tax increment" that is paid to the RDA areas for development agreements, debt service, projects and other improvements. These revenues are primarily offset by Pass-Through payments and Debt Service. Pass-Through's are payments to other agencies negotiated at the time of district formation, such as Kaweah Delta Hospital District and Visalia Unified School District that would have normally received

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property tax revenues in those areas. *Redevelopment Property Taxes*, declined in a manner consistent with other property taxes due to the real estate decline and the negative CPI adjustment to next year's tax roll.

BUSINESS TYPE FUNDS

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



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Solid Waste –These revenues are driven by community growth and adopted rate increases. The Council has already approved rate increases for the next three fiscal years. Given a base population growth of 1.5% and a rate increase of 7% a year, revenues are projected to increase by 9% a year. Rate revenues are projected to be \$17.3 million in fiscal year 2010-11 and \$18.8 million in fiscal year 2011-12.

Wastewater – Revenues are also projected to grow by changes in population and increases in rates. In the case of Wastewater, however, the overriding revenue increase will come from changes in rates. The Wastewater plant is under a Federal mandate to decrease the impact of its effluent discharges. If the City needs to improve the quality of its discharged water, Visalia has also asked how to best use this water. In the end, the City Council directed that the discharged water be used to recharge the aquifer and have designed a project to reuse the discharged water in that manner. The result, is that to pay for the project which is estimated to be just shy of \$100 million has caused rates to increase substantially.

Council has approved 12% rate increases which shall occur on July 1 for 2010, 2011 and 2012. Coupled with a 1.5% increase for growth, the Waste Water rate revenues are rising some 13.5% a year.

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 as insurance costs are expected to rise 5% a year.

2008-09 and 2009-10 ACCOMPLISHMENTS

ADMINISTRATION

City Clerk

- Completed requirements for and received certification as a Certified Municipal Clerk (CMC).
- Successfully managed the 2009 General Municipal Election.
- Developed a City Council Orientation Manual for newly elected officials and gave orientation to three new council members.
- Managed and monitored requirements of AB 1234 for Ethics Training for local officials.
- Completed quarterly updates to the Visalia Municipal Code.
- Trained Committee/Commission staff representatives and Citizens in the Know on requirements of the Brown Act.
- Administered the provisions of the Maddy Act and monitored term expirations of Committees and Commissions.
- Updated and expanded the Committees and Commissions Handbook and standardized the terms for members.
- Conducted a bi-annual review of the City's Conflict of Interest Code and developed procedures for including Consultant filings.

Community Relations Manager

- Working with County entities to implement Alert TC, a community-wide contact system, used for emergency notification and community outreach.
- Established an Internal Steering Committee to formulate, develop and implement the curriculum, schedule, selection process and other pertinent details for Citizens in the Know. Two sessions were held in the Fall of 2008 and Spring 2009.
- Issued ***Inside City Hall*** at least twice a month to the City organization, the e-mail mailing list, and post to the webpage. Developed the e-mailing list to include at least 1,000 community members.
- Work with the Departments to apply for appropriate grants. Successful in obtaining four State Grants and one Federal Safe Routes to School grants.
- Develop prototype of packet promoting the city to prospective businesses.
- Serve as the chairperson of the City's Census 2010 Complete Count Committee, working with community members in education, business, community-based and faith-based organizations to target hard-to-reach populations with outreach activities.
- Work with the Local Operations Committee as the media coordinator for the 2009 and 2010 Amgen Tour of California.

Convention Center

- Close to 250,000 patrons walked through the doors of the Visalia Convention Center in each of the past two years
- Total event revenues remained above the \$2 million mark in spite of the slowing economy.
- Set new monthly revenue records in the months of July and September of 2009.
- Hosted an increasing number of convention/conferences with 40 in FY 08/09 and 46 in FY 09/10.
- 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.
- In cooperation with the hospitality industry and the CVB, the Convention Center was able to lure the Great Gospel Fan Fest in April 2010 away from the Fresno Save Mart Center because of the new telescopic seating. This event attracted approximately 3,000 people to Visalia and filled the hotels, generating \$550,000 in economic impact.
- 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 basis.
- The Center maintained an average guest approval rating of 97%
- Purchased key search engine words with Google and Yahoo for the Sacramento area so the Center will more often come up on the first page of searches.

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National Resource Conservation

- Submitted and received \$1.14M Energy Efficiency & Conservation Block Grant for lighting retrofits, completion of traffic signal LED conversion, an additional season of the Sequoia Shuttle, and a paperless agenda management system.
- Helped form the Valley Innovative Energy Watch local government – utility partnership to provide energy efficiency incentives to reduce the City's utility expenses.
- Arraigned for purchase and delivery of 2,500 acre feet of water for groundwater recharge beneath the City.
- Conducted extensive education and outreach to schools, businesses, and residents regarding water conservation, recycling, and waste diversion.
- Expanded the commercial recycling audit program to divert waste from the landfill and save City's businesses money.
- Expanded the citywide household batter recycling program and collected more than one ton of batteries for recycling.
- Operated the household hazardous waste collection center to divert residents' hazardous materials from going to the landfill, sewer, or illegal dumping.

Transit

- Successfully completed the third season of the Sequoia Shuttle. Through a partnership with Sequoia & Kings National Park, the City operates a route from Visalia to the Giant Forest Museum and two routes within the Park. Using 19 buses, over 5600 passengers were transported to and from the park, and over 190,000 passengers within the park. It is estimated that over 65,000 automobile trips were eliminated because of the shuttle. Feedback from the customers, as well as the NPS staff, was very positive.
- Expanded our fleet of compressed natural gas (CNG) buses to 79% of the fleet. We are projected to be 100% converted to CNG by 2016 when we replace our last diesel buses.
- Completed construction of the Transit center expansion from 16 bus bays to 28 bays allowing for better connections and easier transfers between bus routes.
- Implemented a new countywide Call Center through a federal grant program that targets disabled and low income residents.
- Implemented a new Dial-A-Ride scheduling system to assist the dispatch operation and streamline the reporting process.

Airport

- Worked successfully with the Department of Transportation to achieve an award of contract with Great Lakes airlines to begin daily air service to Ontario International Airport.
- Completed over \$2 million in capital improvement including a hangar electrical upgrades, new security gates, access controls and LED signage and lighting upgrades.
- Accepted almost \$2,000,000 in FAA grant funding for airport Capital Improvement Projects.
- Satisfactorily completed several FAA and CalTrans' airfield and safety inspections including one annual inspection that found zero discrepancies that warranted correction.
- Worked with the Experimental Aircraft Association to host several events, including a tour stop by the Aluminum Overcast, which was the most successful stop on the Organization's West Coast tour.

ADMINISTRATIVE SERVICES

Administrative Services Support

- Processed 1,475 passports in 2008 and 1,191 passports in 2009 for total revenue to the City's general fund of \$67,745.
- Coordinated Citywide training activities in a variety of areas such as Harassment and Discrimination, Time Management, Performance Evaluation, Substance Abuse, Customer Service, Leibert, Cassidy and Whitmore Employment Relations Consortium Training, Employment Law Update, Professional Ethics, etc.
- Coordinated the annual Employee Service Awards event held in December

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Human Resources

- Conducted 39 recruitment and selection processes to fill various vacancies in City Departments.
- Processed 4,754 interest cards.
- Reviewed and processed 3,321 applications for employment.
- Facilitated the hiring of approximately 51 regular employees and 166 hourly employees throughout the City.
- Coordinated the SEE & Company Work Program, the CSET Youth at Work Program, Proteus Adult Summer Help Program, and the COS Workstudy/CalWORKS Program.
- Placed 10 SEE & Company workers; 30 CSET workers; and 11 Proteus workers in various City departments in 2009/2010.
- Facilitated the placement of college interns in City departments for summer employment.
- Facilitated 89 random drug and alcohol tests of existing employees to comply with Department of Transportation requirements.

Labor Relations

- Conducted a successful recruitment process and hired the firm of Liebert Cassidy Whitmore to serve as the chief negotiator for upcoming negotiations process.
- Successfully negotiated and entered into a one-year MOU with Bargaining Group A for the period of July 1, 2009 through June 30, 2010.
- Implemented necessary fiscal measures Citywide, including furloughs for Bargaining Groups B, E, G, and M, forgoing of previously agreed upon salary increases for Bargaining Group A, and no increases for Confidential and Department Head Groups.

Finance

- Produced the audit report (CAFR) internally and completed it by 12/31.
- 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.
- Received \$11.6 million of ARRA 2009 Funding, of that \$12.9 was bid out.
- Implemented new timekeeping software for miscellaneous employees (Stromberg).
- Produced 2-year Capital and Operating Budget

Information Services/Telephone Services

- Facilitated E-911 system replacement with Public Safety.
- Implemented Time and Attendance system for Finance.
- Implemented policy on video retention, privacy and policing.
- Completed Fire St #55 & #56 facility networking, equipping, and moving.
- Completed Town Meadows radio infrastructure construction.
- Added second radio channel for Fire.
- Completed server virtualization project in 2009.
- Implemented Photo ID card system.
- Implemented Transit Dial-a-Ride system.
- Implemented Transit Call Center system.
- Implemented Irrigation Control system.
- Implemented new SPCA software system.
- Implemented new Solid Waste GPS vehicle-tracking system.
- Implemented Police ICOP video system (in-car video).

Risk Management

- Managed 150 liability claims filed against the City of Visalia.
- Managed 183 workers compensation claims.
- Continued participation in Excess Insurance Authority Health Joint Powers Authority.
- Coordinated and hosted benefit fair with over 250 employees and retirees each year.
- Transferred Citywide Safety Program to the Fire Department Mid-cycle.
- Implemented the High Deductible health plan to provide lower cost option to employees and retirees.

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- Introduced Health Awareness Program “HAP” by offering a free health screening to employees and retirees to encourage individual health awareness and care.

COMMUNITY DEVELOPMENT DEPARTMENT

Management

- Participated in a 5 day TCAG trip to Washington, DC with neighboring cities and County, to communicate with legislators and their staff on local transportation issues and other local priorities.
- Participated in the Tulare County General Plan Update, TCAG Blueprint and Council of Cities meetings and provided City of Visalia perspective to the County and other neighboring cities.
- Participated in High Speed Rail, Light Rail and CVRJPA work sessions.
- Continued and initiated work on new Master Plans including the Southeast Area Master Plan, W. Hwy 198 Master Plan, E. Downtown Strategic Plan, Civic Center Master Plan, and General Plan Update.
- Facilitated Development Standards Task Force, Historic Preservation Committee, W. Hwy 198 Task Force, E. Downtown Strategic Plan Task Force, and Southeast Master Plan Task Force formation and meetings. Facilitated Construction Review Committee, Change Order and Loan Review monthly meetings. Created a General Plan Update Task Force.

Support Services

- Provided ongoing technical and clerical support and participation to Community, City Council, Planning Commission, and other City Departments.
- Updated our City webpage to provide online application forms, publications and current information.
- Provided “One Stop Shopping” for development community by issuing 4433 building permits in 2008-2009.
- Initiated use of Tough Books to streamline and provide automation by implementing Accela Wireless to allow direct, real-time access to our existing Permits Plus system from mobile devices (Tough Books) while in the field.
- Continued to improve customer service by placing Planning documents and applications on the City of Visalia website.
- Complete the Customer Kiosk Computer in CHE lobby to assist public.

Planning

- Organized General Plan Update Review Committee (GPURC) and completed process of contracting with a consultant to conduct a comprehensive General Plan Update.
- Assumed responsibility as City’s lead division for AB 32, SB 375, and SB 97 pertaining to compliance with sustainable growth and air quality mandates.
- 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 or quality control over contracted environmental consulting for ARRA and federal Housing grant funding projects.

Code Enforcement

- Provided support to the Community Oriented Policing and Problem Solving (COPPS) program, Downtown Oval Association, Washington School Group, looking for an alternative site for Social Security Administration building in the downtown and seeking legislative support.
- Prepared an Administrative Hearing and Citation process to resolve code enforcement violations which will result in a faster process and the ability to recover costs which cannot currently be accomplished because we use the Court system. Presented the Administrative Hearing process and newly structured Neighborhood Preservation Division to City Council and community.

Business Tax

- Continue to provide information to public to assist with opening new businesses and obtaining new business tax certificates.

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GIS

- Produced 375 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 1,200 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.
- Upgraded the general interactive internet mapping site and created a VPD specific internet mapping application featuring current crime activity.
- 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 Butler Manufacturing Expansion, Fresno Pacific University, Visalia Baseball Park expansion, Sportsman's Warehouse, CVS Pharmacy, Tulare Kings Emergency Services pet hospital, McDonalds, Walgreens Pharmacy, AutoJava, Ross Dress for Less, Valley Oak Credit Union, Visalia Imperial, Central Valley Christian Schools multi-use building, 14 Acre Sports Park Phase 2, In Shape Health Club, Dollar Tree retail, Walgreens, Willow Creek Shopping Center, Valley Business Bank, Central Valley Business forms, Visalia Transit Center expansion, warehouse for Serpa Packaging Solutions, Vallarta Supermarket, The Barn convenience store and fueling station, Wal-Mart remodel and various other small retail shops for a total valuation of \$339,267,036 FY 07-08 and \$142,751,497 FY 08-09.
- Managed various ADA compliance projects throughout the City including EAGR (Exterior Accessibility Grants for Renters) and participated in Habitat for Humanity projects.

Engineering Services

- Commercial: Processed permits for the following large commercial/industrial projects:
 - Plaza Business Park Phase 1 – Streets & Utilities Improvements.
 - St. Charles Borromeo Catholic Church – Streets & Utilities Improvements.
 - New Packwood Creek Bridge for Former Costco based shopping center
 - New Walgreens at the Village at Willow Creek Lowe's based shopping center
 - New 12 station Gas Fueling/Convenience Store at the Plaza Business Park Phase 1
- Developer Reimbursements
 - Obtained Council approval to authorize the City Manager for the following:
 - Execute the reimbursement agreement for Midstate Hayes 184 Distribution Center
 - Approve the reimbursement for the Fieldstone Oaks Subdivision, South Cameron Creek Unit No. 1 Subdivision, South Cameron Creek Unit No. 2
 - Approve the reimbursement for the enhanced landscaping improvements of the South Cameron Creek Unit No. 2 storm drain basin
 - Phase 1 of Plaza Business Park (TPM 2008-03) and master plan storm drain facilities associated with River Run Ranch Phase 5
 - reimbursements payment in the amount of \$1,408,835 for the Riverwood Unit 1 Subdivision
 - the Reimbursement Agreement for Tentative Parcel Map No. 2006-05, American Industrial Park West
 - Processed 5 reimbursements totaling \$993,000 from the City's 1221 Storm Drainage Impact Fee Fund and 11 reimbursements totaling \$6,998,000 from the City's 1241 Transportation Impact Fee Fund
- Special Projects
 - Implemented Transportation Impact Fee Rates
 - Public notification and response to the revised FEMA Flood Insurance Rate Maps.
 - Mailing of 16,700 post cards to affected property owners
 - Conducting 3 public meetings at 3 different school locations

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- Creating the City's Flood Zone information phone line and e-mail account

Traffic Safety Engineering:

- Completed engineering and traffic studies for over 53 intersections with the installation of stop signs at 22 intersections.
- Installed Emergency Vehicle Pre-emption equipment and battery backup systems on all new signal installations and signal modification projects.
- Constructed the public parking lot at the northeast corner of Tipton Street and Oak Avenue which provided 150 new all-day public parking stalls.
- Installed 5.6 miles of new bike lanes.
- Grants successfully applied for and awarded:
 - Bicycle Transportation (BTA) 2 grants totaling \$270,000 to sign and stripe 7.4 miles of roadway.
 - Energy Efficiency Grant in the amount of \$723,000 to replace the existing incandescent indication lights with energy efficient LED indicators.
 - Highway Safety Improvement Program (HSIP) in the amount of \$298,000 for the installation of a traffic signal at the intersection of Goshen Avenue and Mooney Boulevard.

FIRE

Administration

- Opened Northwest Fire Station 55 and Training Facility, transferred personnel from Station 53
- Transitioned Station 53 facility to airport manager
- Successfully transitioned City Safety Program to Fire Department
- Applied and granted Livescan program through Department of Justice (DOJ)
- Purchased Telestaff for scheduling, time and attendance, attended configuration training
- Developed and implemented 10 new Standard Operating Guidelines (SOGs)
- Successfully negotiated lease with AMR Ambulance Company to house ambulance at Station 51

Emergency Services/Operations

- Placed new Pierce Aerial 105ft ladder truck in service
- Increased paramedic staffing from 3 full time Advanced Life Support (ALS) units to 5
- Standards raised for all paramedics to be certified in Pediatric Advanced Life Support (PALS), Adult Advanced Life Support (ALS), and Pre Hospital Trauma Life Support (PHTLS)
- All Emergency Medical Technician (EMT) level employees completed recertification
- Eliminated the response to non life threatening medical aid incidents
- Completed the FCC mandated narrow banding project
- Completed upgrade of Fire Report Management System (FireRMS) software, station alerting system and Mobile Data Terminals (MDTs)
- Developed Technical Rescue Team
- Revised and implemented citywide Emergency Operations Plan (EOP)

Fire Prevention

- Completed 2,500 fire inspections
- Performed 431 public education presentations (43,000 citizens)
- Assisted in development and implementation of multi-department code enforcement team (SMART)
- Confiscated approximately 110 lbs. of illegal fireworks and issued 21 citations
- Secured 3 arson convictions
- Assisted with implementation of 35 traffic controls for emergency response vehicles (preemption)

Training

- Developed user agreement for training facility
- Developed and implemented Critical Incident Stress Management Team (CISM) - 6 employees
- Continued with citywide National Incident Management System (NIMS) compliance
- Completed training requirements to comply with the California Incident Command Certification System (CICCS)

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Hazardous Materials Response

- Completed a monitor lease program to streamline equipment maintenance
- Successfully trained Haz Mat Specialists for response team

HOUSING AND ECONOMIC DEVELOPMENT

Affordable Housing

- Partnered with Kaweah Management Company (KMC) to develop 10 affordable rental units for Robinwood Court. The City contributed \$1.3 million in HOME Funds;
- Partnered with Kaweah Management Company to develop 74 affordable rental units for Millcreek Parkway. The Agency has 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.
- 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;
- 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 have been set aside to complete an additional 15 loans during this next year.
- Kaweah Management Company (KMC), non-profit arm to Tulare County Housing Authority (TCHA). The City/Agency has 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.
- Encina Triplex. The Agency has 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;
- Successfully submitted an Action Plans to Council & HUD (May 2007, 2008 & 2009);
- Successfully submitted a CAPER Plan's to Council & HUD (October 2007, 2008 & 2009)
- 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.
- 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 has acquired 16 single family, and 1-4plex foreclosures to date, with 6 homes resold to families earning up to 120% AMI. The remaining 10 single family properties are in various stages of rehabilitation, on the market or in escrow. The 4-plex was acquired in January, with rehabilitation scheduled for March and will work with a non-profit agency to manage and provide services to very low income families (up to 50% AMI).
- 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.

Neighborhood Preservation

- Received 844 complaints; investigated and resolved 629 complaints (72%)
- Gained compliance with the removal of 120 subdivision development signs;
- Removed 4,811 non-permitted portable signs.
- Nuisance Apartment Complex located at 426 S. Bridge-Reduced calls for service by 58%;
- Identified and posted 79 residential properties as "Unsafe to Occupy";
- Identified and declared 30 residential properties as "Public Nuisances";

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- Removed 3,077 un-permitted signs;
- A \$135,000 Caltrans Environmental Justice Context Sensitive Planning Grant to assess traffic issues in the Oval Park area;

Economic Development/Redevelopment Divisions

- Provide annual funding support to both VEDC and TCEDC for the recruitment and retention of industrial firms in the City's industrial park;
- Retained the services of Race Studios to complete the Civic Center Master Plan. Coordinated a series of community workshops to gain community input;
- 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;
- Prepared the successful planning grant to Caltrans and was awarded a \$135,000 planning grant.
- Staff was successful in a \$600,000 Brownfields Assessment Grant for cleanup and assessments in the East Downtown area.

PARKS AND RECREATION

Recreation

- In 2009, the LOOP bus was recognized by the California Parks and Recreation Society by receiving an "Award of Excellence". This award was received for Recreation & Community Services under the program area of Neighborhood / Community Life for communities of 100,000+ residents. Since its inception in June, 2007 the LOOP bus has given free and safe rides to over 28,000 students ranging in age from 6 – 17.
- In October, 2008, the Parks and Recreation Department offered the Inaugural Visalia Corporate Games to Businesses and Organizations within the community. Six teams participated in the Inaugural event, and this year that number more than doubled to 13 teams.
- After School Programs saw attendance of over 32,000 in 2009. After School Activity (ASA) programs are offered at Oak Grove, Hurley and Manuel Hernandez elementary schools. These numbers include the PULSE program for Valley Oak Middle School students through a partnership with Visalia Unified School District and the Drop In Program at the Manuel F. Hernandez Community Center
- The Recreation Division has worked to establish its place in Health and Wellness programming over the last two years. New adult, youth and family fitness programs were offered. In 2008-09, 527 men, women and children participated in five fitness events.
- The youth sports division served a combined 4,237 children in fiscal years 2008-09 and 2009-10. This is an increase of 921 participants over the prior two year period.
- 847 teams participated in the City's adult sports programs in FY08-09 and 09-10. This is an increase of 13 teams over the prior two year period.
- Riverway Sports Park opened in August, 2007. Since its opening, the Recreation Division has negotiated four (4) user contracts with local youth organizations for the use of the facility. In total, 6,980 participants used Riverway Sports Park in organized athletic play during this two year period.
- As a cost savings measure, Recreation Division staff worked with members of the Senior Center Advisory Committee to outsource the Senior Meal Program.

Parks

- Removed 10 old playground structures and replaced 9 with new up-dated equipment.
- The new 4 acre Soroptimist Park was completed along with the removal of the old 2.4 acre Soroptimist Park.
- Completed the remodel of Village Park.
- Improved the 30 year old restrooms at Recreation and Jefferson Parks and revamped the turf in those locations; Installed new sidewalks, basketball court, drinking fountains, picnic table, and lighting.
- Installed swings, curbing, and wood carpet safety play surfacing at Ruiz Park; new sidewalks at Summers Park; installed new block retaining walls at Blain Park and Plaza Raceway; added new wood chip and replaced irrigation system at Packwood Riparian bikeway; replaced landscape and irrigation on Modoc Riparian Bike Trail; and installed a concrete slab and an ADA picnic table at Seven Oaks Dog Park.

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- Completed plans for the new 4.5 acre Lions Park and 5 acre Dan's Lane Park.
- Started the process of developing plans for the Creekside Park at Dooley Pond located at Tulare and McAuliff.
- Completed plans for the new playground to replace parking lot at Mill Creek Park.
- Completed and took on maintenance of the new 12 acres of baseball fields at RWSP along with the lighting of the BMX track and soccer fields 9 and 10.
- New trees have been installed at Jefferson, Willow Glen, Stonebrook, Constitution, and Plaza Parks.
- Installed four new park signs; one at Summers, Mayors, Constitution, and Jefferson Parks.

Urban Forestry and Special District Maintenance Divisions

- Performed site visits and inspection reports on 117 valley oaks in response to removal or pruning requests and issued 39 removal and 47 pruning permits.
- Supervised three maintenance contractors responsible for the maintenance of 135 Landscape & Lighting Maintenance Districts, and 37 locations in the Northeast districts totaling 119 acres. This included one contractor that maintains 86 acres of Roadsides and medians
- Supervised a comprehensive tree maintenance program. Supervised tree service contract and City tree crew that pruned 12,506 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.

Building Maintenance & Graffiti

- Responded to over 5,500 calls for graffiti removal since assuming the program in September 2006 on the graffiti hotline.
- Removed or covered almost 800,000 sq. ft. of graffiti.
- Average response time after receiving report was 2-3 days to remove graffiti.
- Provided preventive maintenance and repairs to 126 HVAC units and 42 evaporative cooling units.
- 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 approximately 16 HVAC units on City buildings.
- Provided daily custodial services for 200,000 sq. ft. of City buildings.

Waterway & Trail Projects

- Acquired 2.9 acres of riparian setback areas on Mill Creek and Modoc Ditch.
- Completed the construction of: .32 miles of pedestrian/bicycle path on Mill Creek between Shirk and Marcin; 1.2 miles along the St. Johns River; and repaved .21 miles on Mill Creek from Mineral King to Chinowith.
- Submitted two trail grants to fund construction of trails on Packwood Creek and Modoc Ditch.
- Awarded \$100,000 of Congestion Mitigation and Air Quality grant funds for a trail along Modoc Ditch.

Golf

- Provided all maintenance functions, which included mowing, irrigating, aerifying greens, and fertilizing of approximately 240 acres.
- Achieved full certification as an Audubon Cooperative Sanctuary.
- Completed the reconstruction of four (4) greens on the Valley and Oaks courses to improve course conditions and improve long term viability of the greens.
- Introduced Youth on Course program for junior golfers.
- Interplant 200-300 trees (May 2008).

POLICE

- Created efficiencies in the Records Unit through on-line access to the Sheriffs Jail System and the District Attorney's case status system.
- PAL developed and initiated a leadership program for at risk youth, 37 kids enrolled.

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- Updated 5 interview / interrogation rooms with the Interviewer DVR Case Management System, which allows officers to monitor live interviews from their desktop computers.
- Reduced auto theft in the county by 24% through the efforts of the Tulare Regional Auto Theft Taskforce (TRATT).
- Decrease in gang related violence from 2008 – 2009 by 51%.
- VPD partnered with Proteus and the Visalia Unified School District and received a Cal GRIP grant award to hire 6 Neighborhood Youth Counselors that work with at risk gang involved youth.
- Entered into a partnership with Tulare County Probation to place a Probation Officer in the Gang Suppression Unit.
- VPD became involved in the Terrorism Liaison Officer program through the Department of Homeland Security and actively communicates with the regional terrorism threat assessment center.
- VPD was awarded homeland security grant funds along with asset forfeiture funds to purchase a new tactical armored response vehicle, Bear Cat.
- Trained and certified existing police service dog for narcotics detection.
- Dispatch break room was converted to an additional dispatching area and through state funding and homeland security grant, two new dispatching consoles and base radios were purchased.
- Funding to purchase an upgraded 9-1-1 Viper phone system was acquired through the state.

PUBLIC WORKS

Support Services

- Received, logged and tracked over 1,400 Customer Service Requests (CSR) per year. Over 80% of the calls were completed within 30 days.

Streets

- Repaved City Parking Lot #2 (Center & Encina).
- Repaired Caldwell Ave. Bridge over Packwood Creek.
- Repaired McAuliff St. Bridge over Packwood Creek.
- Repaved Riggin Ave. / Demaree St. intersection.
- Repaired Ferguson Ave. from Demaree St. to Linwood St.
- Overlaid Linwood St. from Ferguson Ave. to Riggin Ave.
- Worked with contractor in placing rubberized cape seal on local streets.
- Repaired streets in several newly annexed county islands including Irma St., Robin Ave., Wren Dr., Westcott Ave. and College Ave.

Traffic Maintenance

- Maintained and serviced the City's over 110 signalized intersections to provide efficient movement of traffic throughout the city.
- Provided maintenance, repair or replacement to over 1,000 traffic signs per year to ensure safe guidance throughout the City.
- Maintained over 20,000 street name signs by replacing faded, missing, or damaged signs to provide effective guidance throughout the city.
- Responded to over 3,000 Underground Service Alerts (USA) a year which inform the public as to utility locations.

Household Hazardous Waste

- In 2006, served 2,919 residents and 3,484 households. In 2007, served 3,127 individuals in vehicles bringing wastes from 3,553 households. This equates to a 7% increase in residents and 2% in households.

Wastewater Division

- Complied with all monthly and annual reporting deadlines for all permits held by the wastewater division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.

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- Began design work for the Water Conservation Plant upgrades. The project will include:
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane Bioreactors,
 - Nitrogen removal to below 10 mg/l,
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Successfully conducted the required Proposition 218 election that instituted a multi-year rate increase to finance the WCP upgrade project.
- 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 13 significant users and over 500 non-significant users.
- Conducted facility inspections of all 13 significant industrial users.

Solid Waste Management

- The Solid Waste Call Center completed over 15,000 internal work orders in 2009 averaging about 60 work orders per work day.
- The Solid Waste Call Center processed over 37,600 telephone calls in the Call Center during 2009 averaging about 150 calls per work day.
- Collected and processed grant funding from the San Joaquin Valley Air Pollution District and Tulare County Associations of Governments for compressed natural gas garbage trucks in the amount of \$373,000.
- Successfully competed for a State Congestion, Mitigation and Air Quality (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.
- Implemented a new real-time GPS system that is also being used by Wastewater operations.
- Worked with the Solid Waste operating divisions, other City personnel, and outside contractors to coordinate and operate four Dump-On-Us events each year, along with three additional unscheduled neighborhood cleanups near Lincoln Oval Park and Washington School, and the spring and fall drop-off events.

CWMA

- Decreased the CWMA Disposal Rate from 5.0 pounds/person/day in 2007 to 4.4 pounds/person/day in 2008. The CWMA's benchmark as determined by the State is 6.4 PPD (has to be at or below this amount).
- Designed, purchased and distributed 225,000 Recycling Message magnets
- Purchased and made available to the member entities 270 Clear Stream Containers for collection of beverage containers at public events.
- Distributed an additional 2,500 41-qt. and 6,500 28-qt blue, recycling containers for the member agencies to use to promote recycling.
- Purchased 102 battery collection Containers to establish and expand a battery collection recycling program at each of the member agencies. The battery Collection program yielded 1,461 lbs. in 2008, and 2,260 lbs in 2009 that was diverted from the landfills.
- The CWMA Construction and Demolition Waste Reduction Program identified 35,966 tons sent to the landfill as Construction & Demolition (C&D) material for 2008 and 30,935 tons for 2009.
- Collected 306,333 tons of electronic waste in 2009 with the CSET E-waste program.
- Applied for and received \$117,112 in grants from the Dept. of Conservation City/County Grants in FY 2008-09.
- Managed the Waste to Energy's contract. CWMA received transformation credit for transferring 12,129 waste tons in 2008 and 12,162 waste tons in 2009.

Construction & Demolition/Waste Reduction

- Closed 650 C&D permits during 2009; this averaged about 3 permits a day.
- Achieved a 96% recycling rate for C&D tonnages during 2009.

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Residential Division

- Reduced the residual composition in our residential recyclables which in turn lowered the City's per-ton cost from \$28.23 per ton to \$27.84 per ton. This was achieved through an aggressive inspection program.
- Achieved an average diversion rate of over 50% in the residential collection routes. The City recycled over 10,000 tons of material from the split-container program and over 21,000 tons of green waste from the Curbside Green Waste Collection Program.
- Expanded to offer additional curbsides specials for split containers and yard waste containers in addition to the curbside specials that solid waste already offers to residential customers. In 2009, 3,265 curbside specials were picked up.
- Recycled 392 tons of yard waste in the Fall Drop off program and 319 tons in the Spring Drop program this year. The fall Drop Off program was expanded to run through the Holiday Season and end in January.
- Purchased a new "Rapid Rail" yard waste side loader truck whose new container pick up system is faster and more efficient than the old arm system.
- Delivered an additional 770 containers to customers (increased work load).
- Repaired 816 containers in 2009 for re-use (saved money by not having to replace old containers with new ones).

Roll-off Division

- Completed converting existing passive GPS system to a real-time system.
- Installed a device called the Hooker to secure the roll off boxes on to the trucks. This device provides more safety and ease of loading and unloading boxes from the trucks.
- Purchased a surveillance camera to reduce the amount of illegal dumping at the Christmas Tree Recycling Program. The camera acted as a deterrent, and illegal dumping was significantly reduced.
- Increased volume of refuse by 50% or more in the Dump-On-Us Dump events.
- Ordered roll off boxes with covered tops to help deter illegal dumping.

Front Load

- Converted three routes from bottom to side pockets. Converting to side pockets reduces the cost of capital equipment needed to service the bins and standardizes the bins.
- Designed and built split bins (half recycle, half waste) so customers that could not recycle because of limited bin enclosure storage area now have the opportunity to recycle.
- Increased the tonnage on green waste routes by 50% over the prior year.
- Started using eight-yard containers, which provides enough capacity through the weekend for large users.
- Started using a surveillance camera to try to reduce illegal dumping.
- Collected more recyclables than trash at the Dump-On-Us events.

Fleet Maintenance

- Serviced and maintained approximately 600 City vehicles and equipment in a cost effective manner, minimized vehicle down time, keeping a minimum of 97% of fleet mechanically sound and available for service.
- Assisted in the implementation of alternative fueled vehicles. Assisted other divisions in purchasing 17 CNG refuse trucks, 6 Hybrid vehicles and 26 flex fuel vehicles.
- Maintained all City owned vehicles to be compliant with all California Air Resource Board (C.A.R.B.) Solid Waste, Public Utilities and Off-Road rules.
- Complied with the Biennial Inspection of Terminals (B.I.T.) program.

**City of Visalia
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FINANCIAL SUMMARIES

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	-	-	-	-	-	-	-

**City of Visalia
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PAST BUDGET SUMMARY COMPARISON—08/09-09/10

SOURCES and USES	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2008-09							
SOURCES:							
Revenues	\$ 55,773,660	\$ 16,693,860	\$ 35,389,830	\$ 78,440	\$ 59,907,000	\$ 2,181,040	\$ 170,023,830
Available Resources - Planned Use/(Return)	4,395,370	7,100,336	(9,253,054)	1,712	(6,016,043)	(542,020)	(4,313,699)
08/09 SOURCES	60,169,030	23,794,196	26,136,776	80,152	53,890,957	1,639,020	165,710,131
USES:							
Operations	(66,268,080)	(1,102,310)	(13,454,590)	(3,712)	(49,710,264)	(19,787,450)	(150,326,406)
Reimbursements	13,805,350	-	782,830	152,790	1,875,600	19,908,880	36,525,450
Net Operations	(52,462,730)	(1,102,310)	(12,671,760)	149,078	(47,834,664)	121,430	(113,800,956)
Debt Service	-	(627,000)	(836,246)	(2,192,148)	(1,598,408)	-	(5,253,802)
Capital Projects	(4,654,100)	(22,949,360)	(11,688,750)	-	(11,437,775)	(2,448,810)	(53,178,795)
Transfers In	-	884,474	120,990	1,962,918	2,622,978	-	5,591,360
Transfers Out	(3,052,200)	-	(1,061,010)	-	(1,478,148)	-	(5,591,358)
Add Back Depreciation	-	-	-	-	5,835,060	688,360	6,523,420
08/09 USES	(60,169,030)	(23,794,196)	(26,136,776)	(80,152)	(53,890,957)	(1,639,020)	(165,710,131)
NET SOURCES AND USES	-	-	-	-	-	-	-
2009-10							
SOURCES:							
Revenues	56,336,790	16,155,480	32,067,830	78,713	67,166,330	1,884,990	173,690,133
Available Resources - Planned Use/(Return)	2,349,511	(5,440,100)	(2,526,684)	1,722	(2,577,774)	653,842	(7,539,483)
09/10 SOURCES	58,686,301	10,715,380	29,541,146	80,435	64,588,556	2,538,832	166,150,650
USES:							
Operations	(68,357,871)	(964,330)	(12,986,740)	(3,722)	(50,848,344)	(20,288,262)	(153,449,269)
Reimbursements	13,840,690	-	796,300	152,816	1,910,600	20,249,620	36,950,026
Net Operations	(54,517,181)	(964,330)	(12,190,440)	149,094	(48,937,744)	(38,642)	(116,499,243)
Debt Service	-	(627,000)	(836,246)	(2,462,996)	(891,594)	-	(4,817,836)
Capital Projects	(896,600)	(10,001,600)	(15,531,400)	-	(21,788,838)	(3,188,550)	(51,406,988)
Transfers In	-	877,550	78,000	2,233,467	2,849,950	-	6,038,967
Transfers Out	(3,272,520)	-	(1,061,060)	-	(1,705,390)	-	(6,038,970)
Add Back Depreciation	-	-	-	-	5,885,060	688,360	6,573,420
09/10 USES	(58,686,301)	(10,715,380)	(29,541,146)	(80,435)	(64,588,556)	(2,538,832)	(166,150,650)
NET SOURCES AND USES	-	-	-	-	-	-	-

**City of Visalia
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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.

**City of Visalia
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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.

City of Visalia Two-Year Budget 2010-11 & 2011-12

Fund Summary - Fiscal Year 2010/11		Uses										Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 7/1/10	Ending Avail. Fund/Cash Balance 6/30/11	
Redevelopment Group - continued	Sources	Revenues	Operations	(Reimbursements)	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses					
RDA - East Visalia Low/Mod	1902	355,600	83,960	0	0	0	0	0	0	83,960		271,640	251,440	523,080	
RDA - Mooney Low/Mod	1912	555,600	79,870	0	27,200	0	0	0	0	107,070		448,530	337,650	786,180	
RDA - Downtown Low/Mod	1922	53,800	70,820	0	13,500	0	0	0	0	(30,520)		(30,520)	29,500	(1,020)	
RDA - Central Low/Mod	1932	812,500	83,690	0	18,500	0	0	0	0	112,190		700,310	(299,020)	401,290	
RDA - Revolving	1841	0	805,810	(805,810)	0	0	0	0	0	0		0	0	0	
Subtotal - RDA	RDA	7,775,000	6,821,260	(805,810)	1,000,880	8,213,120	(78,000)	940,690	0	7,464,760		310,240	(4,631,300)	(4,321,060)	
Total Special Revenue Funds		22,574,530	16,173,660	(805,810)	1,000,880	8,213,120	(78,000)	940,690	0	25,444,540		(2,870,010)	6,719,640	3,948,630	
Debt Service Funds															
Los Rios	2011	64,900	3,600	0	52,430	0	0	0	0	56,030		8,870	116,500	125,370	
Village West	2012	11,040	0	0	8,470	0	0	0	0	8,470		2,570	14,020	16,590	
East RDA Bond	2951	0	0	0	370,430	0	(370,430)	0	0	0		0	0	0	
YPFA Bond	2965	0	0	0	329,500	0	(329,500)	0	0	0		0	0	0	
Total Debt Service Funds		75,940	3,600	0	760,830	0	(699,930)	0	0	64,500		11,440	130,520	141,960	
Business Type Funds															
Building Safety	4001	1,538,400	1,804,770	(114,170)	0	0	0	0	(23,170)	1,667,430		(129,030)	(700,000)	(829,030)	
Airport	4011	2,278,880	2,174,870	(20,100)	28,950	740,000	0	0	(665,840)	2,257,880		21,000	55,000	76,000	
Convention Center	4131	3,029,200	4,377,940	0	1,729,900	67,500	(2,897,740)	0	(475,400)	2,802,200		227,000	0	227,000	
Valley Oak Golf	4211,3	2,578,000	2,245,240	0	116,570	0	0	0	(213,780)	2,148,030		429,970	49,000	478,970	
Solid Waste	4411	19,417,100	17,842,460	(2,569,810)	0	2,118,500	0	0	(987,750)	16,403,400		3,013,700	(600,000)	2,413,700	
Transit	4511	18,438,350	10,340,690	(325,800)	0	9,189,000	0	0	(1,388,180)	17,814,710		623,640	0	623,640	
Waste Water Group															
Operations*	4311, 3,4,5	16,453,990	11,464,950	0	226,154	41,798,050	0	0	(2,567,400)	50,921,754		(34,467,764)	6,200,000	(28,267,764)	
Storm Sewer Maintenance	4812	1,218,100	1,648,370	0	0	264,100	0	0	(490,940)	1,421,530		(203,430)	486,600	283,170	
Kaweah Lake	1223	260,200	26,060	0	0	0	0	0	0	26,060		234,140	(307,470)	(73,330)	
Trunkline	1231	1,828,450	18,200	0	316,608	1,095,000	0	0	0	1,429,808		398,642	3,349,300	3,747,942	
Sewer Connection	1232	340,100	29,270	0	316,608	0	0	0	0	345,878		(5,778)	(2,500,000)	(2,505,778)	
Storm Sewer Deficiency	1222	331,800	14,040	0	0	380,000	0	0	0	394,040		(62,240)	423,900	361,660	
Groundwater Recharge	1224	733,330	150,530	0	0	1,110,000	0	0	0	1,260,530		(527,200)	1,011,730	484,530	
Subtotal - Waste Water		21,165,970	13,351,420	0	859,370	44,647,150	0	0	(3,058,340)	55,799,600		(34,833,630)	8,664,060	(25,969,570)	
Total Business Type Funds		68,445,900	52,137,390	(3,029,880)	2,734,790	56,762,150	(2,897,740)	0	(6,813,460)	98,893,250		(30,447,350)	7,468,060	(22,979,290)	
Internal Service Funds															
Fleet Services	5011	24,600	4,212,210	(4,060,650)	0	0	0	0	(79,940)	71,620		(47,020)	930,180	883,160	
Vehicle Replacement	5012	784,000	738,740	(3,910)	0	314,450	0	0	(695,400)	353,880		430,120	2,801,000	3,231,120	
Vehicle Replacement - Police Meas T	5013	75,210	74,570	0	0	0	0	0	(74,210)	360		74,850	152,800	227,650	
Vehicle Replacement - Fire Meas T	5014	33,220	32,300	0	0	0	0	0	(32,220)	80		33,140	34,000	67,140	
Information Services	5111	39,200	2,167,580	(2,372,790)	0	90,000	0	0	(311,200)	(426,410)		465,610	2,625,700	3,091,310	
Risk Management - Property	5511	86,500	1,525,580	(1,409,470)	0	0	0	0	0	116,110		(29,610)	2,494,790	2,465,180	
Risk Management - Health	5512	0	10,397,960	(9,790,200)	0	0	0	0	0	607,760		(607,760)	537,780	(69,980)	
Risk Management - Workers Comp.	5513	104,400	1,517,830	(1,236,980)	0	0	0	0	0	280,850		(176,450)	5,560,470	5,404,020	
Compensated Absences	5711	0	0	0	0	0	0	0	0	0		0	3,266,160	3,266,160	
Total Internal Service Funds		1,147,130	20,666,770	(18,874,000)	0	404,450	0	0	(1,192,970)	1,004,250		142,880	18,422,880	18,565,760	
Grand Total - 2010/11		\$ 153,812,510	\$ 156,328,170	\$ (40,881,380)	\$ 4,988,760	\$ 77,188,600	\$ (4,349,950)	\$ 4,349,880	\$ (8,006,430)	\$ 191,617,670		\$ (37,805,160)	\$ 59,561,190	\$ 21,756,030	

*Note - The Wastewater Fund includes a capital project to upgrade the plant to meet the Regional Water Quality Board requirements. The project is estimated to cost \$98.6m (10/11 - \$40m; 11/12 - \$40m; 12/13 - \$18.6m). Staff will be bringing to Council at a later date a recommendation to issue a bond for this project. This budget does not reflect a debt issuance for this project or proceeds from the sale of a bonds.

**City of Visalia
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Fund Summary - Fiscal Year 2011/12		Sources										Uses										Ending Avail. Fund/Cash Balance 6/30/12
Funds		Revenues	Operations	(Reimbursements)	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures	Reg. Avail. Fund/Cash Balance 7/1/11	Ending Avail. Fund/Cash Balance 6/30/12									
General Fund	0011	53,844,940	69,735,310	(18,493,080)	0	588,530	0	3,875,850		55,506,610	(1,661,870)	(2,145,480)	(3,807,150)									
Motor Vehicle In-Lieu	0012	409,500	9,450	0	0	405,000	0	0	0	414,450	(4,950)	1,060	(3,890)									
Civic Center Reserve	0013	368,650	0	0	0	0	0	0	0	368,650	9,209,850	9,209,850	9,209,850									
Sports Complex Reserve	0014	40,900	0	0	0	0	0	0	0	40,900	2,045,800	2,045,800	2,045,800									
Recreation Park Stadium Reserve	0017	0	9,820	0	0	0	0	0	0	9,820	(9,820)	274,410	264,590									
Emergency Reserve	0	0	0	0	0	0	0	0	0	0	9,556,000	9,556,000	9,556,000									
Total General Fund		54,663,990	69,754,580	(18,493,080)	0	993,530	0	3,875,850	0	55,930,880	(1,266,890)	18,941,640	17,674,750									
Capital Project Funds																						
Softball Facility	1011	3,900	560	0	0	0	0	0	0	560	3,340	36,400	39,740									
Civic Center Complex Impact Fee	1041	261,100	6,850	0	0	0	0	0	0	6,850	254,250	3,038,950	3,293,200									
Corporation Yard Impact Fee	1043	43,600	1,000	0	0	0	0	0	0	1,000	42,600	485,600	528,200									
Library Impact Fee	1045	9,800	12,220	0	0	0	0	0	0	12,220	(2,420)	(295,130)	(297,550)									
Police Impact Fees	1051	195,700	85,520	0	0	0	0	0	0	85,520	110,180	(2,147,160)	(2,036,980)									
Fire Impact Fees	1061	228,800	96,120	0	0	33,000	0	0	0	129,120	99,680	(2,987,570)	(2,887,890)									
Gas Tax	1111	4,185,930	378,260	0	0	4,927,800	0	0	0	5,306,060	(1,120,130)	3,121,110	2,000,980									
Park and Rec Facilities	1211	955,770	45,630	0	0	150,000	0	0	0	195,630	760,140	2,728,080	3,488,220									
Storm Sewer Construction	1221	608,100	19,980	0	0	415,000	0	0	0	434,980	173,110	145,350	318,460									
Transportation Impact Fees	1241	2,092,000	189,060	0	0	3,645,000	0	0	0	3,834,060	(1,742,060)	(6,246,460)	(7,988,520)									
State Transportation	1611	2,304,280	38,480	0	0	2,265,000	0	0	0	2,301,480	2,790	115,440	118,230									
Parking District	6111	78,200	11,630	0	500,540	0	(685,540)	0	0	(173,370)	251,570	1,741,720	1,993,290									
Total Capital Project Funds		10,967,180	885,330	0	500,540	11,433,800	(685,540)	0	0	12,134,130	(1,166,950)	(263,670)	(1,430,620)									
Special Revenue Funds																						
Sales Tax, Police	1121	2,777,200	3,657,100	0	0	0	0	0	0	3,657,100	(879,900)	(205,680)	(1,085,580)									
Sales Tax, Fire	1122	1,997,800	674,750	0	0	0	0	0	0	674,750	1,323,050	6,332,040	7,655,090									
Measure R, Local Projects	1131	1,866,040	49,880	0	0	1,725,000	0	0	0	1,774,880	91,160	(1,493,090)	(1,401,930)									
Measure R, Bike and Trail	1132	905,600	5,410	0	0	875,000	0	0	0	880,410	25,190	24,600	49,790									
Measure R, Regional Projects	1133	16,536,450	9,450	0	0	16,527,000	0	0	0	16,536,450	0	0	0									
Waterways	1251	368,520	325,490	0	0	100,000	0	0	0	425,490	(56,970)	(42,470)	(99,440)									
Special Service Districts, NE	1511	149,100	264,600	0	0	0	0	0	0	264,600	(115,500)	(18,160)	(133,660)									
Spec. Serv. Dist. Open Space	1512	12,000	45,140	0	0	0	0	0	0	45,140	(33,140)	(206,010)	(239,150)									
Spec. Serv. Dist. LLMAD	1513	2,180,300	1,871,980	0	0	0	0	0	0	1,871,980	308,320	2,599,340	2,907,660									
Proposition 42 - Transportation Fuel Tax	1613	8,790	0	0	0	650,500	0	0	0	650,500	(641,710)	650,500	8,790									
Northeast Capital Improvements	1711	14,400	1,620	0	0	50,000	0	0	0	51,620	(37,220)	71,700	34,480									
Narcotics and Asset Forfeiture	6211.2	35,000	20,000	0	0	0	0	0	0	20,000	15,000	80,330	95,330									
Police Grants	6311.2	100,000	65,750	0	0	0	0	0	0	65,750	34,250	73,400	107,650									
CDBG - Housing	1811	1,331,190	623,550	0	0	0	0	500,540	0	1,124,090	207,100	0	207,100									
Home Program	1831	561,000	561,000	0	0	0	0	0	0	561,000	0	0	0									
Substandard Housing and Abatement	1861	179,500	190,360	0	0	0	0	0	0	190,360	(10,860)	(11,150)	(22,010)									
Neighborhood Stabilization	1871	133,400	160,900	0	0	0	0	0	0	160,900	(27,500)	160,900	160,900									
Vehicle Abatement	1881	100,000	65,270	0	0	0	0	0	0	65,270	34,730	0	0									
Property Based Improv. Dist.	1982/3	407,000	250,910	0	0	0	(78,000)	0	0	172,910	234,090	304,290	538,380									
Redevelopment Group																						
RDA - East Visalia	1901	1,288,000	894,470	0	0	0	0	373,530	0	1,268,000	0	(7,699,950)	(7,699,950)									
RDA - Mooney	1911	1,902,500	2,135,090	0	562,400	0	0	0	0	2,697,490	(794,990)	(350,110)	(1,145,100)									
RDA - Downtown	1921	182,700	107,020	0	109,800	0	0	0	0	216,820	(34,120)	55,040	20,920									
RDA - Central	1931	2,762,600	2,667,860	0	269,480	0	0	78,000	0	3,015,340	(252,740)	1,964,430	1,711,690									

City of Visalia Two-Year Budget 2010-11 & 2011-12

Fund Summary - Fiscal Year 2011/12		Sources						Uses						Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 7/1/11	Ending Avail. Fund/Cash Balance 6/30/12
Redevelopment Group - continued	Revenues	Operations	(Reimbursements)	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses							
RDA - East Visalia Low/Mod	361,600	86,010	0	0	0	0	0	0	86,010	275,590	523,080	798,670		275,590	523,080	798,670
RDA - Mooney Low/Mod	564,900	81,980	0	27,100	0	0	0	0	109,080	455,820	786,180	1,242,000		455,820	786,180	1,242,000
RDA - Downtown Low/Mod	54,700	62,820	0	13,600	0	0	0	0	76,420	(21,720)	(1,020)	(22,740)		(21,720)	(1,020)	(22,740)
RDA - Central Low/Mod	826,000	96,040	0	18,500	0	0	0	0	114,540	711,460	401,290	1,112,750		711,460	401,290	1,112,750
RDA - Revolving	0	823,570	(823,570)	0	0	0	0	0	0	0	0	0		0	0	0
Subtotal - RDA	7,923,000	6,954,860	(823,570)	1,000,880	0	0	451,530	0	7,563,700	339,300	(4,321,060)	(3,981,760)		339,300	(4,321,060)	(3,981,760)
Total Special Revenue Funds	37,586,290	15,798,020	(823,570)	1,000,880	19,927,500	(78,000)	952,070	0	36,776,900	809,390	3,838,580	4,640,740		809,390	3,838,580	4,640,740
Debt Service Funds																
Los Rios	57,250	3,600	0	53,650	0	0	0	0	57,250	0	0	125,370		0	125,370	125,370
Village West	11,040	0	0	8,190	0	0	0	0	8,190	2,850	16,590	19,440		2,850	16,590	19,440
East RDA Bond	0	0	0	373,530	0	(373,530)	0	0	0	0	0	0		0	0	0
VPFA Bond	0	0	0	329,540	0	(329,540)	0	0	0	0	0	0		0	0	0
Total Debt Service Funds	68,290	3,600	0	764,910	0	(703,070)	0	0	65,440	2,850	141,960	144,810		2,850	141,960	144,810
Business Type Funds																
Building Safety	1,588,000	1,787,410	(114,310)	0	0	0	0	(23,170)	1,649,930	(81,930)	(829,030)	(910,960)		(81,930)	(829,030)	(910,960)
Airport	2,185,030	2,222,050	(20,100)	28,950	575,000	0	0	(665,840)	2,140,060	44,970	76,000	120,970		44,970	76,000	120,970
Convention Center	2,780,000	4,370,750	0	1,730,100	137,500	(3,071,350)	0	(475,400)	2,691,600	88,400	227,000	315,400		88,400	227,000	315,400
Valley Oak Golf	2,578,000	2,245,060	0	116,570	3,287,000	0	0	(213,780)	5,434,850	(2,856,850)	478,970	(2,377,880)		(2,856,850)	478,970	(2,377,880)
Solid Waste	20,104,000	18,139,550	(2,586,470)	0	0	0	0	(987,750)	14,565,330	5,538,670	2,413,700	7,952,370		5,538,670	2,413,700	7,952,370
Transit	10,218,950	10,596,800	(325,800)	0	720,000	0	0	(1,389,180)	9,601,820	617,130	623,640	1,240,770		617,130	623,640	1,240,770
Waste Water Group	18,526,010	11,715,640	0	226,170	41,161,730	0	0	(2,567,400)	50,536,140	(32,010,130)	(28,267,764)	(60,277,894)		(32,010,130)	(28,267,764)	(60,277,894)
Operations*	1,241,000	1,658,960	0	0	190,000	0	0	(490,940)	1,358,020	(117,020)	283,170	166,150		(117,020)	283,170	166,150
Storm Sewer Maintenance	288,000	31,500	0	0	0	0	0	0	31,500	236,500	(73,330)	163,170		236,500	(73,330)	163,170
Kaweah Lake	1,852,000	18,240	0	316,640	3,195,000	0	0	0	3,529,880	(1,677,880)	3,749,942	2,070,062		(1,677,880)	3,749,942	2,070,062
Stewer Connection	350,300	29,540	0	316,640	0	0	0	0	346,180	4,120	(2,505,778)	(2,501,658)		4,120	(2,505,778)	(2,501,658)
Storm Sewer Deficiency	340,000	14,690	0	0	250,000	0	0	0	264,690	75,310	361,660	436,970		75,310	361,660	436,970
Groundwater Recharge	737,600	151,190	0	0	1,060,000	0	0	0	1,211,190	(473,590)	484,530	10,940		(473,590)	484,530	10,940
Subtotal - Waste Water	23,314,910	13,619,760	0	859,450	46,856,730	0	0	(3,058,340)	57,277,600	(33,962,690)	(25,969,570)	(59,932,260)		(33,962,690)	(25,969,570)	(59,932,260)
Total Business Type Funds	62,748,890	52,981,380	(3,046,680)	2,735,070	50,576,230	(3,071,350)	0	(6,813,460)	93,361,190	(30,612,300)	(22,979,290)	(53,591,590)		(30,612,300)	(22,979,290)	(53,591,590)
Internal Service Funds																
Fleet Services	24,600	4,333,850	(4,180,690)	0	0	0	0	(79,940)	73,220	(48,620)	883,160	834,540		(48,620)	883,160	834,540
Vehicle Replacement	784,000	739,560	(3,910)	0	488,020	0	0	(695,400)	536,270	245,730	3,231,120	3,476,850		245,730	3,231,120	3,476,850
Vehicle Replacement - Police Meas T	75,210	74,560	0	0	0	0	0	(74,210)	350	74,860	227,650	302,510		74,860	227,650	302,510
Vehicle Replacement - Fire Meas T	33,220	32,300	0	0	0	0	0	(32,220)	80	33,140	67,140	100,280		33,140	67,140	100,280
Information Services	32,900	2,272,200	(2,446,570)	0	651,350	0	0	(311,200)	165,780	(132,880)	3,091,310	2,958,430		(132,880)	3,091,310	2,958,430
Risk Management - Property	86,500	1,527,000	(1,411,580)	0	0	0	0	0	115,420	(28,920)	2,466,180	2,436,260		(28,920)	2,466,180	2,436,260
Risk Management - Health	0	10,398,420	(10,135,900)	0	0	0	0	0	262,520	(262,520)	(69,980)	(332,500)		(262,520)	(69,980)	(332,500)
Risk Management - Workers Comp.	104,400	1,519,550	(1,247,230)	0	0	0	0	0	272,320	(167,920)	5,404,020	5,236,100		(167,920)	5,404,020	5,236,100
Compensated Absences	0	0	0	0	0	0	0	0	0	0	3,266,160	3,266,160		0	3,266,160	3,266,160
Total Internal Service Funds	1,140,830	20,897,440	(19,425,880)	0	1,149,370	0	0	(1,192,970)	1,427,960	(287,130)	18,565,760	18,278,630		(287,130)	18,565,760	18,278,630
Grand Total - 2010/11	\$ 167,175,470	\$ 160,320,350	\$ (41,789,210)	\$ 5,001,400	\$ 84,080,430	\$ (4,537,960)	\$ 4,627,920	\$ (8,006,430)	\$ 199,696,500	\$ (32,521,030)	\$ 18,244,980	\$ (14,283,280)		\$ (32,521,030)	\$ 18,244,980	\$ (14,283,280)

*Note - The Wastewater Fund includes a capital project to upgrade the plant to meet the Regional Water Quality Board requirements. The project is estimated to cost \$98.6m (10/11 - \$40m; 11/12 - \$40m; 12/13 - \$18.6m). Staff will be bringing to Council at a later date a recommendation to issue a bond for this project. This budget does not reflect a debt issuance for this project or proceeds from the sale of a bonds.

**City of Visalia
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Discussion on the budgeted increases or decreases to available fund / cash

Funds		<u>7/1/10</u> (000's)	<u>6/30/12</u> (000's)	<u>2 yr Change</u> for FY's 10-12		
				\$	%	
<u>General Fund</u>	0011	\$ -	\$ -	\$ -	0%	
Motor Vehicle In-Lieu	0012	4	(4)	(8)	-203%	No significant change.
Civic Center Reserve	0013	8,892	9,579	687	8%	No capital projects currently budgeted. Fund accumulating revenues for future capital project.
Sports Complex Reserve	0014	2,874	2,087	(787)	-27%	Budgeted for Phase 3 build of Sports Park.
Recreation Park Stadium Reserve	0017	284	265	(19)	-7%	No significant change.
Emergency Reserve		13,056	9,556	(3,500)	-27%	Emergency Reserves will be used to bridge budget shortfalls.
Total General Fund		<u>25,110</u>	<u>21,483</u>			
<u>Capital Project Funds</u>						
Softball Facility	1011	33	40	7	20%	Fund accumulating revenues for future capital project.
Civic Center Complex Impact Fee	1041	2,856	3,293	437	15%	Fund accumulating revenues for future capital project.
Corporation Yard Impact Fee	1043	455	528	74	16%	Fund accumulating revenues for future capital project.
Library Impact Fee	1045	(298)	(298)	-	0%	Participating in rehabilitating Children's Library. Fees will repay general fund loan in approx. 5 yrs.
Police Impact Fees	1051	(2,288)	(2,037)	251	-11%	Impact Fees will repay G.F. loan approx. in FY 2022-23. Report on Public Safety building later.
Fire Impact Fees	1061	(2,868)	(2,888)	(20)	1%	Impact Fees will repay G.F. loan in approx. FY 2026-27. Report on Public Safety Building later.
Gas Tax	1111	4,262	2,001	(2,261)	-53%	Cape Seal and maintenance.
Park and Rec Facilities	1211	2,843	3,488	645	23%	Fund accumulating revenues for future projects, Riverway Sports Park - Phase 4
Storm Sewer Construction	1221	(32)	318	350	-1088%	Fund accumulating revenues for future capital project.
Transportation Impact Fees	1241	(4,857)	(7,989)	(3,132)	64%	\$3.5m in capital projects & for Betty Drive project
State Transportation	1611	113	118	5	5%	No significant change. (Positive Cash Balance)
Parking District	6111	<u>1,493</u>	<u>1,993</u>	500	33%	Making debt service payments on West Acequia Parking Garage
Total Capital Project Funds		<u>1,711</u>	<u>(1,433)</u>			
<u>Special Revenue Funds</u>						
Sales Tax, Police	1121	711	(1,086)	(1,797)	-253%	911 Communication Center
Sales Tax, Fire	1122	7,574	7,655	81	1%	S.W. Fire Station fund accumulating revenues for future projects.
Measure R, Local Projects	1131	(558)	(1,402)	(844)	151%	Assist fund 1133 with regional projects
Measure R, Bike and Trail	1132	-	50	50	0%	No significant change.
Measure R, Regional Projects	1133	-	-	-	0%	No significant change.
Waterways	1251	123	(99)	(222)	-180%	Dropping revenue from development decrease and decreased fees.

**City of Visalia
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<i>Special Revenue Funds (continued)</i>	<u>7/1/10</u>	<u>6/30/12</u>	<u>for FY's 10-12</u>			
	<u>(000's)</u>	<u>(000's)</u>	<u>\$</u>	<u>%</u>		
Special Service Districts, NE	1511	94	(134)	(228)	-242%	Expenses are in excess of revenues. City developing plan.
Spec. Serv. Dist. Open Space	1512	(173)	(239)	(66)	38%	Expenses are in excess of revenues. City developing plan.
Spec. Serv. Dist. LLMAD	1513	2,273	2,908	635	28%	Fund accumulating revenues for future street projects.
Northeast Capital Improvements	1711	109	34	(75)	-69%	Dropping revenue from development decrease
Narcotics and Asset Forfeiture	6211,2	65	95	30	45%	Funding for future capital assets
Police Grants	6311,2,4	18	108	90	494%	No significant change.
CDBG - Housing	1811	-	207	207	0%	No significant change.
Home Program	1831	-	-	-	0%	No significant change.
Substandard Housing & Abatement	1861	-	(22)	(22)	0%	New fund / operations; revenues anticipated to cover general fund advance in near future.
Neighborhood Stabilization	1871	-	-	-	0%	New fund.
Vehicle Abatement	1881	-	-	-	0%	New fund.
Property Based Improv. District	1982,3	70	538	468	666%	These funds are being held in trust for Downtown Visalians & Alliance (PBID)
<u>Redevelopment Group</u>						
RDA - East Visalia	1901	(7,700)	(7,700)	(0)	0%	No change.
RDA - Mooney	1911	441	(1,145)	(1,586)	-360%	RDA at end of useful life, Council to consider final actions.
RDA - Downtown	1921	90	21	(69)	-77%	RDA at end of useful life, Council to consider final actions.
RDA - Central	1931	2,218	1,712	(506)	-23%	RDA at end of useful life, Council to consider final actions.
RDA - East Visalia Low/Mod	1902	251	799	548	218%	Fund accumulating revenue for future capital projects
RDA - Mooney Low/Mod	1912	338	1,242	904	268%	Fund accumulating revenue for future capital projects
RDA - Downtown Low/Mod	1922	30	(23)	(53)	-178%	Fund accumulating revenue for future capital projects
RDA - Central Low/Mod	1932	(299)	1,113	1,412	-472%	Fund accumulating revenue for future capital projects
RDA - Revolving	1841	-	-	-	0%	No change.
Subtotal - RDA		<u>(4,631)</u>	<u>(3,981)</u>			
Total Special Revenue Funds		<u>5,675</u>	<u>4,632</u>			
<u>Debt Service Funds</u>						
Los Rios	2011	117	125	9	7%	No significant change.
Village West	2012	14	19	5	36%	No significant change.
East RDA Bond	2951	-	-	-	0%	No change.
VPFA Bond	2965	-	-	-	0%	No change.
Total Debt Service Funds		<u>131</u>	<u>144</u>			
<u>Business Type Funds</u>						
Building Safety	4001	(700)	(911)	(211)	30%	Expenses are in excess of revenues. Working to reduce deficit
Airport	4011	55	121	66	120%	Fund accumulating revenue for future capital projects
Convention Center	4131	-	315	315	0%	Operations and debt payments funded by annual transfers from the General Fund
Valley Oak Golf	4211,3	49	(2,378)	(2,427)	-4953%	\$1.7m irrigation system upgrade. Available cash will be used to pay off General Fund loan.
Solid Waste	4411	(600)	7,952	8,552	-1425%	Deficit to be repaid by multi-year rate increase.
Transit	4511	-	1,241	1,241	0%	Fund accumulating revenue for future capital projects

**City of Visalia
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<i>Business Type Funds (continued)</i>	<u>7/1/10</u>		<u>6/30/12</u>		<u>for FY's 10-12</u>		
	(000's)	(000's)	(000's)	(000's)	\$	%	
<i>Waste Water Group</i>							
Operations	4311, 3,4,5	6,200	(60,278)	(66,478)	-1072%		\$76m in state required clean water capital costs to the treatment facility. Will issue bonds
Storm Sewer Maintenance		4812	487	166	(321)	-66%	Increased staff
Kaweah Lake		1223	(307)	163	470	-153%	Fund used to pay one-time capital project and operational costs at Kaweah Lake.
Trunkline		1231	3,349	2,070	(1,279)	-38%	Budgeted \$7.2m for North Shirk Ave. sewer line extension
Sewer Connection		1232	(2,500)	(2,502)	(2)	0%	No add'l projects budgeted for FY's 10-12. Fund accumulating revenues for future capital project and to pay current debt.
Storm Sewer Deficiency		1222	424	437	13	3%	No significant change.
Groundwater Recharge		1224	1,012	11	(1,001)	-99%	Fund accumulated revenue to purchase land for recharge
Subtotal - Waste Water			<u>8,664</u>	<u>(59,933)</u>			
Total Business Type Funds			<u>7,468</u>	<u>(53,593)</u>			
<i>Internal Service Funds</i>							
Fleet Services		5011	930	835	(95)	-10%	Operating expenditures
Vehicle Replacement		5012	2,801	3,477	676	24%	Fund accumulating revenue for future capital replacements.
Information Services		5111	2,626	2,958	332	13%	Fund accumulating revenue for future capital replacements.
Risk Management - Property		5511	2,495	2,436	(59)	-2%	No significant change.
Risk Management - Health		5512	538	(333)	(871)	-162%	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	5,580	5,236	(344)	-6%	Budgeted reimbursements are less than projected expenditures. Reimbursements will change to reflect actual expenditures at the end of each fiscal year.
Compensated Absences		5711	<u>3,266</u>	<u>3,266</u>	(0)	0%	No change.
Total Internal Service Funds			<u>18,236</u>	<u>17,875</u>			
Grand Total		<u>\$ 58,330</u>	<u>\$ (10,892)</u>	<u>\$ (69,222)</u>	-119%		

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

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 \$.64 of the \$2.38 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 \$2.38 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 \$.46 of the \$2.38 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, restoration of riparian vegetation, and maintenance of the setback areas.

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.

Prop 1B – Transit - 1615

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

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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 and 6212

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.

Property Based Improvement District (PBID) – Fund 1983

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

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Redevelopment Districts (RDA)

Funds were established to account for the financing and construction activities in the various specific redevelopment projects area and are authorized under California Redevelopment Laws. The redevelopment district's purpose is to encourage better uses of the area's resources (i.e. land, buildings and improvements to the properties) and to eliminate blight through continued growth of industrial, commercial, and residential development. Visalia Redevelopment Agency finances improvements in this area, which can be both of a public or private nature. The Agency receives its funding through proceeds from tax-exempt debt, tax increment, property sales and earnings on investments for each project area.

RDA - East Visalia Redevelopment – Fund 1901

Established in August of 1986, the district is roughly bounded by the cross streets of Houston, Ben Maddox, Mineral King, and Santa Fe.

RDA - Mooney Boulevard Redevelopment – Fund 1911

Established in August of 1987, the district is roughly bounded along Mooney Boulevard with an amendment added to the district in 1990.

RDA - Downtown Redevelopment – Fund 1921

Established in May 1970, the district is roughly bounded by the streets Center, Church, Garden and Acequia in the downtown area.

RDA - Central Visalia Redevelopment – Fund 1931

Established in August of 1989, the 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.

RDA - Low/Moderate Income Housing – Funds 1902, 1912, 1922 and 1932

Redevelopment Agencies must deposit 20% of any tax increment funds into a Low and Moderate Income Housing fund. The funds are used to improve housing in the community, both within and outside of the project areas.

RDA - Revolving – Fund 1841

This fund accounts for the administrative activities of the Agency. All costs are allocated 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

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

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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 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.

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.

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, 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.

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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

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.

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Risk Management – Fund 5511

Established to account for the self insured and purchased insurance for the City's various types of insurance including liability, unemployment, property, and employee bonds.

Health Benefits – Fund 5512

Established to account for the self insured and purchased insurance for the City's health plan.

Workers Compensation – Fund 5513

Established to account for the self insured and purchased insurance for the City's worker's compensation plan.

Post Employment Benefits – Fund 5514

Established to account for health care benefits for retirees and future retirees. Revenues come from charges to retirees and City contributions.

Compensated Absences – Fund 5711

Established to account for the long-term portion of the compensated absences liability in the governmental fund.

FUND SUMMARIES

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GENERAL FUND SUMMARY

GENERAL FUND SUMMARY	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
Non Departmental	50,187,949	48,858,859	54,966,273	46,166,600	46,850,680	48,321,940
Administration	7,107	5,484	2,000	35,800	38,000	37,400
Administrative Services	255,385	236,744	122,000	172,200	171,200	172,100
Community Development	1,173,411	718,990	863,750	553,700	663,300	660,600
Economic & Housing	72,763	123,061	79,500	116,500	116,500	116,500
Fire	546,321	797,389	163,606	498,450	517,400	523,500
Parks & Recreation	1,556,890	1,316,923	1,391,822	1,377,260	1,407,400	1,429,600
Police	2,844,500	2,858,102	2,367,080	3,168,100	2,587,400	2,497,900
Public Works	45,940	85,334	90,000	62,500	85,400	85,400
OPERATING REVENUES TOTAL	56,690,266	55,000,886	60,046,031	52,151,110	52,437,280	53,844,940
REIMBURSEMENTS						
Non Departmental	-	-	-	-	329,510	329,540
Administration	2,879,550	1,735,473	1,391,860	2,249,100	3,090,580	3,190,430
Administrative Services	3,947,514	2,875,880	3,140,600	3,218,800	4,214,740	4,333,750
Community Development	4,229,435	4,349,171	5,063,070	4,132,900	4,219,980	4,254,550
Economic & Housing	356,150	593,519	290,440	282,300	382,580	386,380
Fire	41,208	32,797	139,000	62,800	70,000	70,000
Police	-	-	-	-	-	-
Parks & Recreation	2,363,851	2,589,410	2,330,060	2,770,900	3,588,180	3,616,540
Public Works	2,309,501	2,155,362	1,624,660	1,926,500	2,276,120	2,311,890
TOTAL REIMBURSEMENTS	16,127,209	14,331,612	13,979,690	14,643,300	18,171,690	18,493,080
TOTAL RESOURCES	72,817,475	69,332,498	74,025,721	66,794,410	70,608,970	72,338,020
EXPENDITURES						
OPERATING EXPENDITURES						
Non Departmental	625,760	1,151,378	460,200	733,000	760,100	769,400
Administration	3,545,398	3,446,669	4,103,930	3,577,330	3,898,440	4,011,440
Administrative Services	2,962,434	3,030,173	3,281,690	3,126,400	3,303,850	3,403,150
Community Development	6,462,228	6,568,945	6,816,645	6,507,900	4,653,200	4,699,400
Economic & Housing	828,266	828,866	860,950	725,400	748,850	757,450
Fire	9,587,693	9,995,848	10,508,729	9,778,900	10,226,100	10,485,000
Parks & Recreation	7,059,479	7,473,685	7,867,130	7,184,430	7,030,520	7,139,420
Police	21,129,751	22,143,528	22,676,402	21,476,630	21,918,850	22,105,750
Public Works	1,508,775	1,579,484	1,578,360	1,435,300	3,062,900	3,154,100
TOTAL OPERATING EXPENDITURES	53,709,784	56,218,576	58,154,036	54,545,290	55,602,810	56,525,110
ALLOCATIONS						
Non Departmental	-	-	-	-	-	-
Administration	374,197	196,724	213,550	256,500	695,320	710,800
Administrative Services	781,238	193,689	251,660	295,200	1,089,510	1,104,890
Community Development	2,693,813	2,016,732	2,179,620	2,023,000	2,748,790	2,826,260
Economic & Housing	166,873	298,269	326,610	344,300	621,960	634,790
Fire	1,358,317	1,326,070	1,438,130	1,326,900	1,244,100	1,266,770
Parks & Recreation	1,970,248	1,427,166	1,553,820	1,656,800	2,269,610	2,312,780
Police	3,499,646	3,461,867	3,880,120	3,781,900	3,365,010	3,404,260
Public Works	900,806	680,960	307,980	528,400	932,980	949,650
TOTAL ALLOCATIONS	11,745,138	9,601,477	10,151,490	10,213,000	12,967,280	13,210,200
CAPITAL IMPROVEMENT PROJECTS	1,637,050	1,694,800	640,350	670,000	775,170	588,530
INTERFUND TRANSFERS	3,392,630	2,927,980	3,272,500	3,272,500	3,409,190	3,675,850
TOTAL EXPENDITURES	70,484,602	70,442,833	72,218,376	68,700,790	72,754,450	73,999,690
SURPLUS/(SHORTFALL)	2,332,873	(1,110,335)	1,807,345	(1,906,380)	(2,145,480)	(1,661,670)

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GENERAL FUND REVENUE

GENERAL FUND REVENUES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
REVENUES:						
NON-DEPARTMENTAL						
PROP-CURRENT SECURED	8,350,440	9,070,072	8,569,800	8,616,600	8,444,200	8,739,800
PROP-CURRENT UNSECURED	384,347	428,445	409,200	407,000	398,900	412,900
PROP-PRIOR SEC & UNSECURED	1,266	3,677	-	9,800	9,600	10,000
PYMT IN LIEU OF TAXES	19,197	781	19,000	20,200	19,800	20,500
PROP-CURR SEC-SUPPLEMTL	1,038,490	608,596	510,000	620,800	633,200	645,900
PROP-PRIOR SEC&UNSEC SU	2,079	1,124	-	1,100	1,100	1,100
REAL PROP TRANSFER TAX	380,856	279,724	343,300	282,500	285,400	288,200
PROP-AIRCRAFT	174,523	131,988	180,999	134,600	137,300	140,100
PROP TAX "VLF SWAP"	9,119,394	9,435,027	9,673,400	8,963,300	8,784,000	9,091,500
TOTAL PROPERTY TAXES	19,470,592	19,959,434	19,705,699	19,055,900	18,713,500	19,350,000
SALES & USE TAXES	16,666,119	14,770,380	17,221,130	14,356,800	14,643,900	15,156,400
FRANCHISE TAX	1,958,717	2,134,845	2,029,000	2,198,900	2,264,900	2,332,800
TRANSIENT LODGING	2,058,985	1,935,884	2,106,810	1,645,500	1,810,100	1,991,100
BUS LIC TAX-GENERAL	2,593,288	2,008,464	1,873,000	2,168,600	2,290,300	2,336,100
BUS LIC TAX-DOWNTOWN	834	3,462	97,000	1,000	1,000	1,000
ERAF S & U TAX "TRIPLE	5,229,204	5,520,961	5,752,000	4,264,300	4,482,900	4,572,600
TOTAL OTHER TAXES	28,507,147	26,373,996	29,078,940	24,635,100	25,493,100	26,390,000
MOTOR VEH LIC IN LIEU TAX	-	380,930	332,900	388,600	396,400	404,300
HOMEOWNERS PROP TAX REL	122,411	121,297	104,040	123,700	126,200	128,700
OFF-HIGHWAY IN LIEU TAX	-	1,640	-	1,700	1,700	1,700
FEDERAL GRANTS	-	-	679,829	-	42,716	-
STATE GRANTS	61,442	227,409	2,469,415	232,000	245,164	241,300
ENTITLEMENT GRANTS	-	-	928,000	-	-	-
REIMB-STATE MISC	-	43,000	-	43,900	44,700	45,600
ST MAINT FEE IN LIEU SUB	396,912	475,788	445,450	485,300	515,050	518,240
TOTAL SUBVENTIONS & GRANTS	580,765	1,250,064	4,959,634	1,275,200	1,371,930	1,339,840
PARKING FINES	159,142	177,928	-	181,500	185,100	188,800
ADMINISTRATIVE CITATION	61,630	27,835	67,000	28,400	29,000	29,500
PENALTY/OCCUPANCY	994	1,875	-	1,900	2,000	2,000
ADMIN FEES-BUS TAX	35,343	41,168	43,000	45,600	48,100	49,000
TOTAL FINES & FEES	257,109	248,806	110,000	257,400	264,200	269,300
INVESTMENT EARNINGS	35,614	243,111	360,000	243,400	246,000	248,500
INTEREST EARNINGS	387,199	304,452	320,000	210,900	213,350	215,800
INTERFUND LOAN INTEREST	432,341	398,100	320,000	406,100	414,200	422,500
NON OPERATING TOTAL	855,154	945,663	1,000,000	860,400	873,550	886,800
RENTS & CONCESSIONS	28,438	21,192	20,000	21,600	22,100	22,500
BL-APPLICATION FEE	177	63	-	200	200	200
A/R-B/L PENALTY	44,505	40,363	70,000	41,200	42,000	42,800
MISC REVENUE	340,762	15,078	15,000	15,300	15,700	16,000
REIMBURSEMENT-OFFICE SUB	3,300	4,200	2,000	4,300	4,400	4,500
DONATIONS/CONTRIBUTIONS	100,000	-	5,000	-	50,000	-
MISC TOTAL	517,182	80,896	112,000	82,600	134,400	86,000
NON-DEPARTMENTAL TOTAL	50,187,949	48,858,859	54,966,273	46,166,600	46,850,680	48,321,940

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GENERAL FUND REVENUES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>ADMINISTRATION</u>						
INTEREST EARNINGS	420	420	-	400	400	400
VI-CYCLES	300	650	-	1,000	700	700
DONATIONS/CONTRIBUTIONS	3,527	200	-	-	200	200
MISC REVENUE	2,860	4,214	2,000	34,400	36,700	36,100
ADMINISTRATION TOTAL	7,107	5,484	2,000	35,800	38,000	37,400
<u>ADMINISTRATIVE SERVICES</u>						
RENTS & CONCESSIONS	60,798	18,000	27,000	18,000	18,000	18,000
EARNINGS CREDIT CBB	887	439	-	300	400	400
BLDG SFTYSERV FEESCHL	15,537	-	-	-	-	-
PASSPORT SERVICE FEES	57,075	25,875	54,000	25,000	25,500	26,400
AUCTION SALES	1,131	65	1,000	100	100	100
MISC REVENUE	2,079	56,830	5,000	22,700	21,500	21,500
BAD CHECK FEE	1,860	1,530	1,000	1,800	1,500	1,500
HANDLNG FEE-PYRL GARNSH	922	882	1,500	900	900	900
PYRL VOLUNTARY DED FEES	5,263	6,419	5,500	6,300	6,400	6,400
INTEREST EARNINGS	109,833	126,704	27,000	97,100	96,900	96,900
ADMINISTRATIVE SERVICES TOTAL	255,385	236,744	122,000	172,200	171,200	172,100
<u>COMMUNITY DEVELOPMENT</u>						
MINOR PLANNING PERMITS	56	-	-	-	-	-
COS PARKING PERMIT #1	75	150	100	100	200	200
ENCROACHMENT PERMITS	9,015	27,817	5,150	29,800	29,800	29,800
VEHICLE CODE FINES	179,225	212,250	205,000	212,300	212,300	212,300
MINOR CONDITIONAL USE PERMIT	1,904	1,968	1,400	2,000	2,700	2,700
TEMP USE PERMIT	10,804	15,823	7,000	13,400	7,400	7,400
VAR APPLICATION FEE	14,804	21,083	16,000	9,300	18,500	18,500
CHANGE OF ZONE/SPCL EXC	1,322	6,424	3,300	-	9,900	9,900
COND USE PERMIT APPLICATION	104,125	73,071	87,000	20,000	64,300	64,300
HOME OC/TEMP USE PERMIT	41,982	32,918	45,000	37,500	47,500	47,500
DRAFT ENVIRON IMP FEE	297,869	-	-	-	-	-
ENV ASSESSMENT EVAL FEE	6,078	61,921	7,000	15,000	15,000	15,000
ANNEXATIONS	17,546	1,389	15,000	20,000	10,300	10,300
LOT LINE ADJUSTMENT FEE	9,726	3,097	10,000	10,000	10,000	10,000
BLDG SFTY-SERV FEE-SCHL	15,537	-	-	-	-	-
GEN PLAN AMEND/SPEC PLN	11,717	9,494	5,000	100	4,100	4,100
ADMINISTRATIVE ADJUST FEE	1,544	1,240	1,280	1,500	1,700	1,700
CERTIFICATE OF COMPLIANCE	-	-	-	-	500	500
APPROVED CUP AMENDMENTS	115	11,512	13,560	7,000	13,600	13,600
TIME EXTENSIONS	5,877	1,123	5,760	600	1,400	1,400
TEXT AMENDMENTS	174	3,212	-	-	13,300	13,300
ENG LATERAL INSPECTION	213	-	-	-	-	-
SUBDIV CHNG & INSPCT	205,755	53,929	225,000	22,000	35,000	40,000
PAR MAP CHKG&INSPC FEE	1,405	106	15,660	700	100	100
SIDWLK/APPRCH INSPC FEE	-	74	-	-	100	100
TENATIVE SUBDV FILG FEE	24,772	24,960	12,890	-	6,500	6,500
PARKING LOT INSPC FEE	65,388	51,120	70,320	42,900	51,100	51,100
APPEAL	1,608	340	1,760	700	700	700
FINAL SUBDVSN FILG FEES	7,039	8,060	7,920	7,900	8,100	8,100
FINAL PARCELMAP FLG FEE	2,563	3,245	2,470	1,000	3,200	3,500
TENATIVE PARCEL MAP FLG	51,193	25,150	31,400	26,500	31,400	31,400
ENCROACH PRMT-MAINT FEE	9,666	-	11,300	-	-	-
AGRICULTURAL PRESERVE	-	113	-	-	-	-
BL-APPLICATION FEE	38,285	34,628	40,430	33,400	34,600	34,600
RIGHT OF WAY ABANDONMENT	1,644	854	1,640	800	900	900
SPEC SERV DISTRICT FEES	1,470	1,166	1,510	900	1,000	1,000
INSPECTOR OVERTIME FEE	-	203	-	-	500	500
SALES OF MAPS & PUBLICATION	2,394	1,575	2,100	800	1,600	1,600
MISC REVENUE	2,192	1,973	11,800	12,300	2,000	2,000
BL-DUPLICATE CERTIFICAT	115	120	-	-	100	100
REIMB CITY EXPENSES	50	10,634	-	13,900	13,900	5,900
SUBROGATION RECOVERY	28,164	16,248	-	11,300	10,000	10,000
COMMUNITY DEVELOPMENT TOTAL	1,173,411	718,990	863,750	553,700	663,300	660,600

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GENERAL FUND REVENUES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>ECONOMIC & HOUSING</u>						
ABANDONED VEHICLE TRUST	-	8,922	-	-	-	-
APPEAL FEE - CODE ENFOR	-	1,400	-	200	200	200
ADMINISTRATIVE CITATION	-	2,900	-	54,200	54,200	54,200
ADMIN FEE-CODE ENFORCEM	3,800	19,618	4,500	16,200	16,200	16,200
COMPLIANCE INSPECTION FEE	63,788	72,635	75,000	45,700	45,700	45,700
MISC REVENUE	316	5,263	-	200	200	200
DEMOLITION & ABATEMENT	4,859	12,323	-	-	-	-
ECONOMIC & HOUSING TOTAL	72,763	123,061	79,500	116,500	116,500	116,500
<u>FIRE</u>						
PROP 172 PS-SALES TAX	194,968	177,790	-	171,000	174,400	180,500
ABANDONED VEHICLE TRUST	39,870	23,861	18,000	-	-	-
STATE GRANTS	-	-	52,356	-	-	-
COUNTY GRANTS	44,441	-	-	-	-	-
STATE-HAZ MAT TRAINING	470	1,252	500	500	1,300	1,300
ADMINISTRATIVE FINES	-	-	-	-	20,000	20,000
UNIFORM FIRE CODE FEE	10,268	10,713	10,000	9,300	25,000	25,000
FIRE SFTY INSPECTION	1,752	1,286	2,500	400	-	-
FIRE STRIKE TEAM FEES	133,628	471,445	20,000	80,000	20,000	20,000
HAZ MAT CLEANUP-GAP FUNDING	-	-	-	44,000	-	-
WEED AND LOT CLEARING	60,653	68,129	28,000	140,000	200,000	200,000
ADMIN FEE - WEED & LOT	3,460	2,694	6,000	6,000	26,000	26,000
FIRE REPORTS	76	102	100	100	100	100
TRNG FACILITY RENTAL	-	-	-	500	5,000	5,000
MISC REVENUE	27,560	20,150	20,150	22,650	25,600	25,600
TEMP DISABILITY	29,175	19,817	6,000	22,000	19,800	19,800
SUBROGATION RECOVERY	-	150	-	2,000	200	200
FIRE TOTAL	546,321	797,389	163,606	498,450	517,400	523,500
<u>PARKS & RECREATION</u>						
FEDERAL GRANTS	371,651	84,276	101,470	-	-	-
STATE GRANTS	4,775	-	134,262	134,260	-	-
SCHOOL REIMB-YOUTH PROG	30,000	36,911	30,000	37,500	37,600	37,600
RIVERWAY SPORTS PARK	6,184	23,787	-	28,200	30,400	30,400
RENTS & CONCESSIONS	1,775	1,500	-	6,000	100,000	120,000
PARK RENTALS	52,422	76,385	43,000	60,000	60,000	60,000
FACILITIES RENTAL	86,836	106,590	126,500	115,000	116,100	118,300
EQUIPMENT RENTAL	759	4,875	-	-	-	-
PLAZA CONCESSIONS	11,734	11,795	16,000	12,000	12,500	12,500
ADULT SPORTS	167,292	172,136	166,460	175,000	180,000	180,000
YOUTH SPORTS	110,860	118,198	-	121,300	130,000	130,000
TEEN PROGRAMS	13,840	2,331	14,000	1,000	-	-
SPECIAL EVENTS	75,792	76,015	77,500	65,500	58,000	58,000
AQUATICS	126,934	116,776	135,250	116,800	120,000	120,000
COMMUNITY PROGRAMS	315,705	337,068	351,600	344,500	382,000	382,000
SENIOR MEALS	112,614	127,373	100,000	68,100	80,000	80,000
LIGHTS-TENNIS COURTS	6,994	105	1,000	100	-	-
MISC REVENUE	24,578	3,045	16,880	13,600	3,400	3,400
UTILITY (ELECTRIC) FEE	30,503	9,730	69,400	65,000	88,900	88,900
SALES FOR ADS/BROCHURES	4,293	5,941	8,000	6,000	8,000	8,000
FUNDRAISING	1,349	1,636	-	1,600	500	500
DONATIONS/CONTRIBUTIONS	-	450	500	5,800	-	-
PARKS & RECREATION TOTAL	1,556,890	1,316,923	1,391,822	1,377,260	1,407,400	1,429,600

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GENERAL FUND REVENUES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
POLICE						
PROP 172 PS-SALES TAX	292,452	266,685	-	255,000	260,100	269,200
ABANDONED VEHICLE TRUST	-	13,382	70,000	68,000	68,000	68,000
FEDERAL GRANTS	-	61,120	298,980	328,000	158,600	55,200
STATE GRANTS	344,732	407,041	111,500	536,400	373,900	378,700
COUNTY GRANTS	13,069	7,667	20,000	107,700	7,700	7,700
SCHOOL REIMB-YOUTH PROG	523,973	541,653	587,000	483,000	276,000	276,000
SPEC POL SERV-268 POST	79,138	105,788	50,000	75,000	112,000	112,000
RESTRAINING ORDER ADMIN	-	1,688	2,000	2,000	1,700	1,700
REIMB-MANDATED COSTS SU	61,192	56,354	-	50,000	50,000	50,000
ALARM PERMITS	75,886	34,482	62,000	55,000	55,000	55,000
VEHICLE CODE FINES	179,225	212,250	140,000	212,300	212,300	212,300
PARKING FINES	422,187	470,143	500,000	490,000	490,000	490,000
OTHER FINES	19,177	13,764	10,000	10,000	13,800	13,800
TRAFFIC SCHOOL	79,266	71,110	77,800	66,000	71,100	71,100
RED LIGHT VIOLATIONS	51,155	43,609	36,900	32,000	43,600	43,600
LITTER FINES	588	472	300	200	500	500
CRIME PREVENTION FINES	1,163	1,819	700	1,100	1,800	1,800
PROOF OF CORRECTION	15,590	25,881	13,600	38,000	25,900	25,900
DUI TESTING FEES-TUL CO	14,222	15,109	-	18,500	18,500	18,500
BOOKING FEES	19,668	4,099	34,800	4,100	-	-
ADMIN FEE-THUNDERBOLT	50	80	1,300	100	100	100
SECURITY SERVICE-POLICE	21,869	20,161	4,900	4,900	17,400	17,400
COST RECOVERY-DUI	39,301	28,554	20,000	13,000	13,000	13,000
VEHICLE RELEASE FEE	188,669	165,755	150,000	153,700	165,800	165,800
FALSE ALARM FEES	12,779	35,799	62,400	1,900	1,900	1,900
SPEC POLICE SERV-OTHER	118,870	69,904	75,000	57,700	40,000	40,000
PD-FINGERPRINTS TAXABLE	2,284	4,653	3,000	4,200	4,200	4,200
SALES OF REAL/PERS PROP	2,272	6,182	800	3,100	4,600	4,600
PD SEIZED EVIDENCE MONE	66,747	85,933	-	40,000	40,000	40,000
MISC REVENUE	129,984	13,145	10,200	15,600	22,300	22,300
DONATIONS/CONTRIBUTIONS	-	5,192	8,500	7,000	10,000	10,000
TEMP DISABILITY	52,181	68,603	12,000	28,700	27,500	27,500
SUBROGATION RECOVERY	16,811	25	3,400	5,900	100	100
POLICE TOTAL	2,844,500	2,858,102	2,367,080	3,168,100	2,587,400	2,497,900
PUBLIC WORKS						
HIGHWAY MAINT CHARGES	40,866	64,397	90,000	45,000	64,400	64,400
ENCROACH PRMT-MAINT FEE	388	20,937	-	17,200	21,000	21,000
MISC REVENUE	4,686	-	-	300	-	-
PUBLIC WORKS TOTAL	45,940	85,334	90,000	62,500	85,400	85,400
TOTAL REVENUES	\$ 56,690,266	\$ 55,000,886	\$ 60,046,031	\$ 52,151,110	\$ 52,437,280	\$ 53,844,940

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MEASURE T FUNDS SUMMARY

MEASURE T - POLICE FUND (1121)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	3,039,694	2,687,002	3,156,300	2,611,802	2,664,000	2,757,200
INVESTMENT EARNINGS	48,214	40,181	28,800	20,000	20,000	20,000
ALLOCATED INVESTMENT GA	12,737	2,186	-	1,000	-	-
ALLOC INTEREST FAIR MAR	14,312	6,125	-	3,000	-	-
TOTAL REVENUES	3,114,957	2,735,494	3,185,100	2,635,802	2,684,000	2,777,200
TOTAL RESOURCES	3,114,957	2,735,494	3,185,100	2,635,802	2,684,000	2,777,200
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,015,483	2,544,716	2,985,640	3,008,100	3,339,800	3,393,100
OPERATING EXPENDITURES	79,354	152,192	73,100	70,400	91,300	92,700
ALLOCATIONS	12,822	105,939	72,340	71,700	169,180	171,300
TOTAL OPERATING EXPENDITURES	2,107,659	2,802,847	3,131,080	3,150,200	3,600,280	3,657,100
CAPITAL IMPROVEMENT PROJECTS	587,943	168,897				
TOTAL EXPENDITURES	2,695,602	2,971,744	3,131,080	3,150,200	3,600,280	3,657,100
SURPLUS/(SHORTFALL)	419,355	(236,250)	54,020	(514,398)	(916,280)	(879,900)

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MEASURE T - FIRE FUND (1122)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	1,991,731	1,791,335	2,104,200	1,741,200	1,776,000	1,838,200
INVESTMENT EARNINGS	228,781	167,306	216,100	100,000	125,000	125,000
ALLOCATED INVESTMENT GA	60,440	9,104	-	9,100	9,100	9,100
ALLOC INTEREST FAIR MAR	67,874	25,505	-	25,500	25,500	25,500
TOTAL REVENUES	2,348,826	1,993,250	2,320,300	1,875,800	1,935,600	1,997,800
TOTAL RESOURCES	2,348,826	1,993,250	2,320,300	1,875,800	1,935,600	1,997,800
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	395,332	500,509	553,900	513,200	517,000	537,400
OPERATING EXPENDITURES	34,064	52,280	43,460	46,580	62,300	63,300
ALLOCATIONS	46,735	48,123	19,070	19,100	73,440	74,050
TOTAL OPERATING EXPENDITURES	476,131	600,912	616,430	578,880	652,740	674,750
TOTAL EXPENDITURES	476,131	600,912	616,430	578,880	652,740	674,750
SURPLUS/(SHORTFALL)	1,872,695	1,392,338	1,703,870	1,296,920	1,282,860	1,323,050

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REDEVELOPMENT SUMMARY

	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>RDA - EAST VISALIA</u>						
REVENUES						
PROP-CURRENT SECURED	1,160,798	1,273,794	1,225,900	668,200	1,185,400	1,209,000
PROP-CURRENT UNSECURED	51,521	57,356	-	124,500	-	-
PROP-PRIOR SEC & UNSEC	193	493	-	2,800	-	-
PROP-CURR SEC-SUPPLEMTL	75,387	56,919	-	19,300	-	-
PROP-PRIOR SEC&UNSEC SU	-	456	-	-	-	-
HOMEOWNERS PROP TAX REL	15,609	15,238	17,000	15,000	15,000	15,000
INVESTMENT EARNINGS	-	48	-	-	-	-
RENTS & CONCESSIONS	15,680	16,855	-	16,000	16,000	16,000
INTEREST EARNINGS	28,563	28,366	25,000	28,000	28,000	28,000
ALLOC INTEREST FAIR MAR	-	10	-	-	-	-
MISC REVENUE	38,345	25,636	-	-	-	-
TOTAL REVENUES	1,386,096	1,475,171	1,267,900	873,800	1,244,400	1,268,000
TOTAL RESOURCES	1,386,096	1,475,171	1,267,900	873,800	1,244,400	1,268,000
EXPENDITURES						
OPERATING EXPENDITURES	958,351	875,408	963,440	951,940	787,570	805,490
ALLOCATIONS	51,847	47,430	67,230	67,900	86,400	88,980
TOTAL OPERATING EXPENDITURES	1,010,198	922,838	1,030,670	1,019,840	873,970	894,470
TOTAL EXPENDITURES	1,010,198	922,838	1,030,670	1,019,840	873,970	894,470
SURPLUS/(SHORTFALL)	375,898	552,333	237,230	(146,040)	370,430	373,530
<u>RDA - MOONEY BLVD</u>						
REVENUES						
PROP-CURRENT SECURED	1,775,383	2,001,143	1,438,500	1,024,400	1,624,300	1,656,800
PROP-CURRENT UNSECURED	62,420	71,462	-	149,600	-	-
PROP-PRIOR SEC & UNSEC	202	599	-	3,500	-	-
PROP-CURR SEC-SUPPLEMTL	101,545	64,444	-	75,800	-	-
PROP TAX - OTHER	-	266	-	-	-	-
PROP-PRIOR SEC&UNSEC SU	-	-	-	1,200	-	-
HOMEOWNERS PROP TAX REL	18,826	11,753	19,200	12,000	12,000	12,000
INVESTMENT EARNINGS	26,080	32,020	33,700	30,000	-	-
ALLOCATED INVESTMENT GA	4,974	1,222	-	1,200	-	-
ALLOC INTEREST FAIR MAR	5,628	3,423	-	3,000	-	-
MISC REVENUE	1,815	1,815	-	1,800	-	-
PROP-CURRENT SECURED	206,476	280,508	136,500	157,900	227,700	232,200
PROP-CURRENT UNSECURED	6,159	8,551	-	15,900	-	-
PROP-PRIOR SEC & UNSEC	22	57	-	400	-	-
PROP-CURR SEC-SUPPLEMTL	14,078	29,011	-	15,000	-	-
HOMEOWNERS PROP TAX REL	1,863	9,492	-	1,500	1,500	1,500
INTEREST EARNINGS	702	1,193	4,900	100	-	-
TOTAL REVENUES	2,226,173	2,516,959	1,632,800	1,493,300	1,865,500	1,902,500
TOTAL RESOURCES	2,226,173	2,516,959	1,632,800	1,493,300	1,865,500	1,902,500
EXPENDITURES						
OPERATING EXPENDITURES	2,218,069	2,244,816	1,682,518	1,815,300	2,561,400	2,599,600
ALLOCATIONS	82,731	78,786	97,210	78,500	95,160	97,890
TOTAL OPERATING EXPENDITURES	2,300,800	2,323,602	1,779,728	1,893,800	2,656,560	2,697,490
TOTAL EXPENDITURES	2,300,800	2,323,602	1,779,728	1,893,800	2,656,560	2,697,490
SURPLUS/(SHORTFALL)	(74,627)	193,357	(146,928)	(400,500)	(791,060)	(794,990)

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	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>RDA - DOWNTOWN</u>						
REVENUES						
PROP-CURRENT SECURED	172,862	184,955	213,000	38,700	179,200	182,700
PROP-CURRENT UNSECURED	10,369	11,199	-	21,300	-	-
PROP-PRIOR SEC & UNSEC	36	99	-	600	-	-
PROP-CURR SEC-SUPPLEMTL	13,655	3,376	-	1,000	-	-
PROP-PRIOR SEC&UNSEC SU	265	60	-	-	-	-
HOMEOWNERS PROP TAX REL	3,135	2,978	3,200	2,900	-	-
INVESTMENT EARNINGS	56,626	39,708	28,000	100	-	-
ALLOCATED INVESTMENT GA	14,641	2,107	-	-	-	-
ALLOC INTEREST FAIR MAR	16,431	5,902	-	-	-	-
TOTAL REVENUES	288,020	250,384	244,200	64,600	179,200	182,700
TOTAL RESOURCES	288,020	250,384	244,200	64,600	179,200	182,700
EXPENDITURES						
OPERATING EXPENDITURES	114,776	118,974	129,192	118,800	127,300	127,300
ALLOCATIONS	64,604	57,604	70,860	69,400	86,960	89,520
TOTAL OPERATING EXPENDITURES	179,380	176,578	200,052	188,200	214,260	216,820
TOTAL EXPENDITURES	179,380	176,578	200,052	188,200	214,260	216,820
SURPLUS/(SHORTFALL)	108,640	73,806	44,148	(123,600)	(35,060)	(34,120)
<u>RDA - CENTRAL</u>						
REVENUES						
PROP-CURRENT SECURED	2,580,984	2,814,994	2,153,800	2,708,400	2,708,400	2,762,600
PROP-CURRENT UNSECURED	87,067	95,831	-	95,000	-	-
PROP-PRIOR SEC & UNSEC	287	833	-	2,500	-	-
PROP-CURR SEC-SUPPLEMTL	209,693	57,072	-	-	-	-
PROP-PRIOR SEC&UNSEC SU	957	937	-	900	-	-
HOMEOWNERS PROP TAX REL	26,273	25,468	25,000	250,000	-	-
INVESTMENT EARNINGS	80,000	82,236	25,000	80,000	-	-
ALLOCATED INVESTMENT GA	18,429	3,692	-	4,000	-	-
ALLOC INTEREST FAIR MAR	20,762	10,342	-	10,000	-	-
PROJECT MATCHING REIMBS	-	19,612	-	19,600	-	-
TOTAL REVENUES	3,024,452	3,111,017	2,203,800	3,170,400	2,708,400	2,762,600
TOTAL RESOURCES	3,024,452	3,111,017	2,203,800	1,883,600	2,708,400	2,762,600
EXPENDITURES						
OPERATING EXPENDITURES	2,046,530	2,222,866	1,788,432	2,204,674	2,783,600	2,834,200
ALLOCATIONS	99,874	77,953	96,520	73,500	100,400	103,140
TOTAL OPERATING EXPENDITURES	2,146,404	2,300,819	1,884,952	2,278,174	2,884,000	2,937,340
TOTAL EXPENDITURES	2,146,404	2,300,819	1,884,952	2,278,174	2,884,000	2,937,340
SURPLUS/(SHORTFALL)	878,048	810,198	318,848	(394,574)	(175,600)	(174,740)

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	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>RDA - EAST VISALIA (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	321,609	317,901	228,900	296,300	296,300	302,300
INTEREST EARNINGS	48,748	993	30,000	1,000	-	-
ALLOCATED INVESTMENT GA	12,878	54	-	100	-	-
ALLOC INTEREST FAIR MAR	14,434	151	-	200	-	-
SERAF LOAN REPAYMENT	-	-	-	0	59,300	59,300
TOTAL REVENUES	397,669	319,099	258,900	297,600	355,600	361,600
TOTAL RESOURCES	397,669	319,099	258,900	297,600	355,600	361,600
EXPENDITURES						
OPERATING EXPENDITURES	1,517,239	8,137	5,050	309,600	12,700	12,800
ALLOCATIONS	37,672	42,069	49,240	53,300	71,260	73,210
TOTAL OPERATING EXPENDITURES	1,554,911	50,206	54,290	362,900	83,960	86,010
TOTAL EXPENDITURES	1,554,911	50,206	54,290	362,900	83,960	86,010
SURPLUS/(SHORTFALL)	(1,157,242)	268,893	204,610	(65,300)	271,640	275,590
<u>RDA - MOONEY BLVD (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	538,350	549,607	298,600	463,000	463,000	472,300
PROGRAM INCOME SUBVENTI	13,269	1,542	15,000	2,000	-	-
INVESTMENT EARNINGS	76,398	17,074	45,000	400	-	-
ALLOCATED INVESTMENT GA	20,039	904	-	1,000	-	-
ALLOC INTEREST FAIR MAR	22,458	2,534	-	2,500	-	-
SERAF LOAN REPAYMENT	-	-	-	-	92,600	92,600
TOTAL REVENUES	670,514	571,661	358,600	468,900	555,600	564,900
TOTAL RESOURCES	670,514	571,661	358,600	468,900	555,600	564,900
EXPENDITURES						
OPERATING EXPENDITURES	2,000,643	40,119	32,900	498,100	39,800	39,900
ALLOCATIONS	72,871	78,567	96,390	53,800	67,270	69,180
TOTAL OPERATING EXPENDITURES	2,073,514	118,686	129,290	551,900	107,070	109,080
TOTAL EXPENDITURES	2,073,514	118,686	129,290	551,900	107,070	109,080
SURPLUS/(SHORTFALL)	(1,403,000)	452,975	229,310	(83,000)	448,530	455,820

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	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
<u>RDA -DOWNTOWN (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	49,601	44,358	39,600	44,800	44,800	45,700
INVESTMENT EARNINGS	4,153	1,655	3,620	1,000	-	-
ALLOCATED INVESTMENT GA	1,097	90	-	100	-	-
ALLOC INTEREST FAIR MAR	1,229	252	-	200	-	-
SERAF LOAN REPAYMENT	-	-	-	-	9,000	9,000
TOTAL REVENUES	56,080	46,355	43,220	46,100	53,800	54,700
TOTAL RESOURCES	56,080	46,355	43,220	46,100	53,800	54,700
EXPENDITURES						
OPERATING EXPENDITURES	113,890	14,766	7,750	67,500	21,500	21,700
ALLOCATIONS	9,511	9,557	11,730	50,700	62,820	54,720
TOTAL OPERATING EXPENDITURES	123,401	24,323	19,480	118,200	84,320	76,420
TOTAL EXPENDITURES	123,401	24,323	19,480	118,200	84,320	76,420
SURPLUS/(SHORTFALL)	(67,321)	22,032	23,740	(72,100)	(30,520)	(21,720)
<u>RDA -CENTRAL (LOW/MOD)</u>						
REVENUES						
PROP-CURRENT SECURED	719,531	691,819	395,400	677,100	677,100	690,600
PROGRAM INCOME SUBVENTI	(64,184)	3,742	-	2,500	-	-
INVESTMENT EARNINGS	36,604	8,528	26,000	8,000	-	-
ALLOCATED INVESTMENT GA	11,077	-	-	-	-	-
ALLOC INTEREST FAIR MAR	12,399	-	-	-	-	-
SERAF LOAN REPAYMENT	-	-	-	-	135,400	135,400
TOTAL REVENUES	715,427	704,089	421,400	687,600	812,500	826,000
TOTAL RESOURCES	715,427	704,089	421,400	687,600	812,500	826,000
EXPENDITURES						
OPERATING EXPENDITURES	1,579,256	385,714	243,350	1,573,272	33,700	34,100
ALLOCATIONS	142,877	107,546	125,310	58,500	78,490	80,440
TOTAL OPERATING EXPENDITURES	1,722,133	493,260	368,660	1,631,772	112,190	114,540
TOTAL EXPENDITURES	1,722,133	493,260	368,660	1,631,772	112,190	114,540
SURPLUS/(SHORTFALL)	(1,006,706)	210,829	52,740	(944,172)	700,310	711,460

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BUSINESS TYPE FUNDS SUMMARY

BUILDING SAFETY (FUND 4001)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
CONSTRUCTION PERMITS	2,784,171	1,672,072	2,389,390	1,350,000	1,485,000	1,514,700
ENCROACHMENT PERMITS	115	252	100	200	300	300
STRONG MOTION FEE (5%)	3,037	956	1,600	600	700	700
CBSC FEE-CALIFORNIA BUI	-	252	-	500	600	600
ADMIN FEE-CODE ENFORCEM	712	2,229	650	300	300	300
FIRE SFTY INSPECTION	2,855	2,600	2,500	-	2,600	2,600
BLDG SFTY-SERV FEE-SCHL	15,537	21,357	46,820	16,200	17,800	18,200
SIDWLK/APPRCH INSPC FEE	50,652	30,166	48,100	27,900	30,400	30,400
SALES OF MAPS & PUBLICA	694	656	300	100	100	100
MISC REVENUE	3,782	1,532	200	600	600	100
SALE OF EQUIPMENT	-	6,827	-	-	-	-
SALE OF VEHICLES	-	19,475	-	-	-	-
TOTAL REVENUES	2,861,555	1,758,374	2,489,660	1,396,400	1,538,400	1,568,000
REIMBURSEMENTS	43,778	34,530	21,050	98,800	114,170	114,310
TOTAL RESOURCES	2,905,333	1,792,904	2,510,710	1,495,200	1,652,570	1,682,310
EXPENDITURES						
SALARIES AND BENEFITS	1,331,350	1,053,838	1,431,370	964,000	984,300	959,200
OPERATING EXPENDITURES	365,255	101,362	249,830	68,500	97,900	84,900
ALLOCATIONS	1,339,442	834,674	1,323,520	834,700	722,570	743,310
TOTAL OPERATING EXPENDITURES	3,036,047	1,989,874	3,004,720	1,867,200	1,804,770	1,787,410
CAPITAL IMPROVEMENTS						
4001 18241 720000 CAPITAL IMPRVMT PROGRAM			74,803			
TOTAL CAPITAL IMPROVEMENTS	-	-	74,803	-	-	-
TOTAL EXPENDITURES	3,036,047	1,989,874	3,079,523	1,867,200	1,804,770	1,787,410
SURPLUS/(SHORTFALL)	(130,714)	(196,970)	(568,813)	(372,000)	(152,200)	(105,100)

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AIRPORT (4011 FUND)	2007-08	2008-09	2009-10	2009-10	2010-11	2011-12
	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
T HANGAR RENTALS	264,530	265,199	280,040	255,800	275,000	275,000
AIRCRAFT TIE DOWNS	5,073	3,362	5,770	7,500	7,600	7,700
HERTZ/CONCESSIONS	2,838	438	20,000	400	400	400
LANDING FEES	15,575	14,163	20,000	14,500	14,600	14,700
TERMINAL RENTAL	23,500	27,167	32,000	32,300	32,600	32,900
F B O REVENES	122,219	123,186	126,000	123,200	124,400	125,600
CARGO	27,280	25,331	35,000	22,000	22,200	22,400
FUEL FLOWAGE	39,874	24,336	43,000	25,000	25,300	25,600
AUTO GAS SALES	-	-	250	-	-	-
AVIATION FUEL SALES	1,219,816	1,047,013	1,340,000	800,000	900,000	954,000
AVIATION INTO PLANE SAL	599,172	1,756	500,000	3,800	4,000	4,000
OIL SALES	1,892	1,759	2,000	1,500	1,800	1,800
PRIST SALES	2,074	1,591	1,500	1,200	1,600	1,600
CNG Sales	-	-	-	200	-	-
CHARTS AND MAPS	1,512	1,370	1,500	1,500	1,400	1,400
SOUVINERS	85	1,191	200	200	800	1,000
MISC SALES - AVIATION	292	116	300	1,500	1,500	1,500
MISC SALES-NON AVIATION	7,032	6,658	7,000	7,000	6,700	6,700
MISC REVENUE	6,097	396	-	150	-	-
SUBROGATION RECOVERY	450	-	600	-	-	-
INVESTMENT EARNINGS (IN	6,031	2,027	15,000	2,300	3,300	9,100
INVESTMENT GAIN	1,593	110	-	-	-	-
FAIR MARKET VALUE-INTER	1,793	309	-	-	-	-
PENALTY EARNINGS	-	235	-	-	-	-
RENTS & CONCESSIONS	64,735	65,577	109,030	67,000	67,700	68,400
LEASE LAND-CITY INTERNL	58,248	82,920	61,170	84,980	84,980	84,980
FEDERAL GRANTS	-	126,318	1,728,000	950,000	703,000	546,250
TOTAL REVENUES	2,471,711	1,822,528	4,328,360	2,402,030	2,278,880	2,185,030
REIMBURSEMENTS	-	17,892	17,890	18,427	20,100	20,100
TOTAL RESOURCES	2,471,711	1,840,420	4,346,250	2,420,457	2,298,980	2,205,130
EXPENDITURES						
SALARIES AND BENEFITS	405,056	433,866	447,710	443,100	420,900	425,400
OPERATING EXPENDITURES	1,695,973	1,154,679	1,736,748	800,850	852,500	885,700
ALLOCATIONS	870,307	873,171	1,086,090	899,390	909,810	918,340
TOTAL OPERATING EXPENDITURES	2,971,336	2,461,716	3,270,548	2,143,340	2,183,210	2,229,440
CAPITAL IMPROVEMENTS						
4011 40401 720000 CAPITAL IMPRVMT PRC	243,428	545,961	4,449,274	1,000,000	740,000	575,000
TOTAL CAPITAL IMPROVEMENTS	243,428	545,961	4,449,274	1,000,000	740,000	575,000
TOTAL EXPENDITURES	3,214,764	3,007,677	7,719,822	3,143,340	2,923,210	2,804,440
SURPLUS/(SHORFALL)	(743,053)	(1,167,257)	(3,373,572)	(722,883)	(624,230)	(599,310)

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CONVENTION CENTER (4131 FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
BUS LIC TAX-GENERAL	6,040	8,880	5,450	8,000	7,000	7,000
OTHER GRANTS	4,250	-	50,000	-	-	-
CATERING PERMITS	2,700	2,400	3,000	2,400	2,400	2,400
BANNER PERMITS	1,200	-	-	-	-	-
SERVICE FEES-TICKETS	1,068	1,442	500	1,900	1,800	1,800
RENTS & CONCESSIONS	34,527	33,750	39,000	39,000	29,300	22,500
INTEREST EARNINGS	18,404	14,455	-	25,000	25,000	25,000
ROOM PACKAGE-RENT	128,015	77,659	133,130	79,100	79,700	79,700
CONFERENCE ROOM RENT	1,338,070	1,408,138	1,327,580	1,370,500	1,281,800	1,080,300
% NOVELTY SALES	7,021	2,687	7,590	3,900	3,900	3,400
% FOOD SALES	156,557	110,913	166,910	108,900	109,700	109,700
% BAR SALES	138,670	105,058	110,530	120,200	121,100	121,100
% CONCESSIONS	14,254	13,680	12,300	15,400	15,500	15,500
COMMISSION-BOX OFFICE	40,660	44,504	72,390	15,000	25,000	25,000
FOOD AND BEVERAGE SERVICES	-	10,625	-	8,900	9,000	9,000
EVENT-GROSS TICKET SALE	218,130	96,109	450,000	70,000	100,000	100,000
EVENT-GROSS TICKET VALD	602,638	856,202	550,000	760,000	760,000	760,000
FACILITIES-REFRESHMENTS	129,106	87,856	224,620	49,800	50,100	50,100
SERVICES PROVIDED-SHOWS	16,400	21,271	18,180	15,300	15,400	15,400
FACILITIES-TECH TIME	32,519	22,835	33,880	27,300	27,400	27,400
EQUIPMENT RENTAL	610,630	616,527	623,110	647,800	652,700	565,800
SECURITY GUARD	73,646	64,869	71,450	62,800	63,200	63,200
TICKETS PRINTING FEE	47,205	40,670	40,100	41,600	40,700	40,700
MISC REVENUE	2,836	1,867	590	14,000	14,000	12,300
SOFT DRINK SALES	3,257	3,884	3,290	6,500	6,500	5,700
EVENT CANCELANATION FEE	5,125	965	6,000	-	-	-
DISCOUNTED SERVICES	(430,995)	(501,200)	(410,580)	(408,900)	(412,000)	(363,000)
DAMAGE REPAIR REVENUE	-	4,207	-	-	-	-
INVESTMENT EARNINGS (IN	10,393	16	20,000	-	-	-
INTEREST EARNINGS	96,476	92,812	-	-	-	-
INVESTMENT GAIN	2,746	1	-	-	-	-
FAIR MARKET VALUE-INTER	3,047	2	-	-	-	-
FEDERAL GRANTS	-	-	-	-	45,000	20,000
TOTAL REVENUES	3,314,595	3,243,084	3,559,020	3,084,400	3,074,200	2,800,000
TOTAL RESOURCES	3,314,595	3,243,084	3,559,020	3,084,400	3,029,200	2,780,000
EXPENDITURES						
SALARIES AND BENEFITS	2,298,751	2,054,815	2,429,600	1,953,369	1,944,150	1,925,850
OPERATING EXPENDITURES	1,895,560	2,019,421	1,930,470	1,749,700	1,754,400	1,752,400
ALLOCATIONS	1,871,226	775,771	850,120	775,950	718,890	728,400
TOTAL OPERATING EXPENDITURES	6,065,537	4,850,007	5,210,190	4,479,019	4,417,440	4,406,650
DEBT SERVICES	581,978	553,421	693,920	651,020	602,600	551,800
CAPITAL IMPROVEMENTS	1,292,385	170,749	43,416	43,416	67,500	137,500
TOTAL EXPENDITURES	7,939,900	5,574,177	5,947,526	5,173,455	5,087,540	5,095,950
SURPLUS/(SHORFALL)	(4,625,305)	(2,331,093)	(2,388,506)	(2,089,055)	(2,058,340)	(2,315,950)

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GOLF (4211, 13 FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
GOLF LLC-GREEN FEES	1,111,414	1,009,215	1,125,400	1,002,000	1,013,800	1,013,800
GOLF LLC-CIP SURCHARGE	269,920	247,254	276,300	299,000	350,000	350,000
GOLF LLC-MERCHANDISE	202,045	206,285	210,400	179,300	174,100	174,100
GOLF LLC-CARTS	494,709	486,444	507,200	477,000	479,300	479,300
GOLF LLC-RANGE	204,498	172,375	207,100	159,400	170,700	170,700
GOLF LLC-INSTRUCTION	32,956	33,028	38,800	20,000	17,400	17,400
GOLF LLC-FOOD & BEVERAG	426,410	367,243	434,800	352,000	365,700	365,700
MISC REVENUE	1,401	1,479	5,000	1,300	7,000	7,000
TOTAL REVENUES	2,743,353	2,523,323	2,805,000	2,490,000	2,578,000	2,578,000
TOTAL REIMBURSEMENTS	-	-	67,610	-	-	-
TOTAL RESOURCES	2,743,353	2,523,323	2,872,610	2,490,000	2,578,000	2,578,000
EXPENDITURES						
OPERATING EXPENDITURES	2,144,147	2,193,462	2,046,400	2,014,000	2,049,700	2,049,700
ALLOCATIONS	254,620	325,795	395,690	395,700	312,540	312,360
TOTAL OPERATING EXPENDITURES	2,398,767	2,519,257	2,442,090	2,409,700	2,362,240	2,362,060
TOTAL EXPENDITURES	2,398,767	2,519,257	2,442,090	2,409,700	2,362,240	2,362,060
SURPLUS/(SHORTFALL)	344,586	4,066	430,520	80,300	215,760	215,940

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WASTEWATER (4311 FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
SEPTAGE RECVG PERMIT	1,575	2,475	2,780	3,300	2,000	2,000
SEWER LATERAL INSTALLAT	20,900	17,712	66,600	16,500	45,300	59,300
SEPTAGE RECEIVING FEES	378,016	276,218	180,000	300,000	300,000	300,000
IND WSTE DISCHG PERMITS	3,600	3,360	4,080	3,400	3,400	3,400
USER CHGS-RESIDENTIAL S	5,466,147	5,855,659	5,959,600	6,600,000	7,491,000	8,502,300
USER CHGS-COMMERCIAL SE	1,205,392	1,180,276	1,296,400	1,260,100	1,430,200	1,623,300
USER CHGS-INDUSTRIAL	473,800	1,363,098	1,260,000	1,400,700	1,589,800	1,804,400
USER CHGS-SCHOOLS	203,568	218,094	220,700	251,700	285,700	324,300
USER CHGS-RESTAURANTS	429,704	426,801	470,600	468,000	531,200	602,900
USER CHGS-HOTEL/MOTEL	73,625	69,938	80,400	74,600	84,700	96,100
USER CHGS-LAUNDRY	70,740	67,636	74,600	91,300	103,600	117,600
USER CHGS-CAR WASH	27,456	42,150	30,000	42,600	48,400	54,900
USER CHGS-REST HOMES	123,025	100,339	133,500	121,800	138,200	156,900
USER CHGS-GROCRY W/GRND	138,976	117,080	148,400	114,000	129,400	146,900
USER CHGS-RESD VARIABLE	1,524,527	1,669,095	1,664,100	1,855,900	2,106,400	2,390,800
USER CHGS-MOBL HOME PK	194,730	207,124	213,200	230,500	261,600	296,900
INVESTMENT EARNINGS	384,705	413,226	200,000	275,000	200,000	100,000
INTEREST EARNINGS	28,469	24,597	-	58,000	75,200	315,600
INVESTMENT GAIN	101,633	22,486	-	-	-	-
FAIR MARKET VALUE-INTER	114,151	62,995	-	-	-	-
PENALTY EARNINGS	905	-	-	-	-	-
CITY LEASED LAND - EXTE			67,910	67,900	67,900	67,900
MISC REVENUE	3,005,644	307,630	1,530,430	1,991,300	1,502,000	1,502,000
SCRAP METAL RECYCLING	1,911	2,938	-	1,500	1,500	1,500
TOTAL REVENUES	13,973,199	12,450,927	13,603,300	15,228,100	16,397,500	18,469,000
REIMBURSEMENTS	125,940	24,996	25,000	25,000	46,690	47,210
TOTAL RESOURCES	14,099,139	12,475,923	13,628,300	15,253,100	16,444,190	18,516,210
EXPENDITURES						
SALARIES AND BENEFITS	2,491,405	2,249,827	2,501,720	2,401,800	2,473,300	2,537,200
OPERATING EXPENDITURES	4,329,757	4,258,696	4,382,890	4,484,550	4,900,800	5,056,800
ALLOCATIONS	5,716,195	5,015,227	3,537,085	5,044,590	3,900,450	3,931,640
TOTAL OPERATING EXPENDITURES	12,537,357	11,523,750	10,421,695	11,930,940	11,274,550	11,525,640
CAPITAL IMPROVEMENTS PROJECTS	727,985	1,217,932	15,511,533	15,511,500	41,798,054	41,161,730
TOTAL EXPENDITURES	13,265,342	12,741,682	25,933,228	27,442,440	53,072,604	52,687,370
SURPLUS/(SHORTFALL)	833,797	(265,759)	(12,304,928)	(12,189,340)	(36,628,414)	(34,171,160)

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SOLID WASTE (4411 FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
STATE GRANTS	-	373,000	-	-	1,541,000	759,000
RESIDENTIAL CURBSIDE RE	29,545	30,888	50,050	-	-	-
C&D PERMIT FEES	59,824	57,767	50,000	57,800	57,800	57,800
S/W SINGLE FAMILY IN	6,961,479	7,705,344	7,803,580	8,284,300	8,988,500	9,752,400
S/W MULTI FAMILY IN	830,765	896,248	1,125,420	965,400	1,047,500	1,136,500
S/W COMMERCIAL IN	5,080,174	5,087,394	5,932,560	5,182,900	5,623,400	6,101,400
S/W COMM REC IN	333,090	649,574	380,000	827,000	897,300	973,600
S/W SPEC HAUL 2/3 YRD	341,871	288,789	400,000	244,600	265,400	288,000
S/W SINGLE FAMILY OUT	23,885	20,245	32,000	20,500	20,500	20,500
S/W MULTI FAMILY OUT	129	-	300	-	-	-
S/W COMMERCIAL OUT	28,268	26,278	34,850	28,900	31,300	33,900
S/W COMM REC OUT	618	915	520	1,000	900	900
S/W SPEC HAUL 30 YRD	420,423	364,097	518,760	353,300	383,300	415,900
MISC REVENUE	40,224	1,039	1,000	-	1,000	1,000
REIMB CITY EXPENSES	105,385	117,067	106,000	112,900	113,200	117,100
INVESTMENT EARNINGS (IN	4,568	2,439	27,950	8,000	8,900	8,900
INVESTMENT GAIN	1,207	133	-	-	100	100
FAIR MARKET VALUE-INTER	1,351	372	-	-	100	100
INTERFUND INTEREST EXP	18,749	23,599	-	-	-	-
UTILITY-PENALTY EARNING	372,097	416,529	330,360	425,300	417,000	417,000
CONTRIBUTION REVENUE	1,089	377	-	-	400	400
MISC REVENUE	19,082	13,932	-	1,300	14,000	14,000
SCRAP METAL RECYCLING	2,249	5,533	-	3,000	5,500	5,500
STATE GRANTS	323,039	97,003	123,600	176,900	-	-
TOTAL REVENUES	14,999,111	16,178,562	16,916,950	16,693,100	19,417,100	20,104,000
REIMBURSEMENTS	2,149,401	1,669,755	1,784,050	1,669,755	2,569,410	2,586,470
TOTAL RESOURCES	17,148,512	17,848,317	18,701,000	18,362,855	21,986,510	22,690,470
EXPENDITURES						
SALARIES AND BENEFITS	4,080,184	4,302,629	4,514,910	4,305,200	4,503,200	4,586,700
OPERATING EXPENDITURES	5,252,309	4,948,663	5,367,590	4,771,000	5,543,100	5,605,900
ALLOCATIONS	8,325,122	7,032,510	7,520,500	7,051,400	7,796,160	7,946,950
TOTAL OPERATING EXPENDITURES	17,657,615	16,283,802	17,403,000	16,127,600	17,842,460	18,139,550
CAPITAL IMPROVEMENTS PROJECTS	2,517,674	1,213,917	4,301,580	4,301,600	2,118,500	3,287,000
TOTAL EXPENDITURES	20,175,289	17,497,719	21,704,580	20,429,200	19,960,960	21,426,550
SURPLUS/(SHORTFALL)	(3,026,777)	350,598	(3,003,580)	(2,066,345)	2,025,550	1,263,920

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TRANSIT (4511FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	684,000	718,200	684,000	718,200	718,200	718,200
FAREBOX SALES	564,382	590,277	440,000	630,000	642,600	655,500
TICKET SALES	352,815	381,314	300,000	380,500	384,300	388,100
SEKI-SHUTTLE SEQUOIA/KI	798,630	783,264	-	850,000	850,000	850,000
RENTS & CONCESSIONS	989	317	3,090	300	300	300
SALE OF ADVERTZG SPACE	169,892	168,492	118,450	120,000	126,000	132,300
FACILITIES RENTAL	205,941	223,948	55,570	155,000	156,600	158,200
CNG SALES	341,439	319,368	246,000	250,000	250,000	250,000
TROLLEY LEASE FEES	810	1,875	3,100	3,000	1,900	1,900
MISC REVENUE	35,292	5,872	200	3,800	5,200	5,200
INVESTMENT EARNINGS	7,450	18,711	5,000	45,000	18,700	18,700
INVESTMENT GAIN	1,968	1,018	-	-	-	-
FAIR MARKET VALUE-INTER	2,213	2,852	-	-	-	-
MISC REVENUE	-	3,045	5,000	-	-	-
SALE OF VEHICLES	-	19,950	-	-	-	-
STATE GRANTS *	-	634,856	150,000	790,800	119,300	119,300
LOCAL TRANS FD -CAPITAL *	306,700	2,042,895	400,000	55,000	1,774,000	220,000
FED TRANSIT ASST-CAPITAL *	435,030	5,588,859	2,450,000	11,369,000	7,415,000	500,000
LOCAL TRANS FD -OPERATION	986,626	1,646,483	3,900,000	1,700,000	2,100,000	2,200,000
LOCAL TRANS FD SB325-OP	-	-	81,250	131,250	131,250	131,250
ST TRANS ASST -OPERATION	808,332	1,043,411	800,000	600,000	800,000	825,000
FED TRANSIT ASST-OPERATION	2,062,293	2,335,622	2,625,000	2,518,300	2,775,000	2,875,000
LOCAL TRANS FD - OPERATION	32,998	101,726	70,000	170,000	170,000	170,000
TOTAL REVENUES	7,797,800	16,632,355	12,336,660	20,490,150	18,438,350	10,218,950
	5.4	14.2	18.2	16.1		7.9
REIMBURSEMENTS	117,651	125,930	20,000	304,900	325,800	325,800
TOTAL RESOURCES	7,915,451	16,758,285	12,356,660	20,795,050	18,764,150	10,544,750
EXPENDITURES						
SALARIES AND BENEFITS	346,881	371,037	378,810	463,600	500,300	517,900
OPERATING EXPENDITURES	5,484,713	6,597,966	5,646,312	7,557,700	7,867,100	8,094,600
ALLOCATIONS	1,264,436	1,840,920	1,150,590	2,061,700	1,973,290	1,984,300
TOTAL OPERATING EXPENDITURES	7,096,030	8,809,923	7,175,712	10,083,000	10,340,690	10,596,800
TOTAL CAPITAL IMPROVEMENTS	2,735,982	6,545,842	13,428,319	15,650,000	9,189,000	720,000
TOTAL EXPENDITURES	9,832,012	15,355,765	20,604,031	25,733,000	19,529,690	11,316,800
SURPLUS/(SHORFALL)	(1,916,561)	1,402,520	(8,247,371)	(4,937,950)	(765,540)	(772,050)

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STORM SEWER (4812 FUND)	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
RESOURCES						
REVENUES						
STORM SYSTEM OPERATIONS	1,097,649	1,121,665	1,141,250	1,139,800	1,162,600	1,185,900
INVESTMENT EARNINGS (IN	9,877	12,057	-	8,000	8,000	8,000
INVESTMENT GAIN	2,609	656	-	-	-	-
FAIR MARKET VALUE-INTER	2,940	1,838	-	-	-	-
CONTRIBUTION REVENUE	9,234,309	1,607,248	-	-	-	-
MISC REVENUE	41,076	47,471	40,000	46,750	47,500	47,500
TOTAL REVENUES	10,388,460	2,790,935	1,181,250	1,194,550	1,218,100	1,241,400
TOTAL RESOURCES	10,388,460	2,790,935	1,181,250	1,194,550	1,218,100	1,241,400
EXPENDITURES						
SALARIES AND BENEFITS	-	191,257	257,190	238,200	243,600	249,000
OPERATING EXPENDITURES	348,548	326,218	338,100	352,700	372,200	372,200
ALLOCATIONS	1,456,094	973,571	827,450	977,900	1,032,570	1,037,760
TOTAL OPERATING EXPENDITURES	1,804,642	1,491,046	1,422,740	1,568,800	1,648,370	1,658,960
CAPITAL IMPROVEMENTS PROJECTS	1,326	-	41,700	41,700	264,100	190,000
TOTAL EXPENDITURES	1,805,968	1,491,046	1,464,440	1,610,500	1,912,470	1,848,960
SURPLUS/(SHORTFALL)	8,582,492	1,299,889	(283,190)	(415,950)	(694,370)	(607,560)

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INTERFUND TRANSFERS

Transferring Fund	Receiving Fund	Proposed 2010-11	Proposed 2011-12	
General Fund - Interfund Transfers:				
	<i>Capital Project Fund</i>			
	Parking District	\$ 182,000	\$ 185,000	1
	<i>Debt Service Fund</i>			
	VPFA 2005 Certificates of Participation	329,500	329,540	2
	<i>Business Type Funds</i>			
	Convention Center			
	Operations	1,167,840	1,431,250	3
	Debt Service	1,729,900	1,730,100	3
	General Fund Inter-Fund Transfer	3,409,240	3,675,890	
Capital Project Fund:				
CDBG	Parking District	492,260	500,540	4
Special Revenue Fund:				
RDA Central	Property Based Improvement District (PBID)	78,000	78,000	5
Debt Service Funds:				
RDA - East Visalia	RDA - East Visalia RDA Tax Allocation Bond	370,430	373,530	6
	Total	\$ 4,349,930	\$ 4,627,960	

- 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 and capital expenses and debt service payments for Convention Center.
- 4 To fund debt service for Section 108 Loan for West Acequia parking structure.
- 5 To fund downtown projects.
- 6 To fund debt service payment for 2003 Tax Allocation Bond for RDA - East Visalia.

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.

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.

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.

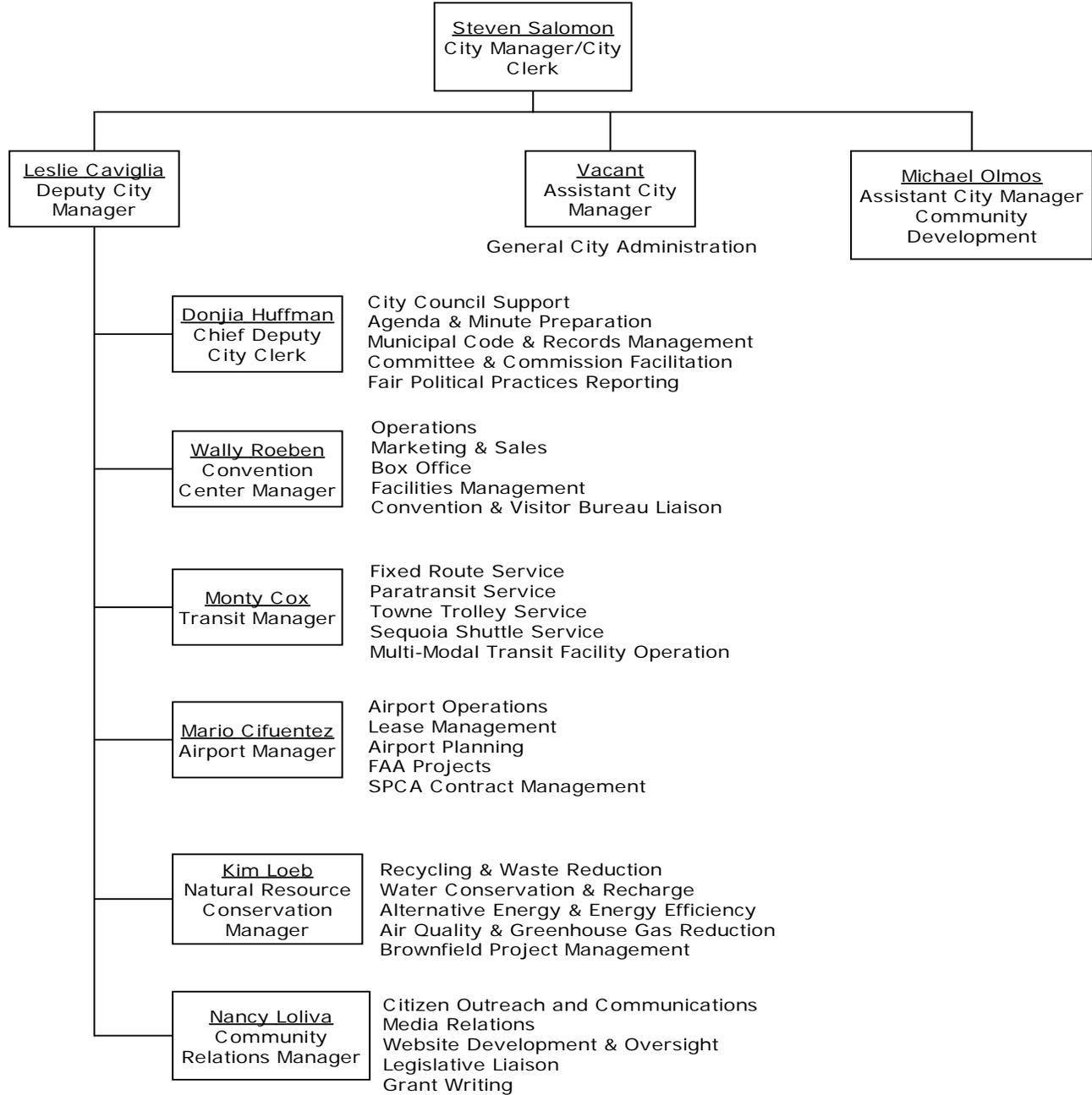
Convention Center: The Convention Center serves as an economic stimulus and a community gathering place for business, entertainment and cultural events. The focus of the Center is to attract conventions, conferences and business meetings that will bring people to Visalia. In addition, the Center provides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

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 reduce the City's utility expenses, and to work toward sustainable practices. The Division promotes water conservation and enforces the City's water conservation ordinance; energy efficiency and conservation within the City and the community; recycling and solid waste diversion including conducting commercial solid waste audits; air quality improvements and greenhouse gas reduction; and green building practices. The Division also operates the household hazardous waste collection center, jointly manages the City's groundwater recharge program with Public Works and manages the City's Brownfield projects.

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 = 41

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**ADMINISTRATION DEPARTMENT
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTED	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
City Council - 10100	\$ 387,943	\$ 261,148	\$ 248,770	\$ 348,800	\$ 407,260	\$ 410,980
City Management - 10101	1,198,124	835,016	1,233,670	705,700	951,760	966,760
City Clerk - 10102	332,252	367,458	399,960	311,100	464,980	552,200
Community Relations - 10103	80,243	98,465	114,710	116,600	138,180	143,690
Legal Services - 10105	715,497	860,088	700,300	1,000,000	1,051,090	1,051,180
NRCD - 10120	195,664	189,963	329,840	307,400	445,790	460,560
SPCA - 15154	458,746	491,591	650,560	497,900	546,450	548,570
Community Arts Program - 50538	60,898	34,462	116,080	26,400	53,220	53,200
Convention Center-Visitors Bureau - 53515	239,965	246,277	248,160	255,800	274,420	274,440
Community Youth Programs - 54540	250,263	258,925	275,430	264,130	260,610	260,660
Total Operating Expenditures	3,919,595	3,643,393	4,317,480	3,833,830	4,593,760	4,722,240
Reimbursements	(2,879,550)	(1,735,473)	(1,391,860)	(2,249,100)	(3,090,580)	(3,190,430)
Net General Fund Expenditures	1,040,045	1,907,920	2,925,620	1,584,730	1,503,180	1,531,810
BUSINESS TYPE FUNDS						
Airport - Fund 4011	3,214,764	3,007,677	7,719,822	3,143,340	2,923,210	2,804,440
Reimbursements	-	(17,892)	(17,890)	(18,427)	(20,100)	(20,100)
Total Operating Expenditures	3,214,764	2,989,785	7,701,932	3,124,913	2,903,110	2,784,340
Convention Center - Fund 4131						
Administration - 50531	526,890	348,683	384,540	339,069	386,860	395,970
Marketing/Sales - 50532	337,965	274,527	401,590	323,800	319,740	322,510
Box Office - 50533	1,004,350	1,118,422	1,123,640	1,005,150	974,390	975,640
Operations - 50535	6,070,695	3,832,545	4,037,756	3,462,020	3,339,050	3,264,330
Total Operating Expenditures	7,939,900	5,574,177	5,947,526	5,130,039	5,020,040	4,958,450
Reimbursements	-	-	-	-	-	-
Total Operating Expenditures	7,939,900	5,574,177	5,947,526	5,130,039	5,020,040	4,958,450
Transit - Fund 4511						
Operations - 45451	9,832,012	14,340,636	20,175,329	23,835,800	17,877,940	9,663,850
Sequoia Shuttle - 45453	-	973,916	428,702	1,499,400	1,246,260	1,247,460
Call Center - 45454	-	41,213	-	397,800	405,490	405,490
Reimbursements	(117,651)	(125,930)	(20,000)	(304,900)	(325,800)	(325,800)
Total Operating Expenditures	9,714,361	15,229,835	20,584,031	25,428,100	19,203,890	10,991,000
Total Business Type Funds	20,869,025	23,793,797	34,233,489	33,683,052	27,127,040	18,733,790
DEPARTMENT EXPENDITURE TOTAL	\$ 21,909,070	\$ 25,701,717	\$ 37,159,109	\$ 35,267,782	\$ 28,630,220	\$ 20,265,600

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Performance Measurements - Administration

<i>Strategy</i>	<i>Measure</i>	Actual 2008-09	Projection 2008-09	Forecast 2009-10	Forecast 2010-11
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 officials; works with Tulare County on consolidated elections; provides administrative support to the City Council; provides prompt & courteous service to citizens, City Council and staff's requests for assistance; maintains the City's Municipal Code and administers the City's Committees and Commissions.	City Council Agendas City Council Audio Recordings FPPC Form 700 Filings Campaign Filings Municipal Code Supplements	31 31 108 117 4	34 34 67 40 4	35 35 100 100 4	35 35 100 100 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 City Council Ordinances Passed City Council Resolutions Passed	31 14 55	34 15 100	34 15 50	34 15 50
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 Citizen Academy participants Website visits Grant Applications Grant Awards Press Releases Speakers Bureau presentations	23 0 111,687 6 \$500,760 50 0	30 25 110,000 10 \$500,000 50 10	32 25 675,000 12 \$750,000 75 20	35 25 875,000 15 \$1M 100 30

Performance Measurements - Convention Center

<i>Strategy</i>	<i>Measure</i>	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Maximize the usage of the Convention Center to enhance economic growth and community vitality.	Occupancy				
	Charter Oak Ballroom	55%	55%	0%	0%
	Downstairs Meeting Rooms	54%	54%	0%	0%
	Upstairs Meeting Rooms	62%	61%	0%	0%
	Exhibit Hall	44%	42%	0%	0%
	Facility Occupancy Average	50%	48%	0%	0%
Reduce the Convention Center's reliance on the General Fund (General Fund contribution as a percentage of total operating expenses)	Operating Expense	\$ 2,916,753	\$ 2,381,924	\$ -	\$ -
	General Fund Contribution	\$ 808,852	\$ 682,792	\$ -	\$ -
	Percentage	28%	24%	0%	0%
Bring more visitors to Downtown Visalia and increase facility revenues by increasing the number of events	Conventions/Conferences	43	44	-	-
	Meetings	1,832	1,780	-	-
	Banquets	124	124	-	-
	Consumer Shows	23	20	-	-
	Entertainment	25	24	-	-
	Total Events	2,047	1,992	-	-

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Performance Measurements - Natural Resource Conservation

<i>Strategy</i>	<i>Measure</i>	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
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	42	46	48	50
	Special events outreach	16	16	18	20
	New energy conservation/ Energy efficiency & conserv. savings (kWh/year)	1	2	3	4
	Greenhouse gas reductions (MT CO2E)	--	30,000	50,000	70,000
	Commercial solid waste audits	--	3,000	5,000	7,000
	Commercial solid waste audits	104	120	130	140
	Internal energy audits	0	1	6	12
	Grant applications	--	2	4	4
	Grant awards	--	\$1.2M	\$0.5M	\$0.5M
Conserve City's water by conducting community outreach, education, and ordinance enforcement	Education contacts made	--	300	600	800
	Community/school presentations	3	10	24	24
	Notices issued	1,608	2,000	2,200	2,200
	Citations issued	28	35	40	40
	Water conservation safety incidents	0	0	0	0
Safely operate Household Hazardous Waste collection center	Vehicle total	2,942	3,000	3,200	3,500
	Household total	3,358	3,400	3,600	4,000
	HHW safety incidents	--	1	0	0
Performance Measurements Outcome: The goal of achieving these metrics is to conserve the City's valuable natural resources, provide a healthy community environment, improve the quality of life of the City's citizens, and reduce the City's energy costs.					

Performance Measurements - Airport

<i>Strategy</i>	<i>Measure</i>	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Airport					
To provide a premium fuel service to aircraft users which merits a premium fee	Gallons of fuel sold				
	- Jet Fuel	141,638	105,000	110,000	110,000
	- Aviation	92,958	90,000	95,000	95,000
To assure that leased facilities are fully utilized (assumes 100% leased hangars.)	Number of individuals on paid hangar waiting list	10	3	5	5
To encourage commercial use of the Visalia Airport	Total annual enplanements				
	- Commercial	2,393	3,000	3,500	4,000
	- Charter	1,130	1,000	1,200	1,500

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CITY CLERK—10102

2008-2010 Accomplishments

- Completed requirements for and received certification as a Certified Municipal Clerk (CMC).
- Successfully managed the 2009 General Municipal Election.
- Fulfilled duties as local filing officer for FPPC campaign statements for officeholders, candidates, and political action committees.
- Developed a City Council Orientation Manual for newly elected officials and gave the orientation to three new council members.
- Managed 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.
- Completed quarterly updates to the Visalia Municipal Code.
- Provided training on City Clerk processing procedures to staff members.
- Trained Committee/Commission staff representatives and Citizens in the Know on requirements of the Brown Act.
- Administered the provisions of the Maddy Act and monitored term expirations of Committees and Commissions.
- Updated and expanded the Committees and Commissions Handbook and standardized the terms for members.
- Conducted a bi-annual review of the City's Conflict of Interest Code and developed procedures for including Consultant filings.

2010-12 Objectives

- 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.
- 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 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 implementing an agenda management system.
- Continue to assess viability of a video streaming system for council meetings.
- Continue to assess viability of a records management system.

COMMUNITY RELATIONS MANAGER—10103

2008-2010 Accomplishments

- Working with County entities to implement Alert TC, a community-wide contact system, used for emergency notification and community outreach.

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- Established an Internal Steering Committee to formulate, develop and implement the curriculum, schedule, selection process and other pertinent details for Citizens in the Know. Two sessions were held in the Fall of 2008 and Spring 2009.
- Issued *Inside City Hall* at least twice a month to the City organization, the e-mail mailing list, and post to the webpage. Developed the e-mailing list to include at least 1,000 community members.
- Work with departments to identify projects/programs the City needs funding for and work with the Departments to apply for appropriate grants. Successful in obtaining four States and one Federal Safe Routes to School grants.
- Work with departments to coordinate projects eligible for federal funding through the ARRA program. Coordinate tracking efforts of all projects funded with appropriate staff.
- Work 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.
- Help the organization determine if there are City projects/programs that could qualify for the awards, and prepare and submit the applications.
- Develop prototype of packet promoting the city to prospective businesses.
- 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.
- Serve as the chairperson of the City's Census 2010 Complete Count Committee, working with community members in education, business, community-based and faith-based organizations to target hard-to-reach populations with outreach activities.
- Work with the Local Operations Committee as the media coordinator for the 2009 and 2010 Amgen Tour of California.

2010-2012 Objectives

- Continue to work on City's website, develop a user-friendly name and work with department representatives to ensure all pages are current and responses to 'Email Us' is within the 24-48 hour period.
- Expand subscription base of Inside City Hall newsletter through promotion at city service organizations, all Public Meetings, and through social marketing networks
- Target program-specific features during slow/holiday news cycles.
- Expand Speakers Bureau presentation schedule to broaden the scope of projects and programs.
- With approval of Council, consider holding town-hall outreach meetings to community groups.
- Develop a Facebook page specifically targeting new Visalia residents and work with designated staff to develop pages highlighting other programs/projects as appropriate.
- With Council approval, work with designated vendors and designated staff to implement the Constituent Relationship Management System at a cost not to exceed \$30,000.
- With Council approval, work with Deputy City Clerk to implement simultaneous web cast of City Council meetings via the Internet. Cost considerations include purchase of entry level system, lighting and connection to web, additional personnel costs to run system during meeting.

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AIRPORT—4011

2008-2010 Accomplishments

- Worked successfully with the Department of Transportation to achieve an award of contract with Great Lakes airlines to begin daily air service to Ontario International Airport.
- Completed over \$2 million in capital improvement including a hangar electrical upgrades, new security gates, access controls and LED signage and lighting upgrades.
- Accepted almost \$2,000,000 in FAA grant funding for airport Capital Improvement Projects.
- Satisfactorily completed several FAA and CalTrans' airfield and safety inspections including one annual inspection that found zero discrepancies that warranted correction.
- Worked with the Experimental Aircraft Association to host several events, including a tour stop by the Aluminum Overcast, which was the most successful stop on the Organization's West Coast tour.
- Executed three (3) new lease agreements with new and existing tenants for an annual increase in revenue of over \$21,000.

2010-2012 Objectives

- 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.
- Promote the growth of Air Service in the Central Valley with a focus on accessing more major hubs.
- Promote airport development through marketing of available land and execution of long-term leases.
- 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

2008-2010 Accomplishments

- Convention Center's accomplishment highlights:
 - Close to 250,000 patrons walked through the doors of the Visalia Convention Center in each of the past two years
 - Total event revenues remained above the \$2 million mark in spite of the slowing economy.
 - Set new monthly revenue records in the months of July and September of 2009.
 - Hosted an increasing number of convention/conferences with 40 in FY 08/09 and 46 in FY 09/10.
 - 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.

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- The Center hosted several notable events that generated significant economic impact in the local economy:
 - Job's Daughter's Grand Guardian Council (400 for 4 days and \$195,000 in economic impact),
 - Church of God of Prophecy (1,000 attendees for 3 days and \$142,000 in economic impact),
 - Convencion Hispana de AA (2,000 attendees for 3 days and \$370,000 in economic impact),
 - Wildlife Society (250 attendees for 3 days and \$120,000 in economic impact),
 - Apostolic Assembly Convention (1,100 attendees for 2 days and \$145,000 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 (1,700 attendees for 3 days and \$533,000 in economic impact), and
 - Rotary Int'l District 5230 Convention (275 attendees for 3 days and \$82,000 in economic impact).

- In cooperation with the hospitality industry and the CVB, the Convention Center was able to lure the Great Gospel Fan Fest in April 2010 away from the Fresno Save Mart Center because of the new telescopic seating. This event attracted approximately 3,000 people to Visalia and filled the hotels, generating \$550,000 in economic impact. The new seating benefited numerous events offering improved sightlines and a more enjoyable guest experience. Several events were held at the Center that would not have happened without the new seating including Job's Daughters Grand Bethel, Mixed Martial Arts, the Michael W. Smith & Steven Curtis Chapman concert, and Order of the Eastern Star. These events generated \$200,000 in direct facility revenues as a result of the telescopic seating.
- 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 basis. This e-mail campaign has featured the Convention Center and the new telescopic seating, the many local hotels including the Marriott, why fly when you can drive, Visalia's Downtown, and more.
- 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.
- Changed the Convention Center logo and developed new marketing collateral to give the facility a more contemporary and modern feel so as to better compete with newer facilities in more sophisticated markets.
- Purchased key search engine words with Google and Yahoo for the Sacramento area so the Center will more often come up on the first page of searches. Some of the key words purchased were convention center, conference center, meeting facilities, central valley, San Joaquin, etc.

2010-2012 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 without a rate increase. It will require up selling

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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.

- 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.
- 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. When a prospect is found, invite them to come see Visalia and will partner with the hotels and Downtown restaurants to keep the cost down while giving the guests a memorable experience.
- Continue to pursue naming rights and sponsorship opportunities to develop new, ongoing revenue streams. This may include changing the name of the facility or naming rooms/areas within the Convention Center.
- Work with the Finance Department and CVB to explore a methodology and mechanism for discounting citywide conventions and other large events.
- Hire a full-time sales representative in the Sacramento or Northern California region and share the cost with the Marriott.
- Create a "Green Task Force" to audit the green practices at the Convention Center and make recommendations for improvement. This task force will need to look at the percentage of waste that is currently recycled and help set goals for future recycling percentages. They will also explore opportunities that are possible in the selection of chemicals used in housekeeping or products used with the break services.
- Actively pursue other educational institutions that may be interested in establishing campuses in the Visalia area such as National University, ITT Technical Institute, Heald College, etc.
- Work with the City of Visalia to 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

2008-2010 Accomplishments

- Hired a new Natural Resource Conservation Manager.
- Submitted and received \$1.14M Energy Efficiency & Conservation Block Grant for lighting retrofits, completion of traffic signal LED conversion, an additional season of the Sequoia Shuttle, and a paperless agenda management system.
- Helped form the Valley Innovative Energy Watch local government, a utility partnership to provide energy efficiency incentives to reduce the City's utility expenses.
- Arraigned for purchase and delivery of 2,500 acre feet of water for groundwater recharge beneath the City.
- Conducted extensive education and outreach to schools, businesses, and residents regarding water conservation, recycling, and waste diversion.
- Expanded the commercial recycling audit program to divert waste from the landfill and save City's businesses money.

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- Provided staff support and direction to the Visalia Water Management Committee, whose board consists of a representative from the City and the Kaweah Delta Water Conservation District (KDWCD), regarding implementation of groundwater recharge infrastructure projects.
- Expanded the citywide household battery recycling program and collected more than one ton of batteries for recycling.
- Operated the household hazardous waste collection center to divert residents' hazardous materials from going to the landfill, sewer, or illegal dumping.
- Assumed management of City's two U.S. EPA Brownfield Cooperative Agreement programs. Successfully completed the Brownfield Cleanup project.

2010-2012 Objectives

- Develop a comprehensive groundwater recharge plan and work with Public Works to identify and develop significant recharge facilities including dedicated basins and control structures.
- 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.
- 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 sustainability.
- Develop a Green Business Program in partnership with the Visalia Chamber of Commerce.
- Implement an AB 811 property assessed energy efficiency and solar energy financing program.
- Develop a green building program for residential and commercial development.
- Develop an internal City energy efficiency and conservation program to reduce energy consumption, reduce greenhouse gas emissions to meet AB 32 mandates, and reduce City's utility expenses.
- Develop a City 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.
- Continue promotion and support to expand the food-waste composting program citywide.
- Explore opportunities to develop appropriate alternative and renewable energy projects in the City.
- Continue extensive efforts to encourage Cal Water to implement a comprehensive water conservation program with goal to reduce total demand to within safe yield.
- Complete revisions to the water conservation ordinance and develop local version of the model water efficient landscape ordinance.
- Successfully complete Brownfield Assessment project.

TRANSIT—4511

2008-2010 Accomplishments

- Successfully completed the third season of the Sequoia Shuttle. Through a partnership with Sequoia & Kings National Park, the City operates a route from Visalia to the Giant Forest Museum and two routes within the Park. Using 19 buses, over 5600 passengers

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were transported to and from the park, and over 190,000 passengers within the park. It is estimated that over 65,000 automobile trips were eliminated because of the shuttle.

- Prepared plans for a Sequoia Shuttle visitor center and met with tourism partners to discuss the operating program for the center including housing staff from various related agency partners.
- Prepared plans to expand 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, will expand from 5 to 9 repair bays as well as increase the bus parking area. It is expected to go out to bid for construction in 2010.
- Expanded our fleet of compressed natural gas (CNG) buses to 79% of the fleet. We are projected to be 100% converted to CNG by 2016 when we replace our last diesel buses.
- Increased bus routes by converting the last of our one-way routes to bi-directional routes. This resulted in increased rider ship in the north and north-east parts of town.
- Completed construction of the Transit center expansion from 16 bus bays to 28 bays allowing for better connections and easier transfers between bus routes.
- Implemented a new countywide Call Center through a federal grant program that targets disabled and low income residents.
- Implemented a new Dial-A-Ride scheduling system to assist the dispatch operation and streamline the reporting process.

2010-2012 Objectives

- Continue the Sequoia Shuttle into the fourth season and find a permanent funding mechanism. Schedules have been modified to more closely match customer desires. An extensive marketing campaign, including many Visalia tourism industry partners, is being developed.
- 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 construction of the bus operations & maintenance facility expansion. This facility will go from a 66 bus facility to one that accommodates 125 buses. The facility, located on Goshen and Cain, will expand from 5 to 9 repair bays as well as increase the bus parking area.
- 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.

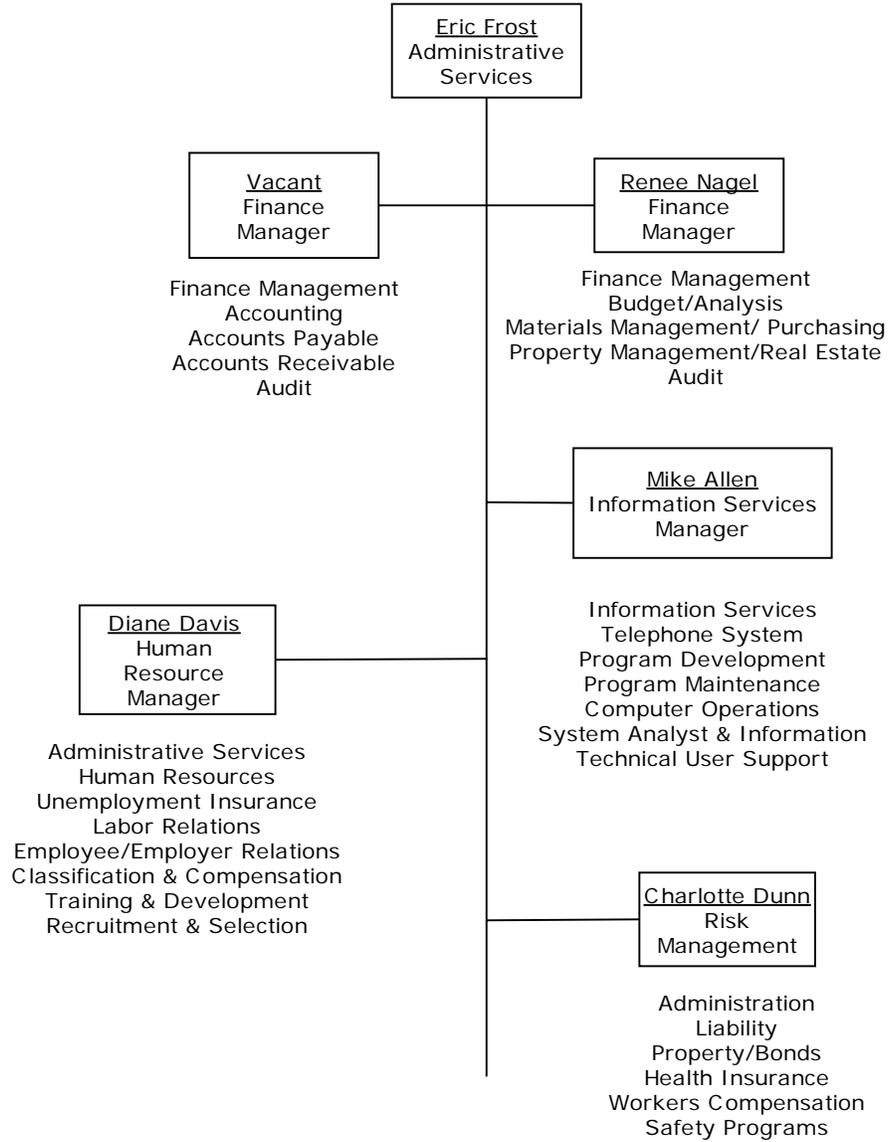
Information Services: The information services function is composed of two divisions: 1) Telephone Services; and 2) Information Services. Telephone Services provides for paging, cellular, pay telephone, long distance, traditional phone system, voicemail, and the associated billing services for all City 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 safety programs. The Division also handles various employee benefits such as PERS pensions, long-term disability, life insurance and section 125 benefits.

Human Resources: Human Resources operations are included in the Administrative Services Department. 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 = 32

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**ADMINISTRATIVE SERVICES
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Human Resources:						
Administrative Services - 10104	\$ 394,060	\$ 390,369	\$ 417,650	\$ 383,900	\$ 503,390	\$ 511,740
Human Resources - 11125	459,900	287,745	429,950	253,100	376,400	387,700
Unemployment Insurance - 11127	39,091	99,952	81,710	93,400	77,300	77,300
Labor Relations - 11128	6,560	2,458	12,900	61,100	64,690	64,690
Finance:						
Finance - 15003	600,457	533,716	564,830	593,300	771,450	781,510
Budget/Analysis - 15131	902,578	619,268	660,940	625,500	826,830	840,960
Accounting - 15132	442,463	303,944	322,530	303,200	544,710	552,400
Utility Business Operations - 15134	500,347	582,098	554,190	598,600	736,460	796,340
Materials Management - 15135	181,937	235,084	266,820	267,400	430,020	438,060
Property Management 15151	74,144	18,321	31,180	61,000	35,470	35,700
Non-Departmental	767,895	1,302,285	650,850	914,100	786,740	791,040
Total Operating Expenditures	4,369,432	4,375,240	3,993,550	4,154,600	5,153,460	5,277,440
Reimbursements	(3,947,514)	(2,875,880)	(3,140,600)	(3,218,800)	(4,544,250)	(4,663,290)
Net General Fund Expenditures	421,918	1,499,360	852,950	935,800	609,210	614,150
INTERNAL SERVICE FUNDS						
Information Service - Fund 5111:						
Information Services - 15141	1,363,783	1,410,852	1,552,880	1,414,300	1,711,590	1,742,650
Telephone Services - 15143	65,387	54,905	85,640	77,000	90,000	90,520
Total Operating Expenditures	1,429,170	1,465,757	1,638,520	1,491,300	1,801,590	1,833,170
Reimbursements	(1,635,497)	(1,077,886)	(1,916,840)	(2,072,100)	(2,014,690)	(2,015,440)
Net Operating Expenditures	(206,327)	387,871	(278,320)	(580,800)	(213,100)	(182,270)
Risk Management - Fund 5511:						
Risk Administration - 11002	551,513	211,172	290,600	239,700	193,260	194,010
Risk Liability - 11121	2,011,955	553,210	1,025,200	1,051,900	1,077,850	1,078,370
Risk Property/Bonds - 11122	390,521	316,059	319,000	232,900	254,470	254,620
Total Operating Expenditures	2,953,989	1,080,441	1,634,800	1,524,500	1,525,580	1,527,000
Reimbursements	(1,456,892)	(1,205,121)	(1,883,720)	(1,429,770)	(1,409,465)	(1,411,580)
Net Operating Expenditures	1,497,097	(124,680)	(248,920)	94,730	116,115	115,420
Health Insurance - Fund 5512						
Health Insurance - 5512	9,489,932	10,360,931	10,564,180	9,674,700	10,397,960	10,398,420
Reimbursements	(9,275,911)	(9,542,759)	(11,145,410)	(9,276,400)	(9,790,200)	(10,135,900)
Net Operating Expenditures	214,021	818,172	(581,230)	398,300	607,760	262,520
Workers Compensation - Fund 5513						
Workers Compensation - 5513	2,058,376	1,356,228	675,360	1,359,135	1,517,830	1,519,550
Reimbursements	(1,299,620)	(1,299,620)	(1,299,620)	(1,299,620)	(1,299,620)	(1,299,620)
Net Operating Expenditures	758,756	56,608	(624,260)	59,515	218,210	219,930
Total Internal Service Funds	2,263,547	1,137,971	(1,732,730)	(28,255)	728,985	415,600
DEPARTMENT EXPENDITURE TOTAL	\$ 2,685,465	\$ 2,637,331	\$ (879,780)	\$ 907,545	\$ 1,338,195	\$ 1,029,750

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<i>Performance Measurements - Administrative Services</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Finance						
Provide timely, financial information to decision makers	Timely -					
	- 2 year budget adoption - 6/15	-	6/23/08	-	6/21/10	-
	- Mid-year financials - 3/15	3/17/08	3/2/09	3/15/10	3/15/11	3/15/12
	- Audit presentation - 1/15	2/19/08	1/19/09	2/16/10	2/1/11	2/1/12
	Average number of days between the end of the month and completion of bank reconciliation (Goal is 90 days)	87	93.5	101.67	90	90
	Quality -					
	- Budget - GFOA award	-	Yes	-	Yes	-
	- CAFR - GFOA award	Yes	Yes	Yes	Yes	Yes
Accounts Payable	Number of Checks	10,782	11,298	10,779	10,779	10,779
	Amt of Payments	\$ 72,983,288	\$ 88,958,605	\$ 73,480,789	\$73,480,789	\$ 73,480,789
P-Cards	Total Amt of Holders	419	412	402	402	402
	Total amt	\$1,351,859	\$2,679,128	\$2,174,388	\$2,174,388	\$2,174,388
Transient Occupancy Tax	Total amt	\$ 2,058,985	\$ 1,936,349	\$ 1,587,672	\$ 1,810,100	\$ 1,991,100
Utility Billing	Number of Accounts (average)	36,030	37,048	37,403	38,151.06	38,914.08
	Revenue	\$ 25,180,404	\$ 26,822,954	\$ 29,005,704	\$29,585,818	\$ 30,177,534
Accounts Receivable	Number of Invoices	11,978	10,383	10,318	10,524	10,735
	Amt Billed	\$ 3,600,656	\$ 3,619,392	\$ 4,014,948	\$ 4,095,247	\$ 4,177,152
Purchasing	Number of PO's issued	238	303	268	268	268
	Total Amt Issued	\$ 31,181,944	\$ 27,884,783	\$ 23,166,639	\$23,166,639	\$ 23,166,639
To protect the City's cash investments while earning a competitive investment return	Meet or exceed Local Agency Investment Fund (LAIF)					
	- LAIF	4.49%	2.80%	0.65%	1.15%	1.15%
	- City Return	4.56%	3.00%	1.15%	1.45%	2.15%
	- Difference	0.07%	0.20%	0.50%	0.30%	1.00%
Human Resources						
To attract and retain qualified employees for the City of Visalia	Annual (Regular) Hires	48	45	45	42	44
	- Those completing probation	47	42	42	39	41
	New Positions Added	25	7	0	13	14
	Total (Regular) Employees	581	588	588	565	579
	Annual turnover	4.0%	6.5%	7.7%	5.1%	5.2%
To encourage proper support and evaluation of employees	Average percentage of employees due a performance appraisal at any given time during the fiscal year	10.0%	8.0%	5.0%	12.0%	12.0%
Information Systems						
To provide and maintain reliable City computer services	IS service requests handled	2,050	2,003	2,000	2,000	2,000
	IS projects completed	19	23	20	20	20
To maintain and manage City telephone systems	Wireless phones and data	220	397	444	444	460
	Telephones and lines	795	855	925	925	950
Risk Management						
To encourage a safe work place which avoids injuries and costs	Workers Compensation claims	85	98	85	85	85
	* Program cost (thousands)	\$1,946	\$1,343	\$618	\$1,352	\$1,352
	* Claims cost (thousands)	\$1,670	\$1,102	\$400	\$1,102	\$1,102
	* General safety meetings conducted	12	12	12	12	12
To provide a quality employee health care benefit at a reasonable cost	Monthly composite employee health care benefit cost	\$1,166	\$1,224	\$1,248	\$1,279	\$1,330
	Percentage change	5%	5%	2%	3%	4%
To provide liability support in order mitigate loss and timely resolve	Claims received	94	70	80	80	80
	Claims settled	52	51	50	50	50
	Program costs (Thousands)	\$1,896	\$553	\$1,000	\$1,300	\$1,300

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ADMINISTRATIVE SERVICES—11002

2008-2010 Accomplishments

- Provided effective and timely staff support to Human Resources, Risk Management, Finance and Purchasing.
- Processed 1,475 passports in 2008 and 1,191 passports in 2009 for total revenue to the City's general fund of \$67,745.
- Coordinated Citywide training activities in a variety of areas such as Harassment and Discrimination, Time Management, Performance Evaluation, Substance Abuse, Customer Service, Leibert, Cassidy and Whitmore Employment Relations Consortium Training, Employment Law Update, Professional Ethics, etc.
- Purged, updated and reorganized various insurance and benefits, administrative, and personnel forms, in concert with the City's records management program.
- 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.

2010-2012 Objectives

- Serve as staff support to Human Resources, Finance, Purchasing, and Risk Management and continue to consolidate job functions as appropriate.
- Create a team environment to increase department effectiveness by providing effective and timely service to City management, supervisors, employees and community members in a variety of areas.
- Provide a high level of service to our customers by continuously evaluating work processes and systems to maximize effectiveness
- Continue to serve on the City's Support Services Group (SSG) and VEST.
- Continue with cross-training activities in order to provide uninterrupted service to the organization during staff absences.
- Continue to purge administrative, risk and personnel files for destruction per the City's Records Management Policy.
- Market the Passport Services Program available at City Hall to increase revenues to the General Fund.
- Continue to provide accurate and timely payroll services to the organization and ensure accurate and timely reporting to regulatory agencies.

HUMAN RESOURCES—11125

2008-2010 Accomplishments

- Conducted 39 recruitment and selection processes to fill various vacancies in City Departments.
- Processed 4,754 interest cards.
- Reviewed and processed 3,321 applications for employment.
- Facilitated the hiring of approximately 51 regular employees and 166 hourly employees throughout the City.
- Arranged for medical examinations, processed new hire paperwork, and conducted new employee orientation sessions for new employees.

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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 businesses and governmental 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.
- Coordinated the SEE & Company Work Program, the CSET Youth at Work Program, Proteus Adult Summer Help Program, and the COS Workstudy/CalWORKS Program.
- Placed 10 SEE & Company workers; 30 CSET workers; and 11 Proteus workers in various City departments in 2009/2010.
- Facilitated the placement of college interns in City departments for summer employment.
- Served as a member of the Training for Leadership Committee, Citizen's Academy Planning Committee, City PIO committee, and served as advisor to the SSG group.
- Maintained City's official employment bulletin boards with all required State and Federally mandated information and postings in 18 City employee job sites.
- Facilitated 89 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 implement the Stromberg time reporting system; provided training and guidance to department staff on use of the system.
- Maintained the Leave Donation Bank and facilitated City employee leave donation drive.

2010-2012 Objectives

- Conduct a comprehensive salary survey for all benchmark positions as well as Confidential and Department Head positions.
- Fully implement the NEOGOV system to increase efficiency in recruitment processing.
- Fully implement the Stromberg time reporting system Citywide and provide training to supervisors, managers and employees as needed.
- Facilitate the integration of the Telestaffing system with the Stromberg time reporting system.
- Review, develop and revise City job descriptions.
- Facilitate a systematic and ongoing approach to employee training programs and management and supervisory development programs.
- Provide high level and proactive timely customer service by continuously evaluating work processes and personnel systems to maximize effectiveness.
- Review, develop and revise City Personnel Policy Guidelines.
- Serve as a key member of the City's Negotiations Team; provide information and conduct research as needed.
- Provide assistance to the Department Heads, Managers, and Supervisors to ensure that all probationary and regular employees receive an annual performance evaluation.

LABOR RELATIONS—11128

2008-2010 Accomplishments

- Conducted a successful recruitment process and hired the firm of Liebert Cassidy Whitmore to serve as the chief negotiator for upcoming negotiations process.
- Successfully negotiated and entered into a one-year MOU with Bargaining Group A for the period of July 1, 2009 through June 30, 2010.

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- Implemented necessary fiscal measures Citywide, including furloughs for Bargaining Groups B, E, G, and M, forgoing of previously agreed upon salary increases for Bargaining Group A, and no increases for Confidential and Department Head Groups.

2010-2012 Objectives

- Successfully negotiate MOUs with Bargaining Groups A, B, E, G, and M.
- Build and maintain effective working relationship between the City's negotiating team and the bargaining units.
- Continue to maintain effective working relationship between the City Council, management, and the individual bargaining units.
- Serve on the Labor-Management committee to promote harmonious labor management relations through on-going communications.
- Continue to facilitate discussions with unrepresented employees (Department Heads and Confidential employees) to ensure their requests are presented to the City Manager and City Council for consideration.
- Ensure all salary and benefit provisions as outlined in the various Memorandums of Understanding are implemented.

FINANCE—15003, 15131, 15132, 15134, 15135, 15151

2008-2010 Accomplishments

- Produced the audit report (CAFR) internally and completed it by 12/31.
- 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.
- Received \$11.6 million of ARRA 2009 Funding, of that \$12.9 was bid out.
- Implemented new timekeeping software for miscellaneous employees (Stromberg).
- Produced 2-year Capital and Operating Budget

2010-2012 Objectives

- Achieve 80% compliance in having up to date contracts.
- Create meaningful monthly financial reports for Department Heads.
- Assist SPCA in their financing of the proposed new animal control facility
- Potentially issue Revenue Bonds for required capital projects at the wastewater treatment plant.
- 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 timekeeping software for safety employees (Stromberg).
- Continue to improve the financial condition of each Landscape and Lighting District through comprehensive administration.

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INFORMATION SERVICES—15141

2008-2010 Accomplishments

- Completed Storage Area Network (SAN) replacements.
- Finished Public Safety Technology Master Plan implementation:
 - Implemented Police report writing software
 - Integrated Fire Dispatch with Fire records system
 - Replaced Zetron fire dispatch system at all stations
- Facilitated E-911 system replacement with Public Safety.
- Implemented Time and Attendance system for Finance.
- Upgraded existing telephone system software.
- Upgraded existing call center system software.
- Implemented policy on video retention, privacy and policing.
- Upgraded / assisted with SPCA systems and telephones.
- Completed Fire St #55 facility networking, equipping, and moving.
- Completed Fire St #56 facility networking and equipping.
- Implemented Blackberry server and synchronization for cell phones.
- Completed Town Meadows radio infrastructure construction.
- Added second radio channel for Fire.
- Finished Department of Justice (DOJ) network upgrades for Police.
- Server replacement in 2008/09.
- Completed server virtualization project in 2009.
- Added capacity to City Internet connection.
- Implemented Photo ID card system.
- Implemented Transit Dial-a-Ride system.
- Implemented Transit Call Center system.
- Implemented Irrigation Control system.
- Implemented new SPCA software system.
- Implemented new Solid Waste GPS vehicle-tracking system.
- Implemented Police ICOP video system (in-car video).
- Implemented Network Management system to monitor computer network.

2010-2012 Objectives

- Finish printer replacement program.
- Finish copier replacement program.
- Replace Police and Fire mobile computers (MDTs).
- Replace Citywide desktop computers.
- Upgrade and train on new desktop software.
- Complete integration of video systems.
- Replace / upgrade Citywide network backbone equipment.
- Prepare and move secondary computer room offsite.
- Facilitate and implement Financial system replacement.
- Start internship program with local colleges.
- Implement Citizen Response Management (CRM) system available from City websites.
- Implement new City intranet (internal City websites).
- Replace voicemail system.
- Update IS/GIS Strategic Plan.

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TELEPHONE SERVICES—15143

2008-2010 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).

2010-2012 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—11002, 11121, 11212, and FUND 5512, 5513

2008-2010 Accomplishments

- Managed 150 liability claims filed against the City of Visalia.
- Managed 183 workers compensation claims.
- Continued participation in Excess Insurance Authority Health Joint Powers Authority.
- 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.
- Transferred Citywide Safety Program to the Fire Department Mid-cycle.
- Implemented the High Deductible health plan to provide lower cost option to employees and retirees.
- Introduced Health Awareness Program “HAP” by offering a free health screening to employees and retirees to encourage individual health awareness and care.

2010-2012 Objectives

- Evaluate workers compensation plan and develop plan for continued effectiveness.
- Serve as resource to Employee Health Benefits Committee to evaluate and recommend options for health plan increase.
- Maintain inventory of city property/parcels for appropriate insurance protection and competitive policy markets.
- Organize, analyze and prepare written physical standards for all City positions.
- Update administrative benefit policies.

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; ensuring 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 and 7) Geographic Information Services (GIS) 8) Engineering Design, 9) Traffic Safety Engineering 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 Assistant City Manager for Community Development and the Community Development Director/City Engineer, who are charged with the responsibility for development, planning, traffic safety, GIS and engineering services for the City and who serves as liaison to many community boards/organizations such as Chamber of Commerce, Downtown Visalians, High Speed Rail, Cross Valley Rail Joint Powers Authority (CVRJPA), Governmental Affairs Committee, Construction Review Committee, Historic Preservation Committee, Tulare County Association of Governments (TCAG), Council of Cities, 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 a Planning Manager who is also designated as City Planner. 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, Site Plan Review process 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 the City's Chief Building Official.

The Administrative Services Division issues building permits, collects business tax, and VUSD fees, issues transportation and encroachment permits and other various permits as well as providing information for the public at our "One Stop Shopping" center. This division provides clerical support to all divisions in Community Development Department and Housing and Economic Development Department. The division also provides support to the Planning Commission, Historic Preservation, Construction Review Committee and Site Plan Review Committee.

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 Development Division.

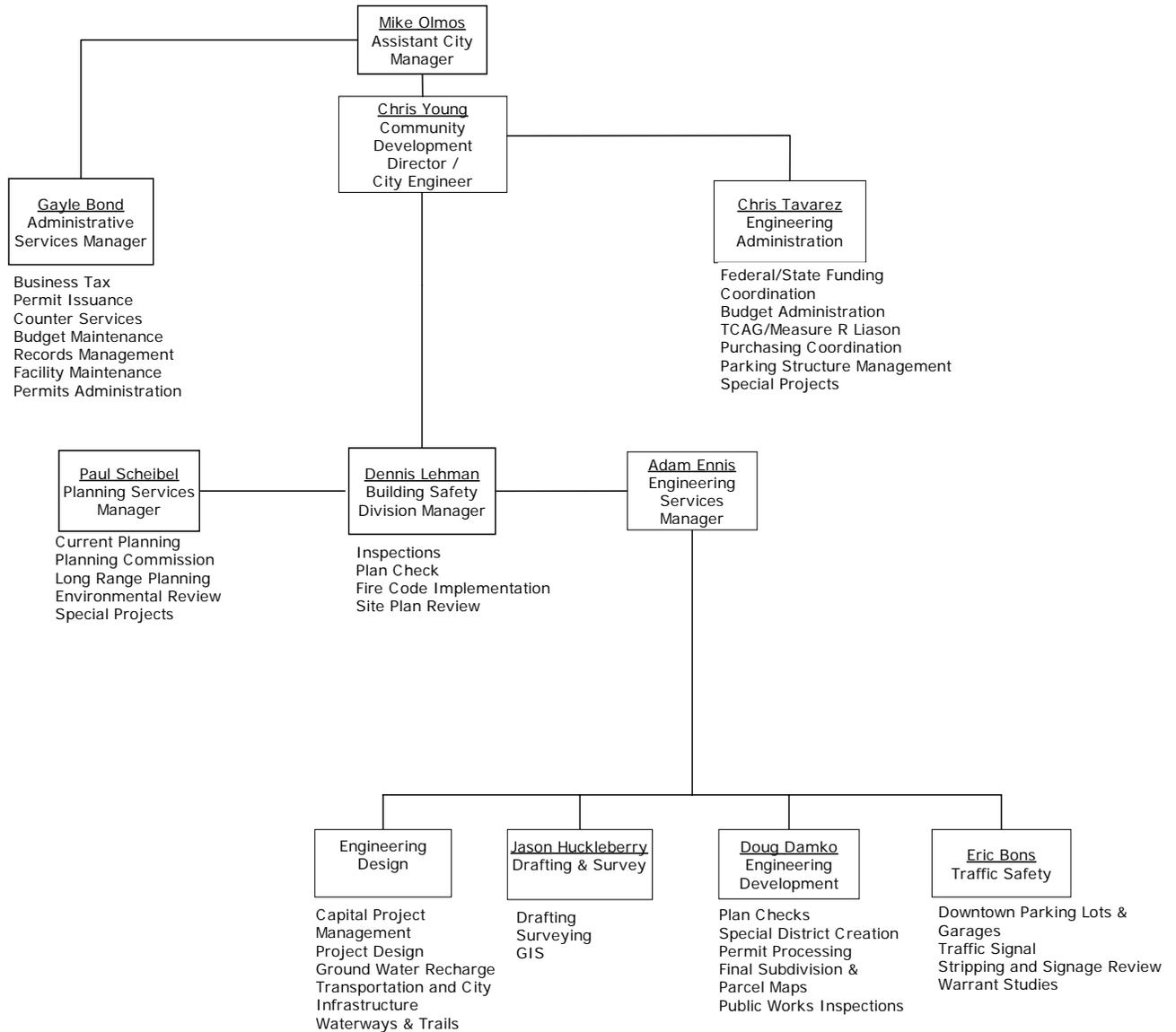
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Engineering Design and Development Service functions include managing projects for infrastructure improvements, designing and coordinating major projects like collector and arterial street widening, storm drains, sewer lines and traffic signal intersections.

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 and intersection traffic control. 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



Allocated FTE's= 49

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**COMMUNITY DEVELOPMENT
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Administration - 18001	\$ 544,104	\$ 267,546	\$ 271,560	\$ 323,400	\$ 458,710	\$ 462,600
Planning Administration - 18005	562,088	206,358	362,770	117,900	-	-
Administrative Services - 18110	985,265	770,657	886,590	785,200	864,840	881,350
Planning - 18111	1,245,755	1,081,033	1,202,620	1,011,700	1,126,300	1,121,640
Business Tax - 18351	250,046	346,605	390,310	409,300	403,150	410,330
Management - 33005	6,437	-	-	200	452,240	463,080
ETS Engineering Service - 33311	1,312,702	1,247,321	1,325,790	1,250,000	1,018,580	1,040,540
ETS Design - Capital Projects - 33312	1,453,128	1,720,174	1,716,035	1,802,200	1,788,390	1,825,410
ETS Traffic Safety - 33313	1,994,802	2,196,151	1,950,920	2,078,500	391,290	402,290
Parking Structure - 31005	217,573	308,483	246,900	301,300	465,410	471,850
Total Operating Expenditures	8,571,900	8,144,328	8,353,495	8,079,700	6,968,910	7,079,090
Reimbursements	(4,229,435)	(4,349,171)	(5,063,070)	(4,132,900)	(4,219,980)	(4,254,550)
Net General Fund Expenditures	4,342,465	3,795,157	3,290,425	3,946,800	2,748,930	2,824,540
BUSINESS TYPE FUNDS						
Building Safety - 4001	3,036,047	1,989,874	3,079,523	1,867,200	1,804,770	1,787,410
Reimbursements	(43,778)	(34,530)	(21,050)	(98,800)	(114,170)	(114,310)
Net Business Type Funds	2,992,269	1,955,344	3,058,473	1,768,400	1,690,600	1,673,100
INTERNAL SERVICE FUNDS						
Geographic Information Systems - 5111-15142	492,122	553,316	763,620	493,300	365,990	439,030
Reimbursements	(491,677)	(550,118)	(668,110)	(668,100)	(358,100)	(431,130)
Net Internal Service Funds	445	3,198	95,510	(174,800)	7,890	7,900
DEPARTMENT EXPENDITURE TOTAL	7,335,179	5,753,699	6,444,408	5,540,400	4,447,420	4,505,540

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<i>Performance Measurements - Administrative Services Division 18110</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
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	71	67	70	70
To provide service to To complete recruitments and act as liason to Human Resources	Number of CV9s prepared Total recruitments certified and completed	N/A	N/A	N/A	N/A	N/A
		5	2	0	3	0
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	24	22	22	22
	Building Safety	14	10	9	9	9
	Redevelopment	3	6	4	4	4
	Economic Development	0	1	0	0	0
	Planning	7	5	5	5	5
	Commissions and Committees	3	3	3	3	3
	Administration	3	2	2	2	2
	Neighborhood Preservation	4	5	7	7	7
	MIS/ GIS	11	5	2	2	2
	Total	70	61	54	54	54
Misc Receipts		523	614	335	368	375
Site Plan Review						
To provide administrative support to Site Plan Review	New Projects Reviewed	219	166	143	157	160
	Resubmittals Reviewed	109	72	49	54	55
	Total Reviewed	328	238	192	211	215
Permit Issuance						
Application acceptance, processing, tracking, issuance and fee collection	Permits Processed					
	All Building Permits	4,433	3,119	2,918	3,239	3,244
	Over the Counter Permits	1,534	1,143	1,088	1,110	1,110
Business Tax						
Preparation, monitoring, billing, payment receipting, issuance of Business Tax Certificates, and collection of delinquent accounts.	Total Business Accounts	10,257	10,338	10,517	10,622	10,835
	New Prospects Generated	2097	1870	2208	2,230	2,275
	Delinquent Accounts Processed	1733	2313	4044	4,084	4,166
	Business Tax Revenue Collected (flat rate)	\$2,048,680	\$1,932,505	1,897,896	\$1,916,875	\$1,955,212

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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 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2010-12	
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	56	46	38	44	44	
	Subdivisions	7	3	6	4	4	
	acres	36	7	280	187	187	
	lots	145	37	1,016	677	677	
	Parcel Maps	11	12	10	11	11	
	lots	28	79	44	22	22	
	Change of Zone	5	2	4	4	4	
	Variance	12	9	8	9	9	
	Annexations	0	1	5	1	1	
	Exception	0	0	0	0	0	
	General Plan Change of Zone Amendments:	2	4	4	4	4	
	Appeal of Planning Commission Actions	5	1	2	2	2	
	Text Amendment	0	0	0	0	0	
	Processed through the Historic Preservation	Historic Preservation Cases	16	16	20	20	20
	Additional Items Processed	Home Occupation Permits	435	368	400	444	444
		Temporary Use Permits	144	120	144	55	55
Administrative Adjustments		10	8	12	13	13	
Site Plan Review Cases		328	238	200	222	222	
Ag Preserve Cancellations		0	0	0	0	0	
Noise Variance		5	0	0	3	3	
Studies, Reports & Special Projects		60%	70%	80%	90%	100%	
	Complete East Downtown Strategic Plan and prepare amendments in response to the Plan						
	Comprehensive General Plan Update	0	10%	30%	70%	100%	
	East Downtown Framework Plans	5%	25%	40%	75%	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%	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 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2010-12
Application & Inspections						
Number of Processed Applications	Applications:					
	Final Subdivision/Parcel Map Recordings	12	9	8	9	9
	Lots	337	51	88	98	98
	Landscape & Lighting Districts Formations	6	3	3	3	3
	Encroachment Permits		380	385	404	404
	Site Plan Review:					
	New Submittals	206	168	140	155	155
	Resubmittals	102	70	54	60	60
	Inspections:					
	Recorded Notice of Completions:					
Subdivision/Parcel Maps	25	17	13	14	14	
Lots	1939	569	371	412	412	
Capital Improvement Projects	11	4	7	8	8	
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	282	46	98	48	53
	Calculated & Assessed Fees	\$ 409,496	\$ 239,124	\$ 151,185	\$ 74,050	\$ 82,196
	Commercial	96	44	34	24	24
Calculated & Assessed Fees	\$ 8,864,510	\$ 1,541,625	\$ 290,386	\$ 204,979	\$ 204,979	

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Performance Measurements - Engineering Design Services 33312

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 2008-09	Actual 2009-10	Forecast 2010-11	Forecast 2011-12
Projects targeted for construction completion		Construction Completion %			
1	Visalia Oaks Stadium	50%	100%		
2	Walnut and Pinkham new signal	100%			
3	Akers/Cypress Intersection/Dual Left Turn	100%			
4	Santa Fe Overcrossing of Highway 198	50%	100%		
5	Houston Avenue (Santa Fe to Ben Maddox)		100%		
6	McAuliff Overcrossing of Mill Creek and Evans Ditch		100%		
7	Widening of Ben Maddox Overcrossing at Highway 198		25%	100%	
8	Whitendale/Mooney Intersection		50%	100%	
9	Walnut/Mooney Intersection		50%	100%	
10	Acequia Two Way Conversion	100%			
11	St. John's River Trail McAuliff East	100%			
12	Center Avenue Planter Islands		100%		
13	Jacob Street at Conyer School	100%			
14	Burke Street Extension - Roosevelt to Houston		25%	100%	
15	Island Annexation Sewers		10%	25%	25%
16	Plaza Drive Interchange and Widening			20%	75%
17	Island Annexation Sewers - Birdland			25%	25%
18	Akers Sidewalk - Judy to Tulare			100%	
19	Lincoln Oval			100%	
20	Tulare Ave. Extension (McAuliff to Lovers Lane)			100%	
21	Tulare Ave/Tower Rd			100%	
22	Walnut & Lovers Lane				100%
23	Major Overlays (Yearly Projects)	100%	100%	100%	100%
24	Santa Fe Bike Path (Tulare Ave. to Ave. 272)			100%	
25	Road 108 (Demaree Street) Joint Project W/County			50%	100%
26	Mineral King S.S. Trunk (Locust to Central)			100%	
27	Oak Ave Extension - Tipton to Burke (Civic Center)			100%	
28	School Avenue Extension-Tipton to Burke (Civic Center)			100%	
29	Burke Street Widening-Goshen to Mill Creek (Civic Center)			100%	
30	Riverwood (creekside) Basin		100%		
31	Mooney SD Line and Pump Station		100%		
32	Highland Avenue Storm Drain			100%	
33	Ferguson Avenue Extension to Mooney Blvd		100%		
34	Animal Control Facility				100%
35	Demaree & Whitendale Traffic Signal Modification		100%		
36	Linwood & Walnut Traffic Signal Modification		100%		
37	County Center & Caldwell Traffic Signal Modifications		100%		
38	Goshen Avenue/Mooney Boulevard Signal			100%	
39	Jefferson Park Sidewalk, Basketball Court & Drinking Fountain			100%	
40	Burke Street Safe Route to School			100%	
41	Chinowth Safe Route to School			100%	
42	Linwood Safe Route to School			100%	
43	Preston Street Bridge over Mill Creek			100%	

Performance Measurements - Traffic Safety Engineering Division 33313

Strategy	Measure	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Restripe City arterial and collector roadways	% of total street restriped	20%	20%	25%	25%	25%
Traffic signal LED indicator replacement	# of indicators replaced with energy efficient L	N/A	500	500	1,900	N/A
Installation of Traffic Signals	# of traffic signals		8	5	3	3
Modifications of Traffic Signals	# of traffic signal modifications at existing intersections		5	11	2	2

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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 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Plan Review Provide plan review for all completed plans applications for construction within target timeline	All Residential Plan Reviews within two weeks (10 days)	1,339 75%	842 78%	966 75%	1,072 80%	1,077 80%
	New Single Family within two weeks (10 days)	694 75%	416 78%	516 75%	573 85%	573 85%
	New Multi Family within four weeks (20 days)	27 75%	19 78%	10 75%	11 80%	11 80%
	All Commercial Plan Reviews within four weeks (20 days)	504 75%	387 78%	326 75%	362 80%	362 80%
	New Commerical within four weeks (20 days)	110 75%	41 78%	66 75%	73 90%	73 90%
Permit Issuance Provide building permits for construction of a building project	Permits Processed					
	All Building Permits	4,433	3,119	2,918	3,239	3,244
	Over the Counter Permits	1,534	1,143	1,088	1,110	1,110
	Single Family Dwellings	700	392	360	400	420
	Valuation	\$151,384,830	\$80,495,876	\$72,527,942	80,506,016	\$84,531,316
	Average SFD Valuation	\$216,264	\$205,347	\$201,467	\$201,467	\$201,467
	Multi Family Dwellings	282	46	98	48	53
	Valuation	\$27,812,027	\$5,230,368	\$4,200,370	\$2,057,324	\$2,283,630
	Average MFD Valuation	\$98,624	\$113,704	\$42,861	\$42,861	\$42,861
	Commercial	96	44	34	24	24
Valuation	\$94,906,466	\$23,653,766	\$8,641,000	\$6,099,529	\$6,099,529	
Average Commercial Valuation	\$988,609	\$537,586	\$254,147	\$254,147	\$254,147	
Total Valuation	\$339,267,036	\$142,751,497	\$115,342,786	\$128,030,492	\$128,454,439	
Inspections Performed Perform requested building inspections by the end of the next work day while maintaining or improving operating efficiency	Inspection Requested Stops	20,020	16,131	10,904	12,103	12,103
	Inspections Performed	41,843	27,214	20,930	23,232	23,232
	Average number of inspection stops per day per inspector	11 FTE 9	11 FTE 6	11 FTE 5	11 FTE 5	11 FTE 5
	Inspections carried over	1,008	1,336	762	303	303

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Performance Measurements - Geographic Information Services Division 15142

Goal: To deliver geographic information resources for the City of Visalia's 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

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Maintained Geographic Databases	Addresses	44600	47000	48500	50150	51965
	Parcels	42,500	44,000	45,000	46,100	47,310
	Miles of Street	595	620	622	625	631
	Unique Maps		1200	900	1000	1100
	Digital Map Books Interactive Maps Standard Maps					
Added Geographic Information	Addresses		2400	1500	1,650	1,815
	Parcels		1,500	1,000	1,100	1,210
	Miles of Street		25	2	3	6
	Unique Maps					
	Digital Map Book Sheets Interactive Maps Standard Maps					
Added Permits Plus Database	Addresses		1953	1197	1,317	1,448

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MANAGEMENT—18001

2008-2010 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.
- Participated in a 5 day TCAG trip to Washington, DC with neighboring cities and County, to communicate with legislators and their staff on local transportation issues and other local priorities.
- Participated in the Tulare County General Plan Update, TCAG Blueprint and Council of Cities meetings and provided City of Visalia perspective to the County and other neighboring cities.
- Participated in High Speed Rail, Light Rail and CVRJPA work sessions.
- Continued and initiated work on new Master Plans including the Southeast Area Master Plan, W. Hwy 198 Master Plan, E. Downtown Strategic Plan, Civic Center Master Plan, and General Plan Update.
- Held Long Range Planning work sessions with City Council members. Participated in Council Retreat in January 2009.
- Reorganized and downsized staffing to meet budget needs due to down economy and reduced revenues for the Department. Also participated in 3 day furlough program to reduce expenses for 2008/2009.
- Installed fire alarm system in City Hall East (CHE) building for increased safety for staff and customers. Presented the policy and procedure for fire alarms and security at CHE safety and manager's meetings.
- Facilitated Development Standards Task Force, Historic Preservation Committee, W. Hwy 198 Task Force, E. Downtown Strategic Plan Task Force, and Southeast Master Plan Task Force formation and meetings. Facilitated Construction Review Committee, Change Order and Loan Review monthly meetings. Created a General Plan Update Task Force.

2010-2012 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.
- Improve timely customer service to the public through City teamwork, cooperation, employee training and improved work methods and efficiencies.
- 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.
- Develop improved operating procedures and policies for the "One Stop Shopping" counter to be more efficient and accommodate the work areas and space needs to improve efficiency and improve working conditions.
- Continue to train staff and continue to maintain AED (Automated External Defibrillator), at 315 E Acequia, to provide life saving services for both the public and City staff. Continue to provide first aid training to City staff.

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ADMINISTRATIVE SERVICES—18110

2008-2010 Accomplishments

- Provided ongoing technical and clerical support and participation to Community, City Council, Planning Commission, and other City Departments.
- Continued excellent customer service by updating our City webpage to provide online application forms, publications and current information.
- Updated and monitored rates and fees including Impact Fees, collection of VUSD development fees, Business Tax and Building Permit Fees.
- Coordinated with VUSD to provide deferred school fees on residential building permits.
- Provided “One Stop Shopping” for development community by issuing 4433 building permits in 2008-2009, 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.
- Initiated use of Tough Books to streamline and provide automation by implementing Accela Wireless to allow direct, real-time access to our existing Permits Plus system from mobile devices (Tough Books) while in the field.
- Created a new Permits Plus to track code violations with greater efficiency and automation for Neighborhood Preservation Division.
- 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.
- Continued to improve customer service by placing Planning documents and applications on the City of Visalia website. Also implemented a “public” folder for public viewing and/or retrieval of large documents that are too large to email out.
- Complete the Customer Kiosk Computer in CHE lobby to assist public.

2010-2012 Objectives

- Provide ongoing effective support to Planning Commission and various City Committees, task forces and organizations.
- Achieve exceptional service levels in Planning, Business Tax, Building Plan Check and Inspections 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 planning, and building applications online.
- 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.
- Convert the Site Plan Review and Planning activities to the Permits Plus system 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.

PLANNING—18111

2008-2010 Accomplishments

- Organized General Plan Update Review Committee (GPURC) and completed process of contracting with a consultant to conduct a comprehensive General Plan Update.
- Assumed responsibility as City’s lead division for AB 32, SB 375, and SB 97 pertaining to compliance with sustainable growth and air quality mandates.

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- 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 or quality control over contracted environmental consulting for ARRA and federal Housing grant funding projects.
- Provided City staff support to Historic Preservation Advisory Committee (HPAC)
- Provided continuous City representation to Mooney Corridor merchants group for revitalization initiatives.

2010-2012 Objectives

- Advance Master Plans for selected growth areas in the City, including the East Downtown Infrastructure with attention to open space and the new Public Safety Building.
- Support Community beautification and open space efforts, including the West 198 Scenic Corridor.
- Prepare a community-wide comprehensive General Plan update, including a companion Program Environmental Impact Report.

BUSINESS TAX—18351

2008-2010 Accomplishments

- Continue to provide information to public to assist with opening new businesses and obtaining new business tax certificates.

2010-2012 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.

ENGINEERING SERVICES—33310, 33311, 33312

2008-2010 Accomplishments

- Commercial: Processed permits for the following large commercial/industrial projects:
 - Plaza Business Park Phase 1 – Streets & Utilities Improvements. This was a complex project that required coordination with the City's upcoming Plaza Drive CIP and involved funding complexities and the establishment of a developer reimbursement agreement that functioned similarly to a City CIP.
 - St. Charles Borromeo Catholic Church – Streets & Utilities Improvements. This project completed the street construction on the last corner of the intersection of Caldwell Avenue and Akers Street. This work was important for the safe movement of traffic for the four churches located at this intersection.
 - New Packwood Creek Bridge for Former Costco based shopping center
 - New Walgreens at the Village at Willow Creek Lowe's based shopping center
 - New 12 station Gas Fueling/Convenience Store at the Plaza Business Park Phase 1
- Developer Reimbursements
 - Obtained Council approval to authorize the City Manager for the following:

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- Execute the reimbursement agreement for Midstate Hayes 184 Distribution Center
- Approve the reimbursement for the Fieldstone Oaks Subdivision
- Approve the reimbursement for the South Cameron Creek Unit No. 1 Subdivision
- Execute the amended reimbursement agreement for South Cameron Creek Unit No. 2
- Approve the reimbursement for the enhanced landscaping improvements of the South Cameron Creek Unit No. 2 storm drain basin
- Execute the Reimbursement Agreement for Phase 1 of Plaza Business Park (TPM 2008-03)
- Execute the Reimbursement Agreement for master plan storm drain facilities associated with River Run Ranch Phase 5
- Processed 5 reimbursements totaling \$993,000 from the City's 1221 Storm Drainage Impact Fee Fund
- Processed 11 reimbursements totaling \$6,998,000 from the City's 1241 Transportation Impact Fee Fund
- Obtained Council approvals to authorize the City Manager to approve reimbursements payment in the amount of \$1,408,835 for the Riverwood Unit 1 Subdivision
- Obtained Council approval to authorize the City Manager to execute the Reimbursement Agreement for Tentative Parcel Map No. 2006-05, American Industrial Park West
- Processed 8 reimbursements totaling \$652,000 from the City's 1221 Storm Drainage Impact Fee Fund
- Processed 7 reimbursements totaling \$715,000 from the City's 1241 Transportation Impact Fee Fund
- Special Projects
 - Transportation Impact Fee Program Comprehensive Update with Council adoption of Ordinance 2008-14 amending Chapter 16.44 of the Visalia Municipal Code relating to Transportation Impact Fees and adoption of Resolution 2008-57 implementing new Transportation Impact Fee Rates.
 - Public notification and response to the revised FEMA Flood Insurance Rate Maps.
 - Mailing of 16,700 post cards to affected property owners
 - Conducting 3 public meetings at 3 different school locations
 - Creating the City's Flood Zone information phone line and e-mail account
 - Removal of an Underground Storage Tank on Riggan Avenue through a contracted environmental services company.
 - Established the Subdivision Monitoring Committee and obtained City Manager approval of the Subdivision Improvement Agreement Time Extension Request Process.
 - Created the Encroachment Permit Policy Manual in an effort by the City Engineer to establish better controls and protocols for these types of permits.
 - Planning Commission and City Council approvals of the Development Agreement for Tentative Parcel Map 2006-09
 - Ongoing staff management of and response to the City's Flood Zone information phone line and e-mail account.
 - Assisted the Chief Building Official in floodplain administrator duties as follows:
 - Participated in the 5-year cycle Community Assistance Visit by the Dept. of Water Resources as part of FEMA's state managed Community Assistance Program.

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- Completed the revisions to the City's flood damage prevention ordinance (Section 17.60) as required by the Dept. of Water Resources.
- Performed technical review of private development submittals of LOMR-F applications and completed the required Acknowledgement Forms.
- Utilities
 - Obtained Council approval to authorize the City Manager to execute a Joint Use Agreement (REL07184313-J.O. 2994) with Southern California Edison Company for the relocation of SCE facilities on the north side of Riggan Avenue between Dinuba Boulevard and Giddings Street.
 - Execute a Consent Agreement with SCE for the installation of storm drain pipeline facilities within the existing SCE easement located along the St. Johns Parkway extension, approximately one half mile east of McAuliff Street.
 - Execute a Joint Use Agreement with SCE for the relocation of SCE facilities on the north side of Riggan Avenue from 430' east of Mooney Boulevard to 1,000' west of Mooney Boulevard.
 - Execute a Joint Use Agreement with SCE for the relocation of facilities on the east side of McAuliff Street, south of Walnut Avenue.
- Capital Improvement Program
 - Plan check & permit issuance for the Transit Center Expansion CIP
 - Plan check, project mgt. assistance & inspection services for the Riverway Sports Park Phase 2 CIP
 - Plan preparation for the Shirk & Walnut street widening CIP
 - Inspection services for the Ferguson Avenue CIP, the Houston Avenue Widening CIP, the Center Avenue Improvements CIP.
 - Inspection services for traffic signal upgrade CIP's at 3 locations
 - Inspection services for the McAuliff Street Improvements Phase 3 CIP
 - Inspection services for the Creekside Basin, Recharge/Storm Drain Improvements CIP
- Real Property
 - Completed the acquisition of the Auto Plaza regional storm water basin

2010-2012 Objectives

- Provide timely processing of commercial permit applications, Site Plan Review applications, subdivision/parcel map filings, lot line adjustment applications and encroachment permit applications.
- Provide timely and thorough public works related inspections to development projects and City capital improvement projects.
- Improve the processing time for commercial permits and subdivision/parcel map filings
- 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.

TRAFFIC SAFETY—33313

2008-2010 Accomplishments

- Completed engineering and traffic studies for over 53 intersections with the installation of stop signs at 22 intersections.
- Installed Emergency Vehicle Pre-emption equipment and battery backup systems on all new signal installations and signal modification projects.
- Replaced faded, missing, and damaged street name signs and regulator signs throughout the City.

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- Constructed the public parking lot at the northeast corner of Tipton Street and Oak Avenue which provided 150 new all-day public parking stalls.
- Installed 5.6 miles of new bike lanes.
- Grants successfully applied for and awarded:
 - Bicycle Transportation (BTA) 2 grants totaling \$270,000 to sign and stripe 7.4 miles of roadway.
 - Energy Efficiency Grant in the amount of \$723,000 to replace the existing incandescent indication lights with energy efficient LED indicators.
 - Highway Safety Improvement Program (HSIP) in the amount of \$298,000 for the installation of a traffic signal at the intersection of Goshen Avenue and Mooney Boulevard.

2010-2012 Objectives

- Install new traffic signals at the intersections of; Court Street and Whitendale Avenue, Goshen Avenue and Mooney Boulevard, and at Santa Fe Street and Walnut Avenue.
- Modify the existing traffic signals at the intersections of; Demaree Street and Goshen Avenue, and Caldwell Avenue and Shady Street.
- 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.
- Install emergency vehicle pre-emption equipment and battery back up 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.
- 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 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.

BUILDING SAFETY—18241

2008-2010 Accomplishments

- Processed and facilitated commercial and industrial development including but not limited to Butler Manufacturing Expansion, Fresno Pacific University, Visalia Baseball Park expansion, Sportsman's Warehouse, CVS Pharmacy, Tulare Kings Emergency Services pet hospital, McDonalds, Walgreens Pharmacy, AutoJava, Ross Dress for Less, Valley Oak Credit Union, Visalia Imperial, Central Valley Christian Schools multi-use building, 14 Acre Sports Park Phase 2, In Shape Health Club, Dollar Tree retail, Walgreens, Willow Creek Shopping Center, Valley Business Bank, Central Valley Business forms, Visalia Transit Center expansion, warehouse for Serpa Packaging Solutions, Vallarta Supermarket, The Barn convenience store and fueling station, Wal-Mart remodel and various other small retail shops for a total valuation of \$339,267,036 FY 07-08 and \$142,751,497 FY 08-09.
- Managed various ADA compliance projects throughout the City including EAGR (Exterior Accessibility Grants for Renters) and participated in Habitat for Humanity projects.

2010-2012 Objectives

- Continue to provide cross training to the Building and Fire Inspectors to provide effective and efficient services to the construction industry.

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GIS—15142

2008-2010 Accomplishments

- Produced 375 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 1,200 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.
- Upgraded the general interactive internet mapping site and created a VPD specific internet mapping application featuring current crime activity.
- 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.

2010-2012 Objectives

- Continue to monitor and assist 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
- Assist 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.
- Maintain the online map repository for both City staff and the public. Information on all maps will be updated as needed and new maps added as needs warrant. Continue to provide detailed mapping on a monthly basis for various departments including monthly crime mapping for the Police Department
- Maintain the flow of data between all City departments allowing for the successful operation of all City programming linked between the permit system, addressing, and the City's base map

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, 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, 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.

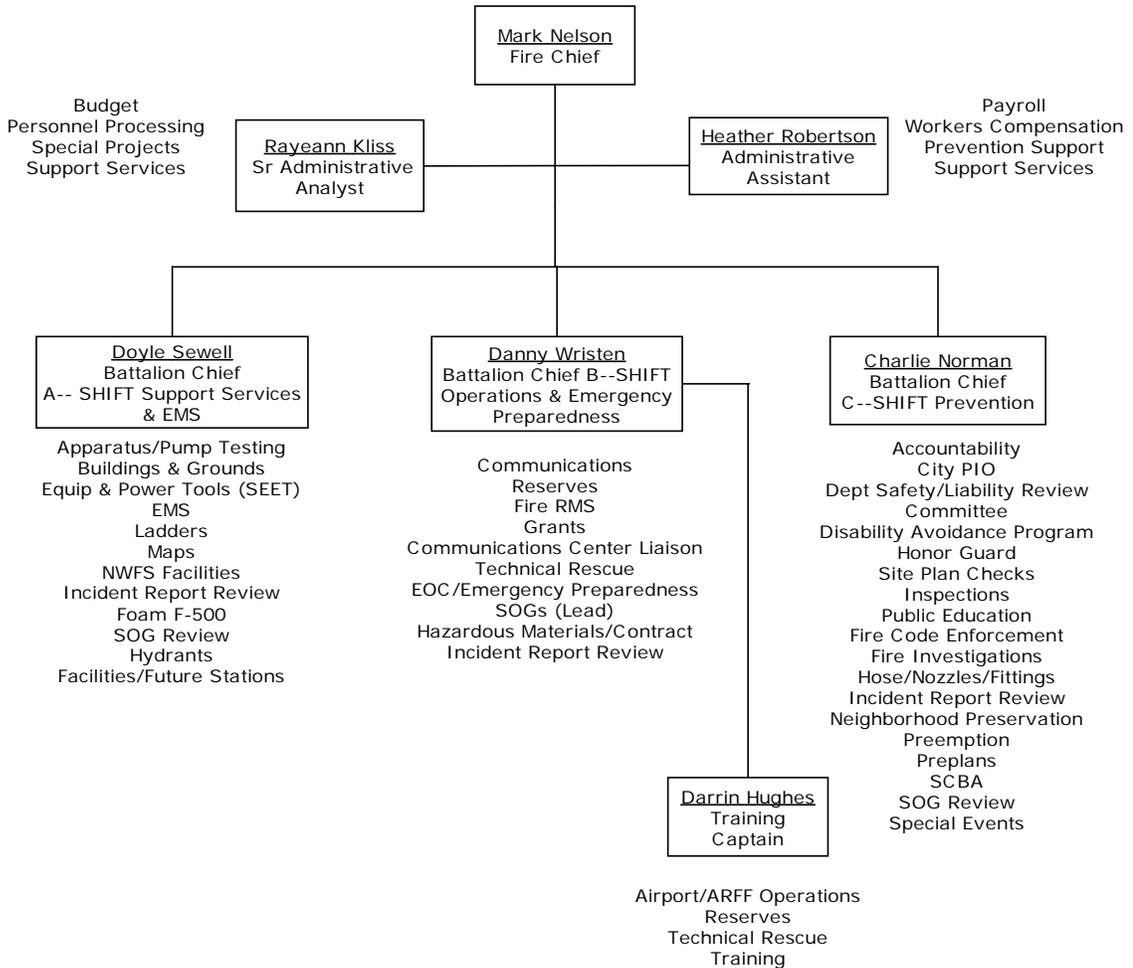
The Emergency Services/Operations Division is staffed by three Shift Battalion Chiefs and is responsible for protecting life and property in emergency situations by providing effective fire, rescue, and emergency medical protection. The division ensures the maintenance and enhancement of department personnel 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 Reserve Firefighter Program, Technical Rescue Program, Department Safety, Grants, Staff Reports and Dispatch Liaison. Additionally, the Emergency Services/Operations Division oversees the activities of the 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 one of the three Shift Battalion Chiefs and the Senior Fire Inspector and 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 Fire Captain 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 = 70

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**FIRE & EMERGENCY SERVICES
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Fire Administration - 22221	\$ 1,121,284	\$ 998,507	\$ 1,047,460	\$ 1,041,900	\$ 913,710	\$ 927,880
Emergency Services/Operations - 22222	9,087,377	9,532,284	9,894,903	9,174,600	9,866,860	10,114,940
Fire Prevention - 22223	453,801	398,588	522,540	420,100	355,460	366,490
Training - 22224	227,768	329,081	424,356	415,500	259,540	266,740
Hazardous Materials Response - 22226	55,780	63,458	57,600	53,700	74,630	75,720
Total Operating Expenditures	10,946,010	11,321,918	11,946,859	11,105,800	11,470,200	11,751,770
Reimbursements	(41,208)	(32,797)	(139,000)	(62,800)	(70,000)	(70,000)
Net General Fund Expenditures	10,904,802	11,289,121	11,807,859	11,043,000	11,400,200	11,681,770
SPECIAL REVENUE FUNDS						
Public Safety Tax - Fund 1122	476,131	600,912	616,430	578,880	652,740	674,750
Total Special Revenue Funds	476,131	600,912	616,430	578,880	652,740	674,750
DEPARTMENT EXPENDITURE TOTAL	\$ 11,380,933	\$ 11,890,033	\$ 12,424,289	\$ 11,621,880	\$ 12,052,940	\$ 12,356,520

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Performance Measurements - Operations Division - 2009

Average Response Time Comparison

Report Period: From 2000 to 2009

<u>Year</u>	<u>Total Calls</u>	<u>Average Response Time</u>
2000	5386	0:05:41
2001	6132	0:05:59
2002	6905	0:05:16
2003	7849	0:05:27
2004	7810	0:05:38
2005	8867	0:06:29
2006	9625	0:05:26
2007	10959	0:05:31
2008	10452	0:05:33
2009	10395	0:05:49

Service level changes: The last improvement to the response system occurred in April 2009, with the opening of Fire Station 55 and the relocation of the staffing from the Airport Station to the new Northwest Station. Station 55 is geographically located in a better position and had an immediate, positive impact on response times. In December 2006, Fire Station 56 was opened in the southeast quadrant of the city and also had a positive impact on response times. Prior to the above changes, in 1995, Fire Station 52 was relocated to its current position in south Visalia and a new station, Fire Station 54, was opened in north Visalia.

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

<i>Strategy</i>	<i>Measure</i>	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Forecast 2010	Forecast 2011
Response times To improve response times by opening a fire station in southwest Visalia staffed with SAFER grant 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	45%	51%	51%	52%	57%	59%

Strategy: We have applied for a SAFER Grant to provide additional personnel to open a new fire station in southwest Visalia. Improvements continue to be made with our MDTs and map processing to aid in identifying incident locations. In addition, we are working with dispatch and the CAD vendor to utilize the GPS dispatching of the closest unit. Also, all new and upgraded intersections in the City come equipped with intersection preemption.

Previous Goal: To respond to all priority calls for service in less than 6 minutes, 80% of the time.

<i>Strategy</i>	<i>Measure</i>	Actual 2004	Actual 2005	Actual 2006*	Actual 2007	Actual 2008	Actual 2009
Response times To improve response times by opening a fire station in Northwest Visalia, and continuing to work with the grant process and the CIP budget to install intersection preemption citywide.	Percentage of calls responded to in less than 6 minutes	61%	64%	58%	62%	58%	64%

The response time starts when a call is dispatched and ends when the first fire unit arrives on the scene.
*Response percentages prior to 2006 included calls for: Mutual Aid Given, Cancelled in Route, Not priority, Fill-In Standby, etc. Current reporting software upgrades can designate specific call responses more accurately.

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FIRE ADMINISTRATION—22221

2008-2010 Accomplishments

- Successful transition to new Fire Chief
- Developed leadership program for Captains and Chief Officers
- Restructured existing work programs for fire management personnel
- Met budget reduction goal for FY 09/10
- Developed and implemented new monthly overtime report and overtime control measures
- Opened Northwest Fire Station 55 and Training Facility, transferred personnel from Station 53
- Transitioned Station 53 facility to airport manager
- Successfully transitioned City Safety Program to Fire Department
- Applied and granted Livescan program through Department of Justice (DOJ)
- Purchased Telestaff for scheduling, time and attendance, attended configuration training
- Developed and implemented 10 new Standard Operating Guidelines (SOGs)
- Extended lease with State for Fire Station 56 to 2018
- Successfully negotiated lease with AMR Ambulance Company to house ambulance at Station 51

2010-2012 Objectives

- Revise Measure T Plan for emergency response coverage in southwest area of the city
- Fully implement Telestaff scheduling, time and attendance system
- Feasibility of hiring Fire Marshal and Operations Chief
- Complete a minimum of 10 Standard Operating Guidelines (SOGs) per year
- Update Haz Mat Response Agreement with other agencies in Tulare and Kings counties
- Evaluate current and future auto aid/mutual aid agreements with local agencies
- Evaluate Advanced Life Support (ALS) transport opportunities
- Identify, research and apply for grants that will support the Visalia Fire Department mission

EMERGENCY SERVICES/OPERATIONS—22222

2008-2010 Accomplishments

- Placed new Pierce Aerial 105ft ladder truck in service
- Placed new vehicles in service for the Fire Chief, Fire Marshal, Training Chief, Command Chief and Fire Utility Operations
- Successful transition of new Emergency Medical Services coordinator position
- Increased paramedic staffing from 3 full time Advanced Life Support (ALS) units to 5
- Standards raised for all paramedics to be certified in Pediatric Advanced Life Support (PALS), Adult Advanced Life Support (ALS), and Pre Hospital Trauma Life Support (PHTLS)
- All Emergency Medical Technician (EMT) level employees completed recertification
- Eliminated the response to non life threatening medical aid incidents
- Completed the Fire Channel 2 project which will allow for improved fire ground communication
- Completed the FCC mandated narrow banding project
- Completed upgrade of Fire Report Management System (FireRMS) software, station alerting system and Mobile Data Terminals (MDTs)
- Completed grant processes for 2008 and 2009 Homeland Security, 2009 SAFER, 2009 Assistance to Firefighter Grant (AFG) and 2009 Local Energy Assurance Planning (LEAP)

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- Developed Technical Rescue Team
- Revised and implemented citywide Emergency Operations Plan (EOP)
- Conducted drills for Emergency Operations Center (2), H1N1 and Kaweah Dam Failure
- Established Waterways and Ditches Committee
- Completed training for 2 Terrorism Liaison Officers (TLOs)
- Completed all National Fire Incident Reporting System (NFIRS) required reporting

2010-2012 Objectives

- Receive and place in service 3 new Pierce Fire Engines and Training Captain's vehicle
- Upgrade exhaust system at Station 51
- Evaluate and improve communication equipment
- Complete 2 annual Emergency Operation Center (EOC) drills
- Transition Emergency Operations Center (EOC) location to Fire Station 55 training room
- Complete the Kaweah Dam Failure Plan
- Transition Alert TC Program (Reverse 911) to new vendor
- Fully implement the Web Based Emergency Operations Center Program (WebEOC)
- Complete all required National Incident Management System (NIMS) training
- Increase to 6 paramedic staffed units - Advanced Life Support (ALS)
- Fully implement a technical rescue team to a medium rescue level and purchase a new rescue trailer
- Complete all National Fire Incident Reporting System (NFIRS) required reporting

FIRE PREVENTION—22223

2008-2010 Accomplishments

- Completed 2,500 fire inspections
- Developed and implemented engine company based fire inspection program
- Performed 431 public education presentations (43,000 citizens)
- Assisted in development and implementation of multi-department code enforcement team (SMART)
- Transitioned Hourly Office Assistant to Hourly Fire Inspector
- Confiscated approximately 110 lbs. of illegal fireworks and issued 21 citations
- Secured 3 arson convictions
- Assisted with implementation of 35 traffic controls for emergency response vehicles (preemption)

2010-2012 Objectives

- Continue public education activity by expanding and enhancing through fire and life safety training
- Plan and coordinate 4 Fire Camp Programs for 5-10 year olds
- Complete all required mandated fire inspections (5,200)
- Add 1 Contract Fire Inspector and 2 Hourly Fire Inspectors
- Automate Fire Report Management System (FireRMS) Inspection Program
- Improve pre-fire planning through updated technology

TRAINING—22224

2008-2010 Accomplishments

- Developed Training Captain position to coordinate all training programs

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- Implemented monthly training calendar
- Developed user agreement for training facility
- Developed and implemented Critical Incident Stress Management Team (CISM) - 6 employees
- Completed updates to Fire Captain, Fire Engineer and Firefighter probationary testing process
- Continued with citywide National Incident Management System (NIMS) compliance
- Completed training requirements to comply with the California Incident Command Certification System (CICCS)
- Revised Joint Apprenticeship Committee Program (JAC)

2010-2012 Objectives

- Complete all mandated training requirements; local, state and federal
- Evaluate and improve current training program
- 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

HAZARDOUS MATERIALS RESPONSE—22226

2008-2010 Accomplishments

- Process started to revise regional Haz Mat response contract
- Completed a monitor lease program to streamline equipment maintenance
- Successfully trained Haz Mat Specialists for response team
- Developed and implemented billing process for Haz Mat response

2010-2012 Objectives

- Maintain and improve Haz Mat response program
- New regional Haz Mat agreement
- Improve communication between local agencies

HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT

MISSION

This Department was established in the Spring of 2007. The purpose of this Department is to bring together resources in order to address downtown and neighborhood revitalization efforts through the collaboration of funding sources and staffing services from the following four divisions: Affordable Housing, Neighborhood Preservation, Economic Development and Redevelopment. This collaborative effort has made available the use of affordable housing monies, such as, Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME), redevelopment funds to improve and expand downtown, older neighborhoods such as the Oval Park and Washington School areas; and deliver economic development opportunities both in the industrial district, along the Mooney Boulevard Corridor and throughout retail centers in the City.

DESCRIPTION

The Department consists of four divisions: Affordable Housing; Neighborhood Preservation; Economic Development; and Redevelopment. The three primary funding sources for this Department include: CDBG, HOME, and Redevelopment funds.

The Department is administered by the Housing & Economic Development Director who is responsible for the day-to-day operations of the four divisions and provides support to the City Manager as it relates to the Redevelopment Agency. The Department also works closely with the following organizations: Visalia Economic Development Corporation (VEDC); Property Owners Business Improvement District (PBID); Downtown Visalians; Industrial Round Table; Tulare County Economic Development Corporation; Disability Advocacy Committee; Northern Visalians Advisory Council; and the Washington Residents for a Better Community. The Department has a total of thirteen (13) staff.

The Affordable Housing Division primarily consists of four staff members who handle the day-to-day operations. This includes a Housing Specialist, Senior Administrative Analyst and one contract Housing Technician and one 1,000 Hour Housing Technician (funded through Neighborhood Stabilization Program funds). This division also contracts with local non-profit agencies for the delivery of key programs including: First Time Homebuyers Program administered through Community Services and Employment Training, Inc. (CSET); and Housing Rehabilitation Programs administered through Self Help Enterprises (SHE). The Division also works closely with local developers such as Christian Church Homes of Northern California/Visalia Senior Housing, Habitat for Humanity and the Tulare County Housing Authority and Kaweah Management Company. The Division is also working in partnership with non-profit developers on the acquisition, construction and rehabilitation of rental and homeownership units throughout the City. The Division also administers the Neighborhood Stabilization Program (NSP) Foreclosure Acquisition Program. With assistance from realtors and contractors, foreclosed homes are acquired, rehabilitated and resold. The division will also be administering the Fair Housing Hotline Program beginning July 2010. The Affordable Housing Division also oversees the use of CDBG funds. These funds are utilized for public infrastructure and improvements which includes parks, recreation, code enforcement and ADA compliance. CDBG funds are also utilized to assist businesses in creating economic opportunities through job creation.

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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 town. For the past two 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 effective. This activity was funded through a pilot program from 2008-10. It is recommended to continue the program through 2012. Additionally, the Division assumed the administration of the City's Private Vehicle Abatement Program from the Fire Department in October 2009. This activity compliments the code compliance efforts of the Division and is funded through the State and does not rely on any general funds. This program has proven highly successful over the past four months with more than 200 illegal vehicles abated. The Division may also assume responsibility for Graffiti Abatement services in late 2010 (Parks/Recreation currently administers this program) in order to compliment current enforcement efforts. Over the next two years, the Division will continue to play a pro-active role in the revitalization and preservation of the City's various neighborhoods and continue to fulfill Council's desire to improve both the Oval Park and Washington School areas.

The Economic Development Division focuses on business attraction, retention and expansion. Its primary focus is recruitment of industrial firms and retailers and coordination with the Downtown Visalians and Property Business Owners Improvement District (PBID). The Division works closely VEDC and Tulare County Economic Development Corporation on these efforts. Staff works closely with local real estate brokers and developers on the recruitment and retention efforts.

The Redevelopment Division oversees four project areas throughout the City: East, Downtown, Central and Mooney Boulevard. There are a variety of activities involving affordable housing, economic development and public infrastructure which have been funded utilizing redevelopment funds. Most recently, the Division has focused its' energy on the East Downtown expansion plans to create a new civic center, parks, infrastructure and public safety complex. Master Plans have been prepared for the Civic Center and the entire East Downtown area extending east-west from Ben Maddox Avenue to Santa Fe Avenue and north-south from Goshen/Murray to Mineral King Avenue. With the downturn in the economy, development plans for East Downtown are on hold. The Agency will continue supporting affordable housing development with its' local partners such as the Tulare County Housing Authority and Habitat for Humanity. Funds may also play a role in the revitalization of the Mooney Boulevard Corridor. However, the biggest threat for redevelopment comes from the State which continues to pursue methods to fill the gap between its ongoing budget deficit by taking funds away from RDAs throughout the State. Pending a successful lawsuit, approximately \$2 million in 2009/10 and another \$1-2 million could be drawn away by the staff resulting in little redevelopment funded activities in Visalia. An Implementation Plan 2010-15 will also be completed in 2010.

HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT

Ricardo Noguera
Housing &
Economic
Development

Tracy Robertshaw
Code Enforcement
Officer

Neighborhood Preservation
Code Enforcement
Private Vehicle Abatement

Ruth Pena
Financial Analyst

Budget/Analysis
Audit
Reporting

Rhonda Haynes
Housing Specialist

Affordable Housing Programs
Contract Administration
Project Management

Allocated FTE's = 11

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**HOUSING & ECONOMIC DEVELOPMENT
ALL FUNDS**

OPERATING EXPENDITURES	2007-08	2008-09	2009-10	2009-10	2010-11	2011-12
	ACTUALS	ACTUALS	BUDGET	PROJECTION	PROPOSED	PROPOSED
GENERAL FUND						
Housing Director - 18007	\$ 182,518	\$ 200,127	\$ 209,250	\$ 212,500	\$ 419,610	\$ 424,390
Economic Development - 18109	380,756	425,722	507,580	420,500	349,570	352,260
Neighborhood Preservation - 18461	431,865	501,286	470,730	436,700	601,630	615,590
Total Operating Expenditures	995,139	1,127,135	1,187,560	1,069,700	1,370,810	1,392,240
Reimbursements	(356,150)	(593,519)	(290,440)	(282,300)	(382,580)	(386,380)
Net General Fund Expenditures	638,989	533,616	897,120	787,400	988,230	1,005,860
SPECIAL REVENUE FUNDS						
CDBG - Fund 1811	1,512,410	1,242,434	1,826,121	1,709,186	1,331,190	1,124,090
HOME - Fund 1831	1,341,503	1,138,016	1,668,805	1,470,091	561,000	561,000
Neighborhood Stabilization - Fund 1871	-	214,064	2,174,267	2,760,203	777,840	160,900
Vehilce Abatement - Fund 1881	-	-	77,041	79,600	61,990	65,270
RDA Revolving - Fund 1841	614,310	647,370	816,800	722,900	805,810	823,570
Reimbursements	(613,417)	(671,140)	(796,300)	(722,900)	(805,810)	(823,570)
Net Operating Expenditures	893	(23,770)	20,500	-	-	-
Substandard Housing & Abatement - Fund 1861	116	88,925	224,730	164,600	185,650	190,360
RDA East - Fund 1901	1,366,045	1,289,936	1,386,730	1,390,900	1,244,400	1,268,000
RDA Mooney - Fund 1911	2,300,800	2,323,602	1,779,728	1,893,800	2,656,560	2,697,490
RDA Downtown - Fund 1921	179,380	176,578	200,052	188,200	214,260	216,820
RDA Central - Fund 1931	2,224,404	2,378,819	1,962,952	2,356,174	2,962,000	3,015,340
RDA East Low/Mod- Fund 1902	1,554,911	50,206	54,290	362,900	83,960	86,010
RDA Mooney Low/Mod- Fund 1912	2,073,514	118,686	129,290	551,900	107070	109080
RDA Downtown Low/Mod- Fund 1922	123,401	24,323	19,480	118,200	84,320	76,420
RDA Central Low/Mod- Fund 1932	1,722,133	493,260	368,660	1,631,772	112,190	114,540
PBID - Funds 1982, 1983	259,149	549,525	130,100	135,015	250,910	250,910
Downtown Parking Trust - Fund 6111	183,520	280,270	52,460	27,660	11,480	11,630
Total Special Revenue Fund	14,842,179	10,344,874	12,075,206	14,840,201	10,644,820	9,947,860
DEPARTMENT EXPENDITURE TOTAL	15,481,168	10,878,490	12,972,326	15,627,601	11,633,050	10,953,720

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<i>Performance Measurements - Housing and Economic Development</i>					
<i>Department</i>					
<i>Strategy</i>	<i>Measure</i>	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
<i>Neighborhood Preservation</i>					
To investigate and resolve complaints	# of complaints received	900	945	992	1041
	# of complaints investigated and resolved	675	709	738	780
	% of complaints investigated and resolved	75%	75%	75%	75%
Monitor sign compliance	Removal of non-permitted portable signs	2,800	2,800	2,600	2,500
<i>Economic Development</i>					
Provide annual funding support to both Visalia Economic Development Corporation (VEDC) and Tulare County Economic Development Corporation (TCEDC) for the recruitment and retention of industrial firms in the City's industrial park	Amount of annual funding	303,363	235,000	240,000	240,000
<i>Affordable Housing</i>					
Provide timely reports to US Department of Housing and Urban Development (HUD)	Action Plan - May 15	5/15/09	5/15/10	5/15/11	5/15/12
	CAPER - September 30	9/30/09	9/30/10	9/30/11	9/30/12
Maintain percentage of HUD and Redevelopment funding dedicated to the National Objective - Affordable Housing	% of funding for Affordable Housing	67%	73%	73%	73%
	% of funding for Community Development	26%	21%	21%	21%
	% of funding for Redevelopment Projects	7%	6%	6%	6%
	Total	100%	100%	100%	100%

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AFFORDABLE HOUSING

2008-2010 Accomplishments

- Partnered with Kaweah Management Company (KMC) to develop 10 affordable rental units for Robinwood Court. The City contributed \$1.3 million in HOME Funds;
- Partnered with Kaweah Management Company to develop 74 affordable rental units for Millcreek Parkway. The Agency has 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.
- 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;
- 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 have been set aside to complete an additional 15 loans during this next year.
- Self Help Enterprises (SHE). The City contracted with SHE to administer the City's rehabilitation programs in Fall 2007. SHE has been reviewing applications for eligibility.
- Kaweah Management Company (KMC), non-profit arm to Tulare County Housing Authority (TCHA). The City/Agency has 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.
- Encina Triplex. The Agency has 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;
- Successfully submitted an Action Plans to Council & HUD (May 2007, 2008 & 2009);
- Successfully submitted a CAPER Plan's to Council & HUD (October 2007, 2008 & 2009)
- 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.
- 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 has acquired 16 single family, and 1-4plex foreclosures to date, with 6 homes resold to families earning up to 120% AMI. The remaining 10 single family properties are in various stages of rehabilitation, on the market or in escrow. The 4-plex was acquired in January, with rehabilitation scheduled for March. The City will maintain ownership, provide permanent housing and work with a non-profit agency to manage and provide services to very low income families (up to 50% AMI).
- 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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2010-2012 Objectives

- Break ground on the nine new units of the Paradise & Court Multi-Family Development in mid-2010;
- 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 RDA low/mod funds for the acquisition;
- Prepare a master plan for the Caltrans Property and release an RFP for a multi-family and senior housing developer in Spring 2011;
- Pursue new housing grants for acquisition, rehabilitation and development opportunities.

NEIGHBORHOOD PRESERVATION

2008-2010 Accomplishments

- Transition from a code enforcement program into the Neighborhood Preservation Division;
- Implementation of a monthly code enforcement meeting involving representatives from several city departments, divisions, interested agencies and community members.
- Adoption of a revised Nuisance and Administrative procedures ordinances;
- Received 844 complaints; investigated and resolved 629 complaints (72%)
- Successfully recruited and hired a Code Enforcement Technician;
- Gained compliance with the removal of 120 subdivision development signs;
- Removed 4,811 non-permitted portable signs.
- Implemented the Administrative Citation and Hearing Program.
- Nuisance Apartment Complex located at 426 S. Bridge-Reduced calls for service by 58%;
- Successfully recruited and hired a bilingual 1,000 hours Code Enforcement Technician for CDBG areas specifically. (Oval and Washington School Neighborhoods included);
- Partial Closure of alleyway between Bridge & Santa Fe
- Identified and posted 79 residential properties as “Unsafe to Occupy”;
- Identified and declared 30 residential properties as “Public Nuisances”;
- Removed 3,077 un-permitted signs;
- A \$135,000 Caltrans Environmental Justice Context Sensitive Planning Grant to assess traffic issues in the Oval Park area;
- Implemented a “Conditional Use” permit review and inspection program;
- Hosted and attended several meetings with representatives from the Washington Residents For a Better Community and Northern Visalians Advisory Committee;
- NAAT Team (Nuisance Assessment Abatement Team with Police Department, Code Enforcement and City Attorney);
- Coordinated efforts with the Police and Community Development departments to address illegal copper theft and purchases
- Commenced discussions with supermarket managers to address the proliferation of abandoned shopping carts around town.

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2010-2012 Objectives

- Convert the 1,000 hour Code Enforcement Technician position into a year-to-year Contract Code Enforcement Technician position. This position will be fully funded by CDBG and work exclusively in the Oval and Washington School Neighborhoods;
- Establish a Residential Rental Inspection Program focused on life safety issues and energy efficiency;
- 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;
- Continue coordination and expansion of the Private Vehicle Abatement Program;
- Coordinate the transfer of the Graffiti Abatement Program from Parks & Recreation Department.

ECONOMIC DEVELOPMENT/REDEVELOPMENT DIVISIONS

2008-2010 Accomplishments

- Provide 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;
- Retained the services of Race Studios to complete the Civic Center Master Plan. Coordinated a series of community workshops to gain community input;
- Retained the services of EDAW, Inc. to complete the Parks & Infrastructure Master Plan for East Downtown;
- Negotiated a contract with Provost & Pritchard to prepare design and engineering drawing for the Civic Center block's infrastructure and roads;
- Prepared an RFP for architectural services & RFQ for Construction Management Services for the planned Public Safety Building;
- Prepared an RFP for a developer to build a Liner Building to house city services at the northeast corner of Tipton and Oak avenues.
- Prepared and released an RFP for an office development at Acequia and Conyer avenues. In negotiation with a local development team;
- 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;
- Prepared the successful planning grant to Caltrans and was awarded a \$135,000 planning grant.
- Staff was successful in a \$600,000 Brownfields Assessment Grant for cleanup and assessments in the East Downtown area.

2010-2012 Objectives

- Complete Civic Center Park design, construction, and engineering work;
- Complete Oak Avenue improvements being prepared by the PUC, San Joaquin Railroad and Union Pacific by Spring 2011;
- Negotiate development agreement for a private medical office development on a city-owned parking lot along Mineral King between Conyer and Johnson streets;

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- Complete Implementation Plan 2010-15 in 2010;
- Pursue EDA Grant for widening of Plaza Drive;
- Conduct 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;
- Co-host the International Council Shopping Center (ICSC) Alliance in Visalia on April 22, 2010.

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 six areas of community service: recreation, park development and maintenance, urban forestry, building facilities, administration and Valley Oaks Golf Course.

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

Program Goals:

1. Increase program registration and participation for existing programs.
2. Create new, sustainable programs that attract new users to our services.
3. Make improvements to the Senior Meal Program that will increase participation and customer satisfaction.
4. Increase program cost recovery.
5. Develop a Health & Fitness division focusing on nutrition education, wellness and physical activity for all ages and abilities.
6. Generate additional revenues through sponsorships, donations and in-kind contributions.
7. Increase the number of community wide special events and cultural activities.
8. 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. Partner 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. Improve 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.

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4. Continue to develop trails along City creeks and encourage connectivity between parks.
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 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

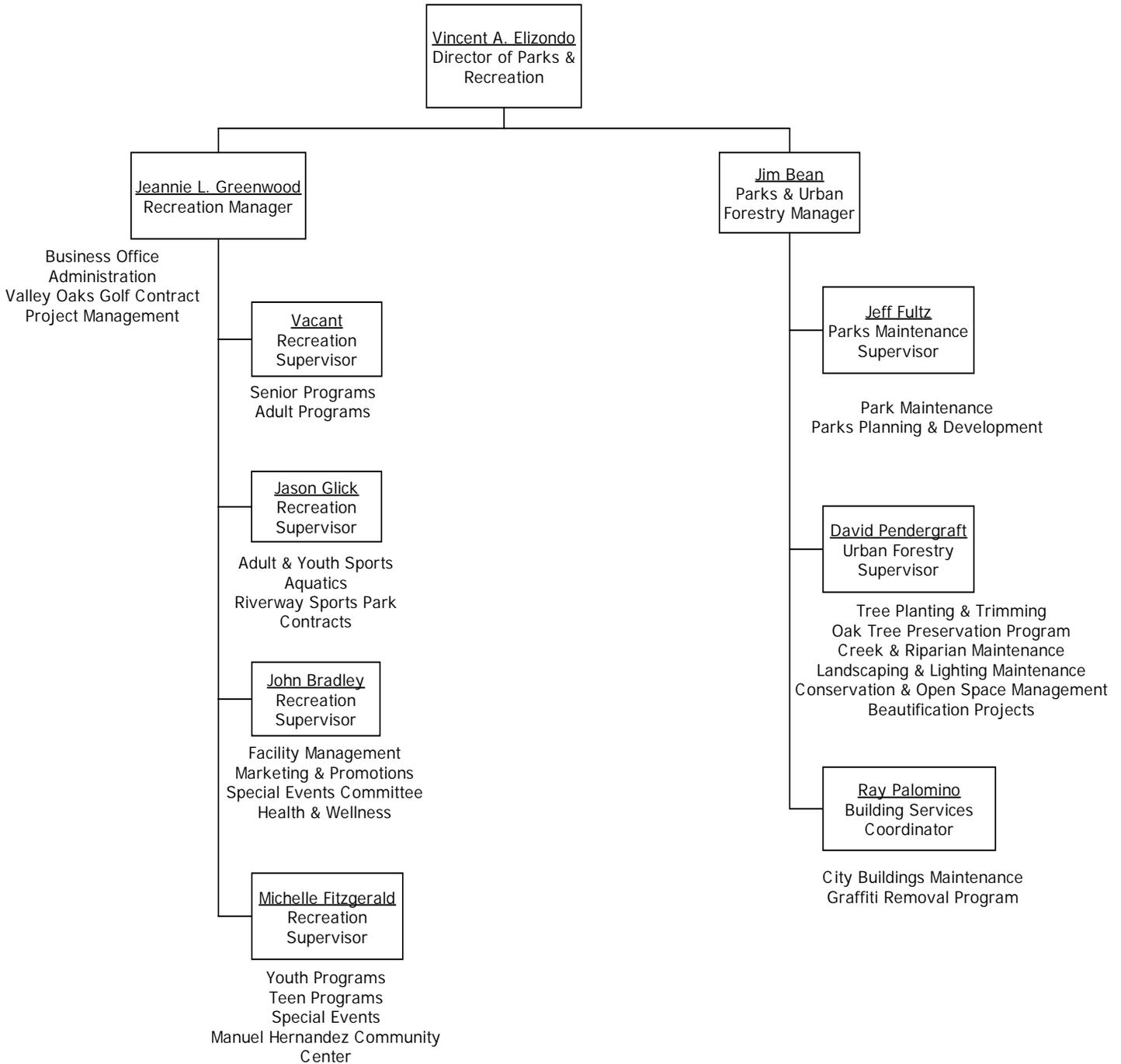
Valley Oaks Golf Course: The golf course is operated under a management contract with CourseCo., Inc. Staff monitors all aspects of the contract (finances, course conditions, customer satisfaction) and manages Capital Improvement Projects.

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. Create 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	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Parks & Recreation Administration - 51501	\$ 544,600	\$ 268,806	\$ 296,860	\$ 252,700	\$ 399,900	\$ 410,410
Recreation Division:						
Facilities Management - 50502	224,512	176,487	152,060	162,850	479,490	480,010
Marketing & Promotions - 50503	122,584	109,207	109,340	77,700	55,250	55,590
Recreation Management - 50514	1,366,761	1,012,128	1,217,820	1,002,900	1,183,800	1,205,190
MHCC Programs - 50504	103,082	174,229	205,060	159,200	113,970	114,370
After-School Enhancement Programs - 50505	120,605	184,809	139,910	156,200	163,850	163,970
Aquatics - 50506	209,962	256,382	350,380	280,200	162,710	162,790
Pre-School & Youth Programs - 50507	146,955	192,467	213,310	185,700	160,700	160,910
Youth Sports - 50508	100,087	126,951	155,980	126,100	136,560	136,810
Adult Sports - 50509	266,402	300,716	322,470	314,100	294,660	295,430
Senior Programs - 50510	365,802	526,742	550,660	435,480	210,690	211,040
Community-Wide Events - 50511	62,194	28,071	70,170	28,900	23,050	23,100
Volunteer Program - 50512	115,301	82,611	152,390	24,500	10,050	10,380
Teen Programs - 50516	43,121	39,011	53,420	32,500	33,010	33,070
Adult Programs - 50517	6,684	12,937	17,030	23,600	10,930	10,930
Adaptive Recreation Programs - 50518	5,331	8,513	11,600	7,100	600	610
Sports Park - 50519	5,214	9,218	12,310	5,300	13,790	13,810
The Loop - 50520	-	120,574	106,570	68,700	81,400	81,420
Health & Wellness - 50522	-	-	-	-	24,500	24,500
ASES Program - 50539	24,518	30,465	31,700	40,400	38,410	38,470
Visalia Baseball - 15152	143,166	122,662	158,340	203,800	205,620	205,950
Total Recreation Divisions	3,432,281	3,514,180	4,030,520	3,335,230	3,403,040	3,428,350
Parks & Urban Forestry:						
Park Development & Administration - 54541	429,634	386,503	346,590	373,100	577,720	589,980
Program Managers - 31321	237,303	315,227	351,220	358,400	470,050	474,760
Park Maintenance - 31322	2,731,207	2,983,740	2,970,970	3,095,700	3,192,090	3,273,790
Total Parks & Urban Forestry	3,398,144	3,685,470	3,668,780	3,827,200	4,239,860	4,338,530
Building Maintenance - 31323	1,579,586	1,325,120	1,332,940	1,317,900	1,024,400	1,039,340
Graffiti - 31328	75,116	107,275	91,850	108,200	232,930	235,570
Total Operating Expenditures	9,029,727	8,900,851	9,420,950	8,841,230	9,300,130	9,452,200
Reimbursements	(544,346)	(279,807)	(388,950)	(385,500)	(411,450)	(422,070)
Net General Fund Expenditures	6,665,876	6,801,539	7,212,495	6,636,225	7,069,175	7,210,625
BUSINESS TYPE						
Valley Oak Golf - Fund 4213	2,169,685	2,246,421	2,114,010	2,068,900	2,089,310	2,089,420
Valley Oak Golf - Fund 4211	229,082	272,836	328,080	340,800	272,930	272,640
Reimbursements	-	-	(67,610)	-	-	-
Net Operating Expenditures	2,398,767	2,519,257	2,374,480	2,409,700	2,362,240	2,362,060
SPECIAL REVENUE FUNDS						
N/E Maintenance District - 1511	170,457	207,688	190,100	178,200	261,660	264,600
Open Space District - 1512	29,835	35,808	20,230	44,100	44,610	45,140
Landscape & Lighting - 1513	1,170,148	1,462,698	1,823,030	1,756,250	1,853,960	1,871,980
Total Special Revenue Funds	1,370,440	1,706,194	2,033,360	1,978,550	2,160,230	2,181,720
DEPARTMENT EXPENDITURE TOTAL	\$ 10,435,083	\$ 11,026,990	\$ 11,620,335	\$ 11,024,475	\$ 11,591,645	\$ 11,754,405

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Performance Measurements - Parks and Recreation

Parks Divisions

<i>Measure</i>	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Park acres maintained	253	265	275	280
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	\$680,000	\$0	\$0
Park acres developed	4.5	12	10	5
Park acres acquired	0	12	0	0
Acres per 1,000 pop.	2.09	2.19	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	10,463	16,679	16,679	16,679

Graffiti Removal

Measure

Number of graffiti orders	2,700	3,000	3,500	3,500
Hours spent removing graffiti	3,000	4,000	3,000	3,000
Sq ft removed/covered	600,000	700,000	700,000	700,000
Avg. removal response time	2 days	2 days	2 days	2 days

Recreation Divisions

Measure

Youth Sports Participation	2404	2450	2500	2550
Adult Sports Teams	495	495	498	500
Swim Team Participation(including pre season)	830	835	845	850
Swim Lessons	950	960	970	980
Sports Camp Participants	280	290	300	310
Ballfield Rental Revenue	\$28,000	\$30,400	\$39,800	\$41,800
After School Activity Program Attendance	17195	18500	19000	19500
Day Camp Attendance(includes specialty camps)	5860	6000	6200	6400
Manual Hernandez Community Center Drop In	22,650	23,000	25,000	27,000
Number of Park Rentals	856	756	800	815
Park Rental Revenue	\$54,887	\$55,000	\$56,000	\$57,000
Facility Rental Revenue	\$56,914	\$90,368	\$92,000	\$93,000
Senior Meals Service(congregate only)	29,349	11,000	15,000	18,000
Recreation Revenues	\$1,325,775	\$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)	70,645	70,000	71,000	72,000
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RECREATION DIVISION

2008-2010 Accomplishments

- 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.
- By increasing program participation and seeking outside support such as sponsorships, donations and in-kind contributions, the Recreation Division has decreased its general fund subsidy over the past two fiscal years. The division has been able to generate higher revenues and minimize expenses to meet this goal.
- In 2009, the LOOP bus was recognized by the California Parks and Recreation Society by receiving an "Award of Excellence". This award was received for Recreation & Community Services under the program area of Neighborhood / Community Life for communities of 100,000+ residents. Since its inception in June, 2007 the LOOP bus has given free and safe rides to over 28,000 students ranging in age from 6 – 17.
- In October 2008, the Parks and Recreation Department offered the Inaugural Visalia Corporate Games to Businesses and Organizations within the community. Six teams participated in the Inaugural event, and this year that number more than doubled to 13 teams. The Visalia Corporate Games is an Olympic style event where businesses compete against one another in a variety of activities. This event offers businesses a chance for team building, developing and fostering relationships, and providing health and wellness to members of their organizations.
- After School Programs saw attendance of over 32,000 in 2009. After School Activity (ASA) programs are offered at Oak Grove, Hurley and Manuel Hernandez elementary schools. These numbers include the PULSE program for Valley Oak Middle School students through a partnership with Visalia Unified School District and the Drop In Program at the Manuel F. Hernandez Community Center
- The Recreation Division increased park and facility revenue by \$50,000 from fiscal year 2007-08 to fiscal year 2008-09. This was accomplished by recruiting more rentals into our facilities during non-program time. This includes club volleyball, basketball and non-traditional users such as church groups.
- Facility improvements include the installation of a new sports floor at the Manuel F. Hernandez Community Center Gymnasium, the CDBG-R funded renovation project at the Anthony Community Center (main room flooring and restroom renovation), the replacement of three backstops at Plaza Park, new flooring at the Wittman Village Community Center, new tables and chairs for some facilities, door replacements at the Manuel F. Hernandez Community Center and the Anthony Community Center, painting at all community centers and the installation of a new sign at the Visalia Senior Center.
- The Recreation Division is moving forward with technology and has added on-line registration as a convenience to our customers. In addition, we are participating in social marketing by utilizing Facebook and monthly emails. We also strive to maintain an up to date website with event photos and program opportunities.
- We have evaluated the cost and effectiveness of our printed publication and made modifications in printing and distribution. These changes and the elimination of a ¾ time Graphic Artist position have saved \$50,000 in marketing expenses.
- The Recreation Division has worked to establish its place in Health and Wellness programming over the last two years. New adult, youth and family fitness programs were offered. The most popular events are the Vi-Tri (triathlon), and running events. In 2008-09, 527 men, women and children participated in five fitness events.
- The youth sports division served a combined 4,237 children in fiscal years 2008-09 and 2009-10. This is an increase of 921 participants over the prior two year period.

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- 847 teams participated in the City's adult sports programs in FY08-09 and 09-10. This is an increase of 13 teams over the prior two year period.
- Riverway Sports Park opened in August, 2007. Since its opening, the Recreation Division has negotiated four (4) user contracts with local youth organizations for the use of the facility. In total, 6,980 participants used Riverway Sports Park in organized athletic play during this two year period.
- As a cost savings measure, Recreation Division staff worked with members of the Senior Center Advisory Committee to outsource the Senior Meal Program. This change will show a significant decrease in expenses at the Senior Center.
- Recreation Division staff have worked with the Senior Advisory Committee to establish a better relationship with Senior Center users. This committee was instrumental in the selection of a food vendor as well as establishing program policies & procedures and working with non-City users of the facility.

2010-2012 Objectives

- Increase program registration and participation for existing programs.
- Create new, sustainable programs that attract new users to our services.
- Make improvements to the Senior Meal Program that will increase participation and customer satisfaction.
- Increase program cost recovery.
- Develop a Health & Fitness division focusing on nutrition education, wellness and physical activity for all ages and abilities.
- Generate additional revenues through sponsorships, donations and in-kind contributions.
- Increase the number of community wide special events and cultural activities.
- Promote volunteer support of recreation programs.

URBAN FORESTRY AND SPECIAL DISTRICT MAINTENANCE DIVISIONS

2008-2010 Accomplishments

- Performed site visits and inspection reports on 117 valley oaks in response to removal or pruning requests and issued 39 removal and 47 pruning permits.
- Supervised three maintenance contractors responsible for the maintenance of 135 Landscape & Lighting Maintenance Districts, and 37 locations in the Northeast districts totaling 119 acres. This included one contractor that maintains 86 acres of Roadsides and medians
- Supervised a comprehensive tree maintenance program. Supervised tree service contract and City tree crew that pruned 12,506 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.
- Completed revisions to the Oak Tree Ordinance to improve the City's ability to protect Valley Oak trees.
- 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.

2010-2012 Objectives

- 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.
- Supervise maintenance contractor for medians, storm basins and riparian areas.

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- 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 implementation of the Street Ordinance.
- Provide staff to support Arbor Day, and maintain Tree City Certification.
- Supervised a two man tree crew that trims, maintains all trees in all of the city parks.
- Accept maintenance for an additional 28 acres of landscaped areas in new subdivisions that will be maintained under existing maintenance contracts.
- Evaluate maintenance of each L & L District for compliance with maintenance standards a minimum of five times per year.
- 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.

BUILDING MAINTENANCE AND GRAFFITI DIVISION

2008-2010 Accomplishments

- Responded to over 5,500 calls for graffiti removal since assuming the program in September 2006 on the graffiti hotline.
- Removed or covered almost 800,000 sq. ft. of graffiti.
- Average response time after receiving report was 2-3 days to remove graffiti.
- Educated 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.
- Provided preventive maintenance and repairs to 126 HVAC units and 42 evaporative cooling units.
- 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 approximately 16 HVAC units on City buildings.
- Provided daily custodial services for 200,000 sq. ft. of City buildings.
- Started to provide custodian services to two new Police substations, one additional fire station and the second floor of the Transit Center building.
- Worked on roof repair projects at City Halls east and west, the police station and the corp. yard adobe building.
- Remodeled City Hall East restroom on 2nd floor, urban forestry office addition and restroom, and the Parks division break room (cabinets, plumbing, electrical)

2010-2012 Objectives

- Provide preventive maintenance and repairs to 126 HVAC units and 42 evaporative cooling units. Replace units as needed.
- Provide electrical, plumbing, carpentry, painting, roofing and locksmith services to 30 City buildings.
- Complete 1,300 requests for service submitted by City departments.
- Provide daily custodial services for 200,000 sq. ft. of City buildings.
- Cover/remove 800,000 sq. ft. of graffiti
- Respond to 9,000 calls for service to remove graffiti.
- Have an average removal response time of 48 hours (2 days).

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- Continue to work with private property owners and volunteers on their graffiti removal efforts.

WATERWAY AND TRAIL PROJECTS

2008-2010 Accomplishments

- Provided support to the Waterways and Trails Committee.
- Acquired 2.9 acres of riparian setback areas on Mill Creek and Modoc Ditch.
- Completed the construction of: .32 miles of pedestrian/bicycle path on Mill Creek between Shirk and Marcin; 1.2 miles along the St. Johns River; and repaved .21 miles on Mill Creek from Mineral King to Chinowith.
- Submitted two trail grants to fund construction of trails on Packwood Creek and Modoc Ditch.
- Awarded \$100,000 of Congestion Mitigation and Air Quality grant funds for a trail along Modoc Ditch.
- Completed environmental review and design of the Prop 50 Riverways grant at the St. Johns River and Ben Maddox Way.
- Adopted the Waterways and Trails Master Plan.

2010-2012 Objectives

- Develop approximately one acre of riparian setback and trail along Modoc Ditch at Mooney Blvd in the Ashley Grove 12 subdivision in partnership with Smee Homes.
- Develop pedestrian/bicycle trail and riparian landscape along the St. John's River east of the Road 148 alignment to Cutler Park and along Mill Creek from Mill Creek Park to McAuliff Avenue.
- Construct 0.7 mile bicycle/pedestrian trail along Packwood Creek from County Center Avenue to approximately ¼ mile east of Mooney Blvd.
- Complete the development of a 12 acre area along the St. Johns River at Ben Maddox Way. Project will include trails, turf, plants/irrigation and a small parking lot.
- Continue to acquire development setbacks along designated waterways in response to development proposals.
- Apply for a minimum of four grants to fund the construction of improvements along various waterways.
- Provide staff support to the Waterways and Trails Committee.
- Assist the Waterways and Trails Committee on updating the 2005 Visalia Bikeway Plan.

PARKS DIVISION

2008-2010 Accomplishments

- Removed 10 old playground structures and replaced 9 with new up-dated equipment. Equipment was replaced at Houk, Jefferson, Whitendale, Pinkham, Blain, Village, Fairview, Summers, and Plaza Parks.
- The new 4 acre Soroptimist Park was completed along with the removal of the old 2.4 acre Soroptimist Park.
- Completed the remodel of Village Park.
- Installed new Rain Master irrigation clocks at Village, Oval, Jefferson, and Riverbend Parks.
- All Park and Landscape and Lighting Pocket Parks received new wood carpet safety material.

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- Parks Division removed the 30 year old restrooms at Recreation and Jefferson Parks and revamped the turf in those locations.
- Installed new sidewalk, basketball court, drinking fountains, picnic table, and lighting at Jefferson Park.
- Repaired the bridge at Mayors Park.
- Installed swings, curbing, and wood carpet safety play surfacing at Ruiz Park.
- Completed a playground safety audit of all old playgrounds in city parks and Landscape and Lighting Pocket Parks.
- Completed plans for the new 4.5 acre Lions Park and 5 acre Dan's Lane Park. Also, the Lions Park is out to bid for construction to begin in 2010 fiscal year, and Dan's Lane to begin in 2011 Fiscal Year.
- Started the process of developing plans for the Creekside Park at Dooley Pond located at Tulare and McAuliff.
- Completed plans for the new playground to replace parking lot at Mill Creek Park. Also, started the bid process with and expected start date of April 2010.
- Completed a contract for maintenance of the City of Visalia owned water features at Riverway Sports Park, Community Campus, and Downtown Garden Street Plaza with All Season Pools.
- Completed Contract for the Mowing of all the City of Visalia parks and Aeration of all the Sports turfs in city parks.
- Seeded and paved the overflow parking at Riverway Sports Park.
- Completed and took on maintenance of the new 12 acres of baseball fields at RWSP along with the lighting of the BMX track and soccer fields 9 and 10.
- Replaced the sidewalk at Summers Park between the basketball courts and outdoor theater.
- Installed new block retaining walls at Blain Park and Plaza Raceway.
- Replace concrete sidewalk around the playground and restroom facility at Blain Park.
- Replaced irrigation system at Packwood Riparian bike way and added new wood chip to landscape.
- Replaced trees, shrubs, and irrigation on Modoc Riparian Bike Trail at Court Street and at Mill Creek Riparian – Tiffany Ranch.
- Installed a concrete slab and an ADA picnic table was installed as an Eagle Scout Project by Johnny Hughes at Seven Oaks Dog Park.
- Completed two successful years of Make a Difference Days throughout our park systems working with community volunteers planting, cleaning, and beautifying our parks.
- Upgraded a portion of the irrigation system at Ruiz Park from drip to overhead spray.
- In cooperation with the Urban Tree Foundation CSET, and the City of Visalia, Parks Division we have increased the number of trees in our parks through grants submitted by Mr. Kempf. Mr. Kempf is currently working on a new grant to provide even more trees to our park system. New trees have been installed at Jefferson, Willow Glen, Stonebrook, Constitution, and Plaza Parks.
- Installed four new park signs; one at Summers, Mayors, Constitution, and Jefferson Parks.
- Added new cable fencing to the north side along the parking lot and along the south side alley of Recreation Park to keep vehicles from accessing the park and added new irrigation, trees, and roses to the west side of the skate park to prevent graffiti to the Rawhide facility.
- Completed the turf management program consisting of aerification, fertilization, seeding, and weed abatement to the sports fields at Riverway Sports Park.

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- Took on the landscape maintenance of the newly re-landscape County Library.
- Took on maintenance of three new parking lots in the Downtown area.

2010-2012 Objectives

- 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, Later 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.
- Replace multiple out of compliance play ground gym sets in five park locations, Recreation, Oval, Constitution, Willow Glen and Rotary Parks.
- In all park locations work on keeping playgrounds compliant with Federal and State Standards through repairs and part replacements.
- Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.
- Expect additional developed park acreage of 24 to 29 acres in the next two fiscal years and plan to utilize existing park employees to work in these areas during the budget shortfall, which will result in lower quality park areas.
- Replace remaining Irritrol Irrigation Controllers with new Rain Master DX2 to reduce water usage do to environmental condition and equipment malfunctions reducing water waste, man hours, and maintenance.
- Look to hire a seasonal Park Ranger to distribute duties during peek season in parks.

VALLEY OAKS GOLF COURSE—4511

2008-2010 Accomplishments

- Reduced general fund subsidy.
- Made significant improvement in paying down the \$3M expansion debt bringing the repayment schedule back in line with the original amortization schedule.
- Provided all maintenance functions, which included mowing, irrigating, aerifying greens, and fertilizing of approximately 240 acres.
- Achieved full certification as an Audubon Cooperative Sanctuary.
- Managed the contract with CourseCo, Inc. for pro shop, restaurant and maintenance of the golf course.
- Completed the reconstruction of four (4) greens on the Valley and Oaks courses to improve course conditions and improve long term viability of the greens.
- 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.
- Interplant 200-300 trees (May 2008).

2010-2012 Objectives

- Review all rates & charges to insure that each fee is representative of the actual use of the course.

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- Provide an affordable, quality golfing experience for the public.
- Manage the contract with Course Co., Inc.
- Work towards developing the course into a self-sustaining enterprise operation.
- Utilize the 27 hole inventory to maximize revenue through the offering of off-peak discounts and other incentives.
- Create a golf school that will focus on introductory golf lessons as well as traditional lesson programs.
- Complete golf course irrigation replacement for Valley and Oaks courses.
- Work with Golf Course Advisory Committee to improve communications with golf community and identify user needs.

POLICE DEPARTMENT

MISSION

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 enforce criminal laws of the State of California and the Ordinances of the City of Visalia.

ORGANIZATIONAL VALUES

- ***Integrity***
- ***Service***
- ***Fiscal Responsibility***
- ***Our People***

DESCRIPTION

The Police Department has two divisions, Operations and Operations Support, 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. Found within separate funds are Narcotics Forfeiture, Public Safety Impact Fee, and Measure "T" Sales Tax.

The Professional Standards Bureau has the responsibility for overseeing Personnel, Training, and Public Information. Included in the Personnel function are Internal Affairs and Recruiting.

The Special Services Bureau is responsible for the internal administrative functions of the Department including budget and fiscal matters, purchasing, grants, and fleet and facilities management. All clerical support for Command Staff is also provided by Special Services.

Support Services provides direct service to the public and support services to the other bureaus within the Police department. The Records Unit and Communications Unit within the Bureau process reports and provide dispatching services for police and fire.

The Investigations Bureau 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, and Crime Lab operate within the Investigations Bureau. The Investigations Bureau also provides services through community relations and sexual assault programs. The Bureau provides a detective to the county-wide Auto-Theft Task Force.

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

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The Traffic 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.

Patrol Districts 1 and 2 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 to enjoy.

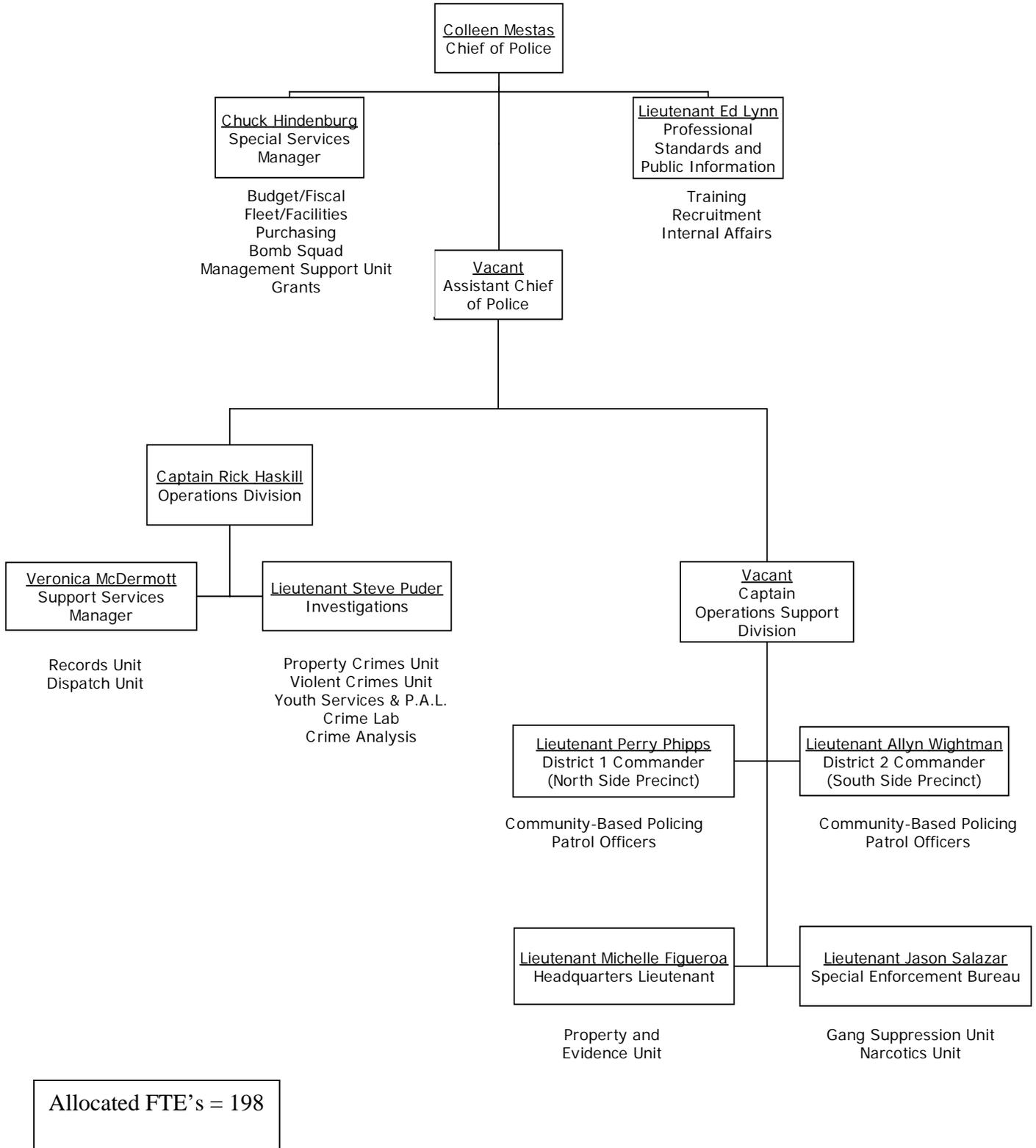
The Narcotic Forfeiture fund holds in trust assets seized in connection with the sale of illegal drugs. In the event of a conviction, the assets are sold and the money is used by the Police department to promote further drug-related law enforcement.

Public Safety Impact Fees are fees assessed on new development based upon the impact that the new development will have on public safety services. These fees are intended to help provide public safety facilities to meet the future needs of the community.

Measure T is a voter-approved ¼ cent sales tax is assessed to expand the City's public safety efforts. The Police Department is adding new sworn personnel and supplementing a percentage of the cost of two new precinct stations and a new Administration/Dispatch building.

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POLICE DEPARTMENT



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**POLICE DEPARTMENT
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Administrative Services - 21201	\$ 8,412,542	\$ 8,083,605	\$ 8,542,123	\$ 8,048,550	\$ 7,871,310	\$ 8,030,310
Patrol - 21202	10,243,478	11,054,545	11,742,599	10,612,300	11,005,860	11,018,840
Traffic Bureau - 21203	1,536,625	1,814,292	1,519,350	1,936,450	1,789,870	1,829,920
Investigations - 21204	4,436,752	4,652,953	4,752,450	4,661,230	4,616,820	4,630,940
Total Operating Expenditures	24,629,397	25,605,395	26,556,522	25,258,530	25,283,860	25,510,010
Reimbursements	-	-	-	-	-	-
Net General Fund Expenditures	24,629,397	25,605,395	26,556,522	25,258,530	25,283,860	25,510,010
SPECIAL REVENUE FUNDS						
Public Safety Tax - Fund 1121	2,695,602	2,971,744	3,131,080	3,150,200	3,600,280	3,657,100
Narcotics/Assets Forfeiture - Funds 6211, 12	68,694	54,642	42,994	51,389	47,994	47,994
COPS - Fund 6311	206,287	215,658	-	218,600	64,780	65,750
Total Special Revenue Funds	2,970,583	3,242,044	3,174,074	3,420,189	3,713,054	3,770,844
DEPARTMENT EXPENDITURE TOTAL	\$ 27,599,980	\$ 28,847,439	\$ 29,730,596	\$ 28,678,719	\$ 28,996,914	\$ 29,280,854

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<i>Performance Measurements - Police</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
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	121,498	123,670	126,885	129,423	132,011
	Number of Calls for Service	116,050	121,996	125,168	130,050	135,121
	Average response time per call	5.1	5.1	5.2	5.2	5.2
To work in conjunction with the Recreation Department and other government and private entities to reduce gang membership within the City of Visalia through aggressive enforcement and prosecution of gang related crimes and through coordinated prevention and intervention programs	Gang membership*	972	1,184	1,271	1,358	1,445
	Gang arrests	736	656	650	700	750
	Percentage of arrests to membership	76%	55%	51%	52%	52%
		*From gang member database validated and maintained by Gang Suppression Unit				
To work in conjunction with allied law enforcement agencies to reduce auto thefts and increase the percentage of arrests in correlation to the number of auto thefts within the City of Visalia through aggressive enforcement and prosecution, and through coordinated prevention and intervention programs	Auto thefts	824	679	713	749	786
	Arrests for auto theft	86	94	103	107	113
	Percentage of arrests to auto thefts	10.0%	13.8%	14.4%	14.3%	14.8%

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VISALIA POLICE DEPARTMENT

2008-2010 Accomplishments

- Created efficiencies in the Records Unit through on-line access to the Sheriffs Jail System and the District Attorney's case status system.
- MDT's were purchased for all the Youth Service Officer's marked patrol units.
- PAL developed and initiated a leadership program for at risk youth, 37 kids enrolled.
- Property Crimes Unit developed a partnership and opened lines of communication with retail businesses on South Mooney by attending monthly Loss Prevention Meetings.
- VPD partnered with the DA's office by having monthly Identity Theft meetings where information is shared with other Tulare County Law Enforcement Agencies.
- Updated 5 interview / interrogation rooms with the Interviewer DVR Case Management System, which allows officers to monitor live interviews from their desktop computers.
- Reduced auto theft in the County by 24% through the efforts of the Tulare Regional Auto Theft Taskforce (TRATT).
- Property and Evidence implemented a system for random inventory of evidence.
- Reorganized off-site storage of property and evidence to accommodate evidence and bicycles previously stored in seastrain containers and a fenced compound at headquarters.
- Decrease in gang related violence from 2008 – 2009 by 51%.
- VPD partnered with Proteus and the Visalia Unified School District and received a Cal GRIP grant award to hire 6 Neighborhood Youth Counselors that work with at risk gang involved youth.
- Entered into a partnership with Tulare County Probation to place a Probation Officer in the Gang Suppression Unit.
- The Gang Suppression Unit was recognized by the Visalia Unified School District and the Visalia PTA Council for their work in gang prevention and gang suppression.
- VPD joined other City departments on the SMART team, combining efforts to improve troubled neighborhoods.
- VPD became involved in the Terrorism Liaison Officer program through the Department of Homeland Security and actively communicates with the regional terrorism threat assessment center.
- VPD was awarded homeland security grant funds along with asset forfeiture funds to purchase a new tactical armored response vehicle, Bear Cat.
- Trained and certified existing police service dog for narcotics detection.
- Dispatch break room was converted to an additional dispatching area and through state funding and homeland security grant, two new dispatching consoles and base radios were purchased.
- Funding to purchase an upgraded 9-1-1 Viper phone system was acquired through the state.

2010-2012 Objectives

- Designate specific services to the two substations to increase citizen use.
- Offer more services to the public via the department web page.
- Locate and secure a funding source for the addition of 4 Youth Service Officers that were lost due to a loss in funding.
- Explore the feasibility of implementing a night time detective position.
- Explore funding options for a Cold Case detective position.
- Explore funding options for a Computer Forensic Investigators position.

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- Establish policy and procedures with the DA's office regarding narcotic retention and syringe/paraphernalia photographic evidence.
- Create a functioning workspace at the off site storage area to expedite purging and maintaining property.
- Convert narcotics storage room at headquarters for use by crime lab.
- Maintain a solid gang suppression response, both proactive and reactive, in order to maintain reduced gang violence numbers.
- Develop a long term plan for sustaining community gang prevention/intervention efforts by considering a Citywide gang coordinator to secure and coordinate services from community based organizations.
- Enhance narcotics detection/investigation techniques and coordinate with state and federal agencies to increase our ability to target narcotics operations within the City of Visalia.
- Explore an increase to the Reserve Officer Unit to attract future full time employees.
- Develop a Bicycle Patrol Unit.
- Adopt building security policy/standards.

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 such as sinkholes, potholes, trees, other obstacles in the roadway, and clean up / assistance for vehicular accidents.

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

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

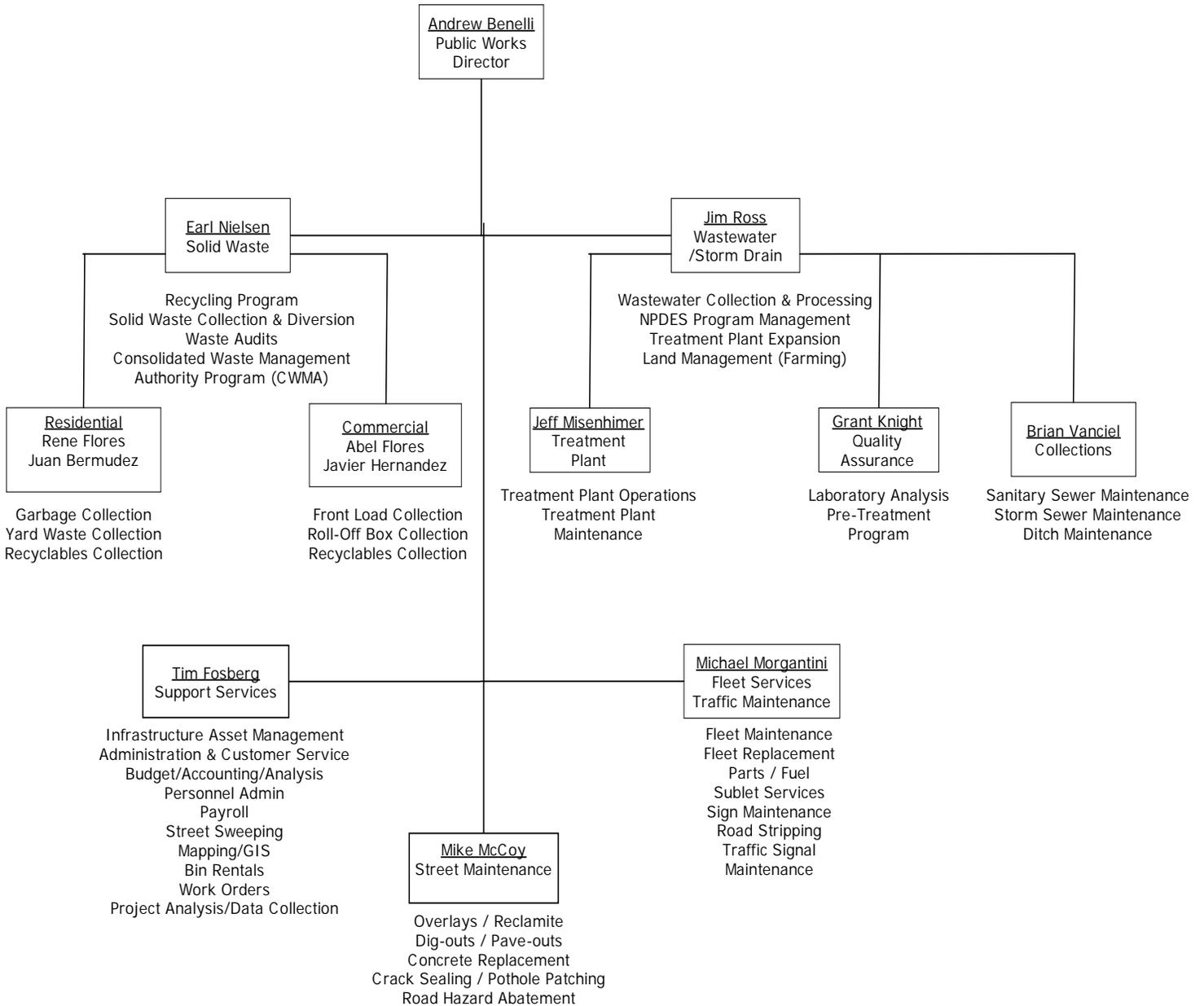
The Solid Waste fund is responsible for the collection, disposal, and recycling of residential and commercial solid waste for more than 33,000 residences and over 3,400 businesses. They annually make over 3,000,000 house calls and collect over 108,000 tons of solid waste. This division also handles Construction & Demolition (C&D) 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 ensures 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. This division also maintains, repairs, and replaces over 20,000 street name blade signs within the City.

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PUBLIC WORKS DEPARTMENT



Allocated FTE's = 115

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**PUBLIC WORKS
ALL FUNDS**

OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
GENERAL FUND						
Administrative Support - 31006	595,817	417,565	352,480	317,000	571,970	582,080
Streets Maintenance - 31324	1,813,764	1,842,879	1,533,860	1,646,700	1,527,320	1,550,530
Traffic Maintenance - 31326	-	-	-	-	1,896,590	1,971,140
Total Operating Expenditures	2,409,581	2,260,444	1,886,340	1,963,700	2,099,290	2,132,610
Reimbursements	(2,309,501)	(2,155,362)	(1,624,660)	(1,926,500)	(2,276,120)	(2,311,890)
Net General Fund Expenditures	100,080	105,082	261,680	37,200	(176,830)	(179,280)

BUSINESS TYPE FUNDS

Solid Waste - Fund 4411:

Administration - 44008	2,820,614	2,130,710	6,039,710	2,611,100	2,575,610	2,592,670
CWMA - 44009	97,866	145,350	112,030	112,900	123,790	125,100
Construction/Demolition & Waste Reduction - 44010	80,286	73,310	121,650	75,100	94,850	98,250
Residential - 44443	9,677,375	8,086,826	8,840,340	10,082,600	9,349,760	9,895,070
Commercial Roll-Off - 44444	1,877,243	1,561,622	1,634,470	1,774,800	2,021,390	1,817,600
Commercial Front Load - 44445	5,621,905	5,499,901	4,956,380	5,772,700	5,795,560	6,897,860
Total Operating Expenditures	20,175,289	17,497,719	21,704,580	20,429,200	19,960,960	21,426,550
Reimbursements	(2,149,401)	(1,669,755)	(1,784,050)	(1,669,755)	(2,569,410)	(2,586,470)
Net Operating Expenditures	18,025,888	15,827,964	19,920,530	18,759,445	17,391,550	18,840,080

Wastewater Treatment Plant - Fund 4311:

Plant Management - 43431	710,361	432,904	492,520	467,200	513,300	520,300
Operations - 43432	7,682,932	7,672,837	20,338,613	21,860,990	47,555,244	46,997,900
Quality Assurance - 43433	576,193	683,809	784,270	685,800	775,420	786,520
Mechanical Maintenance - 43434	501,117	428,313	657,345	468,950	547,640	563,260
Sanitary Sewer Maintenance - 43435	1,918,134	1,872,348	1,835,570	1,961,500	1,920,550	1,934,090
Bio Solid - 43436	262,974	266,478	506,230	282,100	292,120	416,850
Farm Operations - 43440	1,457,058	1,238,249	1,124,280	1,558,700	1,468,330	1,468,450
Total Operating Expenditures	13,108,769	12,594,938	25,738,828	27,285,240	53,072,604	52,687,370

Storm Sewer Maintenance - Fund 4812

	1,805,968	1,491,046	1,464,440	1,610,500	1,912,470	1,848,960
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Total Business Type Funds

	32,940,625	29,913,948	47,123,798	47,655,185	72,376,624	73,376,410
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INTERNAL SERVICE FUNDS

Fleet Services - Fund 5011:

Fleet Maintenance - 31171	2,126,687	1,899,462	1,928,630	1,825,950	2,129,140	2,173,800
Fleet Parts - 31172	1,162,047	1,189,014	1,219,992	1,119,100	1,199,130	1,233,410
Fleet Fuel - 31173	1,250,173	936,638	1,322,740	829,200	883,940	926,640
Total Operating Expenditures	4,538,907	4,025,114	4,471,362	3,774,250	4,212,210	4,333,850
Reimbursements	(4,730,860)	(4,433,922)	(4,475,060)	(4,520,700)	(4,060,650)	(4,180,690)
Net Operating Expenditures	(191,953)	(408,808)	(3,698)	(746,450)	151,560	153,160

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OPERATING EXPENDITURES	2007-08 ACTUALS	2008-09 ACTUALS	2009-10 BUDGET	2009-10 PROJECTION	2010-11 PROPOSED	2011-12 PROPOSED
Vehicle Replacement - Fund 5012, 5013 & 5014						
Vehicle Replacement - 31180	2,162	726	7,690	-	29,990	30,560
Measure T - Police - 5013	4,472	74,210	-	74,210	74,570	74,560
Measure T - Fire - 5014	32,222	32,237	-	32,220	32,300	32,300
Total Operating Expenditures	38,856	107,173	7,690	106,430	136,860	137,420
Reimbursements	-	-	(9,890)	(9,900)	(3,910)	(3,910)
Net Operating Expenditures	38,856	107,173	(2,200)	96,530	132,950	133,510
Total Internal Service Funds	(153,097)	(301,635)	(5,898)	(649,920)	284,510	286,670
DEPARTMENT EXPENDITURE TOTAL	32,887,608	29,717,395	47,379,580	47,042,465	72,484,304	73,483,800

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Performance Measurements - Public Works Administration

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Payroll & Personnel Support						
To provide payroll service to Public Works (excludes Wastewater).	Number of employees processed at 336 N. Ben Maddox Way	90	97	89	90	90
To provide CV9 preparation service to Public Works.	Number of CV9s prepared		104	120	125	125
Clerical Support						
Provide clerical and administrative support to Public Works.	Number of full-time staff supported:					
	Administration	4	4	3	3	4
	Street Maintenance	11	11	9	8	9
	Traffic Maintenance	N/A	N/A	4	4	4
	Traffic Safety	7	7	N/A	N/A	N/A
	Solid Waste	46	47	47	48	48
	Fleet Maintenance	12	12	10	10	10
	Total	80	81	73	73	75
Liability Claims						
Represent department on Liability Review Committee & Safety Committee.	Number of claims filed for the department.	34	43	45	45	45
Customer Service Requests (CSR)						
To resolve citizen concerns and requests for service.	Number of CSR's completed for the department.		1,380	1,000	1,100	1,200

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Performance Measurements - Street Maintenance

Goal: To cost effectively maintain and extend the useful life of the roadways in the City and to provide a smoother and safer traveling surface. In addition the Street Maintenance Division responds to emergencies affecting the City's roadways and assists other City divisions with infrastructure related to the City's roadways.

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
DIG OUTS - extends the life of roadways by removing and replacing isolated deteriorated pavement on various city streets.	Tons of asphalt	2,581	748	5,400	5,600	5,800
CHIP / CAPE SEAL - extends the life of roadways by placing aggregate chips over an asphalt binder as a sealant.	Number of linear feet of roadway	40,616	83,318	0	95,000	95,000
CRACK SEALING - extends the life of roadways by placing rubber emulsion in cracked pavement to reduce water penetration and limit degradation.	Number of linear feet of roadway	187,886	149,400	175,000	200,000	225,000
CONCRETE REPAIRS - eliminates trip hazards in sidewalks, remove deficiencies in gutters to remove standing water.	Number of locations	3,572	1,529	2,400	2,550	2,700
SKIN PATCH - extends the life of roadways by recouping the structure of a badly deteriorated street.	Tons of asphalt	565	581	1,000	1,100	1,200
POT HOLE PATCHING - patches pavement with an asphalt mix to effectively and efficiently provide preventative maintenance on small deteriorated isolated areas.	Number of hours	848	1,146	1,250	1,350	1,500
SHOULDER REPAIR - provides needed roadway maintenance for safe travel.	Miles of roadway	8	10	50	15	20

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Performance Measurements - Traffic Maintenance

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

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Underground Service Alerts (USA) - provides contractors with utility information.	# of Underground Service Alerts done.	5,400	4,223	3,200	3,100	3,000
Street & Regulator Signs - are manufactured and installed to replace faded, damaged or missing.	# of Street Sign installed.	516	712	1,100	1,150	1,200
Work Orders - provide specific task in the maintenance of traffic flow	# of Work Orders completed.	672	866	900	950	1,000

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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, and regional standards and meets the local public's current and future needs.						
Strategy	Measure	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
PLANT OPERATION:						
Compliance with Governmental Regulations - ensures compliance with applicable regulations	# of violations received	4	4	3	3	3
Treatment of Wastewater - provides community with the treatment of sewer waste stream	# of millions of gallons (Mgd) treated a day	12.20	12.20	12.08	12.30	12.40
Generator MW-hour production - reduces the energy consumption costs	# of Mega Watt (MW) hours produced	1,500	1,600	1,758	1,800	1,900
Septic Truck Loads - provides treatment of waste for septic haulers	# of septic loads processed	2,500	2,000	1,660	1,700	1,700
Grease Loads - Reduces the risk of sanitary sewer overflows.	# of grease loads processed	70	75	72	80	80
After Hour Call Backs - reflects the efficiency of the plants operation during non-business hours.	# of call backs incurred	84	80	78	80	80
QUALITY ASSURANCE:						
Laboratory Test - measure of the quality control effort	# of tests performed	13,844	14,025	15,000	15,500	16,000
Surveillance Monitoring Reports - Measurement of effort in enforcing pretreatment program	# of monitoring	1,602	1,685	1,700	1,700	1,700
Inspections - provides protection for the treatment processes	# of Significant Industrial Users (SIU)	15	14	13	13	13
	# of Non-significant Industrial Users (NIU)	86	84	90	100	100
Samples - Measurement of effort in enforcing pretreatment program	# of Surcharge samples	292	304	300	300	300
	# of Compliance Confirmation samples	483	480	516	500	500
COLLECTIONS:						
SANITARY - Provides a measure of the level of effort taken to maintain the sanitary sewer collection system	# of miles of sewer lines cleaned	73	84	130	150	150
	# of main line plug ups	32	29	25	20	20
	# of lateral plug ups	35	37	25	20	20
	# of sanitary sewer overflows	9	8	8	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	221.4	233.2	248.9	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 meets the public's needs and the City's growth,

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
Call Center						
To ensure telephone calls answered in a professional and timely manner	Answered Calls % of total received	88%	83%	83%	85%	87%
	Dropped Calls % of total received	12%	17%	17%	15%	13%
	Average Wait (seconds)	15	14	15	14	13
Landfill Diversion						
To ensure that state regulations for mandatory landfill diversion are accomplished.	% of materials recycled.	38.5%	39.3%	40.0%	41.0%	42.0%
Operational Efficiencies						
To ensure that drivers are efficiently picking-up containers	Average number of containers picked-up by each driver.	665	671	675	680	685

Performance Measurements - Fleet Maintenance

Goal: To provide quality cost effectively maintenance of the City's fleet including responsive service and keeping the fleet available for use.

<i>Strategy</i>	<i>Measure</i>	Actual 2007-08	Actual 2008-09	Projected 2009-10	Forecast 2010-11	Forecast 2011-12
To have the City's fleet readily available for use.	Percentage of the City's fleet available for use.	97%	97%	97%	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 three employees and is responsible for the administrative activities of the Public Works Department and for addressing citizens' calls for service. The division tracks labor and material costs, as well as process payroll for Public Works. This division is also responsible for managing many of the maintenance projects at the Corporation Yard.

2008-2010 Accomplishments

- Received, logged and tracked over 1,400 Customer Service Requests (CSR) per year. Over 80% of the calls were completed within 30 days. Many of the calls were for street maintenance (e.g. pothole patching, or plugged storm drains). Some calls were for requests that take longer to complete (e.g. traffic signal requests).
- 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 streets, sewer overflows, traffic accidents, power failures, etc.).
- Assisted in getting the compressed natural gas slow-fill parking area paved for Solid Waste truck parking.
- Worked with Code Enforcement and Solid Waste to abate several illegal homeless campsites.
- Scheduled sidewalk and gutter replacements with contractors 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.

2010-2012 Objectives

- Complete paving of compressed natural gas slow-fill parking area for Solid Waste trucks.
- Complete pavement condition survey for all streets, and enter into pavement maintenance software to improve scheduling of overlays, slurry seals, and cape seals.
- 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 street lights.
- Install a storm drain system in the Corporation Yard with filters to remove oil and grease, to comply with the Regional Water Quality Control Board notification that contamination levels in the storm waters are high and filters are needed.
- Repave several areas of the Corporation Yard where the asphalt is in poor condition.
- Work with Downtown Association to add trash cans and bike racks where needed downtown.
- Work with Urban Tree Foundation to remove trip hazards in downtown caused by street trees.

STREET MAINTENANCE – 31324

The Street Maintenance division has eight 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.

2008-2010 Accomplishments

- Repaved City Parking Lot #2 (Center & Encina).
- Repaired Caldwell Ave. Bridge and McAuliff St. Bridge over Packwood Creek.

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- Repaved Riggan Ave. / Demaree St. intersection.
- Repaired Ferguson Ave. from Demaree St. to Linwood St.
- Overlaid Linwood St. from Ferguson Ave. to Riggan Ave.
- Worked with contractor in placing rubberized cape seal on local streets.
- Repaired streets in several newly annexed county islands including Irma St., Robin Ave., Wren Dr., Westcott Ave. and College Ave.

2010-2012 Objectives

- Continue to maximize the use of funding sources other than the General Fund.
- Hire contractor to Chip Seal several local streets at an estimated cost of \$400,000.
- Hire contractor to Cape Seal several streets.
- 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

This is a new division that was created by separating the Traffic Safety Maintenance functions that are in the Public Works Department from the Traffic Safety Engineering functions included in the Community Development Department. The Traffic Maintenance Division has four 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.

2008-2010 Accomplishments (Traffic Maintenance portion of Traffic Safety - 33313)

- Maintained and serviced the City's over 110 signalized intersections to provide efficient movement of traffic throughout the city.
- Provided maintenance, repair or replacement to over 1,000 traffic signs per year to ensure safe guidance throughout the City.
- Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian traffic.
- Maintained over 20,000 street name signs by replacing faded, missing, or damaged signs to provide effective guidance throughout the city.
- Provided maintenance for the City owned street lighting systems.
- Responded to over 3,000 Underground Service Alerts (USA) a year which inform the public as to utility locations.

2010-2012 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, and 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 traffic.
- 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.

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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 agencies, consultants, the public, etc.

2009-2010 Accomplishments

- Complied with all monthly and annual reporting deadlines for all permits held by the wastewater division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.
- Prepared and adopted a Water Conservation Plant 2008 Master Plan that will guide development of the facility through the year 2030.
- Began design work for the Water Conservation Plant upgrades. The project will include:
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane Bioreactors,
 - Nitrogen removal to below 10 mg/l,
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Successfully conducted the required Proposition 218 election that instituted a multi-year rate increase to finance the WCP upgrade project.
- Maintained one of the lowest monthly user fees of any City throughout the southern San Joaquin Valley.

2011-2012 Objectives

- Complete 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.

2009-2010 Accomplishments

- Substantially increased certification levels for operators at the Visalia WCP. Allowing for greater flexibility in staffing, and providing a clear indication of the competency of the operations staff. 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.

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Operator Certification levels

	2008	2010
Grade 1	45 %	11 %
Grade 2	44 %	33 %
Grade 3	11 %	56 %

2011-2012 Objectives

- Certification of 100% of the operators at the Grade 3 level or higher.
- Coordinate equipment tie-ins during the upgrade project with zero discharge violations.

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.

2009-2010 Accomplishments

- 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 13 significant users and over 500 non-significant users.
- Conducted facility inspections of all 13 significant industrial users.

2011-2012 Objectives

- Maintain Environmental Laboratory Approval Program (ELAP) certification.
- Continue compliance with State and Federal regulations.
- Update local discharge limits.

WASTEWATER –MAINTENANCE – 43434

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

2008-2010 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.

2010-2012 Objectives

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

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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.

2008-2010 Accomplishments

- Maintained over 450 miles of sanitary sewer mains throughout the City.
- Maintained over 250 miles of storm sewer mains throughout the City.
- Maintained over 30 miles of waterways through the City which resulted in no ditch overflow or flooding issues occurring during the past two years.
- Began a systematic inspection of all sewer lines within the City, to be completed within three years.
- Responded to routine and emergency calls for service.

2010-2012 Objectives

- Clean and inspect 100% of sewer mains throughout the City.
- 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.

2008-2010 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.

2010-2012 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.

2008-2010 Accomplishments

- Positive net farm revenue each year.
- Recycled approximately 375 million gallons of treated effluent to irrigate fodder crops.

2010-2012 Objectives

- Evaluate the long term strategy of the farm operation and develop a plan to replace or convert sections of the property as they decrease in production.
- Continue to recycle treated effluent for the irrigation of fodder crops.

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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.

2008-2010 Accomplishments

- The Solid Waste Call Center completed over 15,000 internal work orders in 2009 averaging about 60 work orders per work day.
- The Solid Waste Call Center processed over 37,600 telephone calls in the Call Center during 2009 averaging about 150 calls per work day.
- Worked with the Visalia Unified School District to expand recycling in to their administrative offices and school buildings.
- Collected and processed grant funding from the San Joaquin Valley Air Pollution District and Tulare County Associations of Governments for compressed natural gas garbage trucks in the amount of \$373,000.
- Successfully competed for a State Congestion, Mitigation and Air Quality (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.
- Worked with the Solid Waste operating divisions, other City personnel, and outside contractors to coordinate and operate four Dump-On-Us events each year, along with three additional unscheduled neighborhood cleanups near Lincoln Oval Park and Washington School, and the spring and fall drop-off events.
- Selected, awarded and implemented a new real-time GPS system that is also being used by Wastewater operations. It is now easier and more effective for supervisors to monitor where drivers are, and schedule or direct them more efficiently.

2010-2012 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.
- Process and collect grant funding from the CMAQ grant program for compressed natural gas garbage trucks in the amount of \$2.3 million dollars.
- Continue to coordinate and operate at least four Dump-On-Us events each year, and coordinate any other clean up activities as needed. Expand the programs and extend the hours of operation for the events.

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 the recycling efforts. The division provides all the administrative support for the CWMA, and is completely funded by the CWMA.

2008-2010 Accomplishments

- Completed financial audits for 2007-08, and 2008-09.

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- Decreased the CWMA Disposal Rate from 5.0 pounds/person/day in 2007 to 4.4 pounds/person/day in 2008. 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).
- Designed, purchased and distributed 225,000 Recycling Message magnets (175,000 in English and 50,000 in Spanish) for the member agencies to use to increase recycling education in their respective communities..
- Purchased and made available to the member entities 270 Clear Stream Containers for collection of beverage containers at public events. These containers are intended to increase recycling at major public events throughout the Joint Power Authority's (JPA) jurisdiction.
- Distributed an additional 2,500 41-qt. and 6,500 28-qt blue, recycling containers for the member agencies to use to promote recycling.
- Purchased 102 battery collection Containers to establish and expand a battery collection recycling program at each of the member agencies. The battery Collection program yielded 1,461 lbs. in 2008, and 2,260 lbs in 2009 that was diverted from the landfills.
- Designed, purchased and distributed 10 new table-top recycling wheels for school and public presentations. Each member entity has them available to use at events to promote and educate recycling efforts.
- The CWMA Construction and Demolition Waste Reduction Program identified 35,966 tons sent to the landfill as Construction & Demolition (C&D) material for 2008 and 30,935 tons for 2009. Of the tonnages identified as C&D, 25,027 tons in 2008 and 23,969 tons in 2009 were recycled.
- Collected 306,333 tons of electronic waste in 2009 with the CSET E-waste program.
- Applied for and received \$117,112 in grants from the Dept. of Conservation City/County Grants in FY 2008-09.
- Managed the Waste to Energy's contract. CWMA received transformation credit for transferring 12,129 waste tons in 2008 and 12,162 waste tons in 2009.
- Implemented Food Composting Recycling Pilot Program in Visalia; working with Tulare County Biomass to determine if it is feasible to include food waste in with the green waste. Initial program results are very favorable.

2010-2012 Objectives

- Increase awareness of the necessity to recycle and conserve natural resources through promotions and programs sponsored in whole or in part by the CWMA.
- Continue to assist Joint Powers Agency (JPA) with their recycling goals.
- Continue to aggressively apply for Cal Recycling grants as they become available.
- Expand the Food Composting Program county wide.
- Expand the Battery Collection program by purchasing more containers to increase drop-off sites.
- Implement more beverage recycling containers as well as blue, office recycling containers.
- Continue to design and distribute recycling information handouts for vendors at swap meets, fairs, Ag. Expo, and other public events.
- Design and distribute recycling information posters for classroom recycling.
- Continue to coordinate effort with CSET's, Household Hazardous Waste, and the Construction and Demolition programs as well as participate in as many public events as possible.
- Increase outreach for Household Hazardous Waste by developing a Household Hazardous Waste Brochure.
- Develop a Consolidated Waste Management Authority website.
- Continue to act as liaison for the CWMA with the State of California as well as other outside agencies; work to increase communication and cooperation between agencies.

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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.

2008-2010 Accomplishments

- Closed 650 C&D permits during 2009; this averaged about 3 permits a day.
- Achieved a 96% recycling rate for C&D tonnages during 2009.
- Monitored and participated in the planning of large events in the City of Visalia to ensure they have a recycling plan, and recycle as much as possible.
- Assisted with auditing commercial accounts to establish recycling programs and provide advice and education on commercial recycling.
- Worked with Visalia Unified School District to implement a tracking system for their construction and demolition material that is going to the landfill.
- Monitored each of 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.

2011-2012 Objectives

- Continue to expand the public's knowledge of the construction and demolition ordinance and increase the awareness to reduce, reuse and recycle construction and demolition materials.
- Continue to monitor and participate in the planning for large events in the City of Visalia to ensure they have a recycling plan.
- Complete the auditing process of commercial accounts to ensure that they are recycling.
- 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.

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.

2008-2010 Accomplishments

- Reduced contamination of recyclable materials; was able to reduce the residual composition in our residential recyclables which in turn lowered the City's per-ton cost from \$28.23 per ton to \$27.84 per ton. This was primarily achieved through an aggressive inspection program that tagged, documented, and fined contaminated containers.
- Achieved an average diversion rate of over 50% in the residential collection routes. The City recycled over 10,000 tons of material from the split-container program and over 21,000 tons of green waste from the Curbside Green Waste Collection Program.

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- Refined residential collection routes to achieve the best balance between collection efficiency, manpower, and equipment usage.
- Expanded to offer additional curbsides specials for split containers and yard waste containers in addition to the curbside specials that solid waste already offers to residential customers. In 2009, 3,265 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 392 tons of yard waste in the Fall Drop off program and 319 tons in the Spring Drop program this year. The fall Drop Off program was expanded to run through the Holiday Season and end in January.
- Purchased a new “Rapid Rail” yard waste side loader truck whose new container pick up system is faster and more efficient than the old arm system.
- Delivered an additional 770 containers to customers.
- Repaired 816 containers in 2009 for re-use.
- Hired an additional driver and rearranged both the split and yard waste routes to accommodate growth in customer accounts.

2010-2012 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 that use 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 34,000 residences in the City of Visalia.
- Cross train Solid Waste Operators on routes so drivers have the capability to do multiple routes.

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.

2008-2010 Accomplishments

- Completed converting existing passive GPS system to a real-time system.
- Installed a device called the Hooker to secure the roll off boxes on to the trucks. This device provides more safety and ease of loading and unloading boxes from the trucks.
- Converted all but one of the roll off trucks, from diesel to Compressed Natural Gas (CNG).
- Started using banners on front load trucks to advertise the roll off division. This will hopefully help increase customer base.
- Purchased a surveillance camera to reduce the amount of illegal dumping at the Christmas Tree Recycling Program. The camera acted as a deterrent, and illegal dumping was significantly reduced.
- Relocated the Dump-On-Us events to the City’s Corporation Yard instead of having them at different locations throughout the City. The Corporation Yard is well suited to house the events, and the equipment is already on site making it more cost effective and efficient.
- Increased volume of refuse by 50% or more in the Dump-On-Us Dump events.

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- Ordered roll off boxes with covered tops to help deter illegal dumping.

2010-2012 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.
- Continue replacing diesel fueled trucks with CNG to have entire roll-off truck fleet fueled by CNG.
- 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 at 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.

2008-2010 Accomplishments

- Converted all but two of the commercial trucks from diesel to CNG fuel. The remaining two will be replaced over the next three years.
- Converted three routes from bottom to side pockets. There are still several more routes to convert. Converting to side pockets reduces the cost of capital equipment needed to service the bins and standardizes the bins.
- Designed and built split bins (half recycle, half waste) so customers that could not recycle because of limited bin enclosure storage area now have the opportunity to recycle.
- Increased the tonnage on green waste routes by 50% over the prior year.
- Implemented a commercial audit that focuses on commercial recycling; this will increase the recycling percentages on commercial accounts.
- Started using eight-yard containers, which provides enough capacity through the weekend for large users.
- Started using a surveillance camera to try to reduce illegal dumping.
- Collected more recyclables than trash at the Dump-On-Us events.

2010-2012 Objectives

- Continue monthly safety meetings to comply with the injury & safety program for SB198.
- Continue replacing the diesel fuel trucks to CNG.
- Start servicing new annexed areas due to growth.
- Continue to change over all front load bins from bottom to side pockets, to discontinue ordering trucks with combination forks, which will reduce capital costs, and will also discontinue the need to order bins with bottom pockets.
- Continue to increase customers in the front load green waste and recycling routes.
- Continue to increase recycling efforts at the Dump-On-Us events.

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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 600 City vehicles and pieces of equipment. It minimizes mechanical failures and keeps 97% 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.

2008-2010 Accomplishments

- Serviced and maintained approximately 600 City vehicles and equipment in a cost effective manner, minimized vehicle down time, keeping a minimum of 97% of fleet mechanically sound and available for service.
- Assisted in the implementation of alternative fueled vehicles. Assisted other divisions in purchasing 17 CNG refuse trucks, 6 Hybrid vehicles and 26 flex fuel vehicles.
- Maintained parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Maintained the fuel dispensing system and vehicle washing facility operational with minimal down time.
- Assisted in the writing of specifications and acquiring vehicles and equipment.
- Assisted in the disposition of vehicles and equipment that were replaced.
- Maintained vehicle maintenance records to assure that all vehicles receive and pass state smog inspections.
- Maintained all City owned vehicles to be compliant with all California Air Resource Board (C.A.R.B.) Solid Waste, Public Utilities and Off-Road rules.
- Complied with the Biennial Inspection of Terminals (B.I.T.) program.
- Maintained good customer relations with user departments

2010-2012 Objectives

- Service and maintain over 600 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 acquiring vehicles and equipment.
- Continue to assist in the disposition of vehicles and equipment that are 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.

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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 2010/11 and 2011/12 Capital Improvements Program follows on Page 13-2.

A listing of significant projects over \$1 million for fiscal years 2010/11 and 2011/12 is presented below. These 18 projects represent 84% of the total proposed capital expenditures for fiscal years 2010/11 and 2011/12.

	Project Description (Fund)	10/11	11/12	Total
1	WWCP Upgrade (4311)	\$ 40,000,000	\$ 40,000,000	\$ 80,000,000
2	Widen Plaza Dr & HWY 198 overcrossing (3011)	1,900,000	16,020,000	\$ 17,920,000
3	Sequoia Shuttle Visitors Center (4511)	4,500,000		\$ 4,500,000
4	North Shirk sewer line extension (1231)	1,000,000	3,000,000	\$ 4,000,000
5	(5) Replace 5 Heavy Duty buses (4511)	3,815,000		\$ 3,815,000
6	Cape Seal (3011)	1,775,000	1,780,000	\$ 3,555,000
7	Betty Drive Improvements (1241)	1,500,000	2,000,000	\$ 3,500,000
8	Street Oversizing (1241)	1,500,000	1,545,000	\$ 3,045,000
9	Southwest Fire Station Project (3011)	2,161,448		\$ 2,161,448
10	Major Overlays (1111)	1,000,000	1,000,000	\$ 2,000,000
11	Riverway Sports Park Phase 3 (3011)	1,728,000		\$ 1,728,000
12	Aquire Land for Groundwater Recharge Basins (1224)	762,000	709,000	\$ 1,471,000
13	Construct Visalia Pkwy culvert @ Packwood Crk (1131)	385,000	1,000,000	\$ 1,385,000
14	Minor Asphalt Overlays (3011)	660,000	650,500	\$ 1,310,500
15	Dig Outs - Pavement Repairs (1111)	600,000	614,500	\$ 1,214,500
16	(3) Yard Waste Truck Replacements (4411)		1,185,000	\$ 1,185,000
17	(3) Split Container Truck Replacements (4411)	1,125,000		\$ 1,125,000
18	(3) Front Load Truck Replacements (4411)		1,050,000	\$ 1,050,000
	Total	\$ 64,411,448	\$ 70,554,000	\$ 134,965,448

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**2010/11 - 2015/16 Capital Improvements Program
SUMMARY OF CAPITAL PROJECTS**

Fund Name (Number)	2010-11	2011-12	Future Capital Projects	Page
General (0011)	775,169	588,528	2,368,772	13-4
Vehicle License Fees (0012)	395,000	405,000	1,690,000	13-13
General Fund Designation (Community Sports Park- 0014)	858,000	0	6,000,000	13-14
General Fund	2,028,169	993,528	10,058,772	
Fire Impact Fees (1061)	259,410	33,000	132,000	13-15
Gas Tax (1111)	4,898,300	4,927,800	15,465,700	13-16
Park & Recreational Facilities (1211)	921,000	150,000	17,535,000	13-21
Storm Sewer Construction (1221)	396,000	415,000	3,835,000	13-24
Transportation Impact Fees (1241)	3,296,000	3,645,000	13,932,700	13-28
State Transportation Development Act (1611)	10,000	2,263,000	799,000	13-31
Capital Projects Funds	9,780,710	11,433,800	51,699,400	
Fire Sales Tax (1122)	2,525,022	0	0	13-34
Measure R-Local Fund (1131)	2,720,000	1,725,000	17,503,000	13-35
Measure R-Trailways (1132)	951,000	875,000	3,177,000	13-38
Measure R-Regional Projects (1133)	900,000	16,527,000	27,617,000	13-41
Waterways (1251)	200,000	100,000	400,000	13-44
Prop 42 - Transportation Fuel Tax (1613)	660,000	650,500	0	13-45
NE Capital Improvement Fund (1711)	50,000	50,000	75,000	13-46
Community Development Block Grant (1811)	207,097	0	1,035,485	13-47
Special Revenue Funds	8,213,119	19,927,500	49,807,485	
Storm Sewer Deficiency (1222)	380,000	250,000	1,000,000	13-48
Underground Water Recharge (1224)	1,110,000	1,060,000	2,415,000	13-50
Wastewater Trunk Line Construction (1231)	1,095,000	3,195,000	8,080,000	13-52
Airport (4011)	740,000	575,000	17,335,000	13-54
Convention Center (4131)	67,500	137,500	1,745,000	13-57
Wastewater (4311)	41,798,054	41,161,730	21,521,878	13-60
Solid Waste (4411)	2,118,500	3,287,000	11,784,000	13-66
Transit (4511)	9,189,000	720,000	880,000	13-71
Storm Sewer Maintenance & Operations (4812)	264,100	190,000	775,000	13-73
Business-type (Enterprise) Funds	56,762,154	50,576,230	65,535,878	
Fleet Maintenance (5011)	0	0	88,900	13-75
Vehicle Replacement (5012)	314,449	498,021	4,396,294	13-76
Police Vehicle Replacement Measure T (5013)	0	0	243,514	13-81
Information Services (5111)	90,000	651,350	1,364,517	13-82
Internal Service Funds	404,449	1,149,371	6,093,225	
Total Projects	77,188,602	84,080,429	183,194,760	

*Multi-funded projects (Fund 3011) -- see page 13-84

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Budget Preparation

Over the course of 5 Council meetings during the months of April, May and June 2010, 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 (2010-2016).

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 2010/11 and 2011/12 fiscal years, along with four additional years presented for planning purposes (2012-2016).

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**General Fund - 0011
2010/11 - 2015/16 Capital Improvement Program**

This fund's revenues include sales and property taxes, motor vehicle in-lieu fees, 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						
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash Available for General Fund Capital Projects	-	(0)	(0)	(0)	(0)	(0)
Grants, Donations	101,280	-				
Operating Revenue	673,889	588,528	287,900	311,927	277,000	1,491,945
Capital Expenditures	(775,169)	(588,528)	(287,900)	(311,927)	(277,000)	(1,491,945)
Total Resources Available for Projects	(0)	(0)	(0)	(0)	(0)	(0)

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1A Project Ranking												
1	Kenwood Portable Radios- Continue with replacement of the 280 and 380 Kenwood portable radios with the Kenwood 2180 and 3180's. These are the final 31 portables that are approximately 10 years old and when replaced, all firefighter radios will have the same functions for increased firefighter safety. The old radios will be reserved for Emergency Operations. This allows our personnel a safer and more reliable communications system.	1A	Jay Manning Danny Wristen	8080	--	N/A	30,918					
2	Station 51 Exhaust Removal Fan- A four stage filtration system which removes particulates, gasses and other harmful airborne contaminants emitted from the diesel engines inside the apparatus bay. Vehicle exhaust fumes are a potential health carcinogen and without exhaust removal they can reach immediately dangerous to life or health concentrations. The current exhaust system is out of compliance and would cost \$23k to repair, along with higher on-going maintenance costs.	1A	Danny Wristen Derek Fricke	8210	--	B30	27,446					
3	Thermal Imagers- New T4MAX thermal imager provides increased image quality and brighter viewing display than current models used which have reached the end of their useful lives. The new units would be smaller, lighter and use color to identify extreme heat. Due to extreme operating conditions, replacement of this equipment is necessary for fire operations. Having a spare unit on hand is a necessity, to ensure personnel safety.	1A	Brain Adney Doyle Sewell	task 70111 2010-11 task 70112 2011-12	--	N/A	27,359	30,084				

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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Replacement voice logging system for recording 9-1-1 calls and all Police and Fire radio transmissions. The State mandates these transmissions be logged and maintained for a minimum of 100 days. This equipment has already failed twice resulting in lost data from 9-1-1 and radio transmission recordings. This impacts Police, Fire and the District Attorneys who use the data for prosecution. The new system will save \$3,700 each year in maintenance contract cost reductions. (Multi-funded: Total of \$24k from \$9k State contribution and \$15k General Fund.)	1A	Gloria House	9222 task 70211	****	N/A	23,988					
5	62 EMS Pathogen Jackets that provide protection from airborne pathogens and OPIMs. To insure proper protection against airborne pathogens in accordance with NFPA 1999 and CAL OSHA 5193. Ensures Visalia Fire Department is meeting these requirements.	1A	Dustin Hall Doyle Sewell	9222 task 70311	--	N/A	23,112					
6	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. To date 1/3 of the approximately 150 signals in need of retrofit have been completed. Prior year funding will be combined with the 2010/11 appropriation to complete an additional 30. From 2011/12 onward, 5 per year will be installed, completing the remaining signals by 2026. All new signals will be installed with the system. (Multi-funded: \$50k each year from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	1A	Charlie Norman	3011/9531	--	N/A	17,000	17,000	17,000	17,000	17,000	17,000
7	Move South Side Radio Repeater- Move Station 52's existing Radio Repeaters to the South Side VPD Precinct Tower for increased coverage of an approximately 3 mile radius from the new location. The repeater strengthens the signal received and retransmits the stronger signal to cover a larger area. This will increase firefighter safety in the south end of our response area. Allows for future growth without impacting the fire communications system. Staff is seeking any possible grant funding to offset the cost but has not yet been successful.	1A	Jay Manning Danny Wristen	8211		D17	9,804					

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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
8	New NW Radio Repeater- Purchase and install new radio repeater at Fire Station 55 Communications Tower. Includes dispatch hardware for future growth of repeater locations. The repeater strengthens the signal received and retransmits the stronger signal to cover a larger area to cover the northwest quadrant of the city to an approximate 3 mile radius. Staff is seeking any possible grant funding to offset the cost but has not yet been successful.	1A	Jay Manning Danny Wristen	8212		A13		23,488				
9	Main Street Theater Code Compliance. Installation of a new 800 amp main switchboard and related connections and services and a rebuild of the exterior marquee. Due to safety concerns and Building codes, the City must make improvements in the electrical system of the Theatre. The exterior marquee on the front of the theatre is sagging and deteriorating. It is the location of the box office and an iconic symbol of the theatre. \$150K has been appropriated for repairs to address a number of safety and maintenance issues since the City obtained title to the theater in 2007. As of June 2010 the City will have collected \$216k in rent on the theater. Appropriations for this project are limited to revenues received from rent on the theater.	1A-	Wally Roeben	9877	--	B31	66,000	27,898				
1B Project Ranking												
10	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.	1B+	Eric Frost	9491	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
11	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.	1B+	Eric Frost	9708	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
12	Demo Rotary Park Playground- Cost to remove existing playground at Rotary Park. In response to audit of City playground equipment which determined this to be out of compliance with safety standards. All other City playgrounds are being brought into compliance through the use of grant funding. There is no remaining grant funds for replacement of this parks equipment which would cost \$60,000. Staff recommends removal of the equipment for safety reasons.	1B	Jeff Fultz	8213	--	D18	10,000					

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
13	Parking lot maintenance- Funding for repaving, crack seal, patch, slurry seal, and re-stripe of downtown public parking lots and park parking lots. There is currently no funding for regular maintenance of these lots. This funding will be set up a prioritized schedule of maintenance and repaving with a goal of resurfacing 2 parking lots per year (1 downtown and 1 park). When possible, remaining funds will be used for maintenance on the remaining lots based upon a priority set by condition. Some of these parking lots have not had any preventative maintenance for over 30 years or since they were constructed.	1B	Andy Benelli/Jim Bean	8214	--	N/A	125,000	150,000	150,000	150,000	150,000	150,000
14	10 Chemical Suits- National Fire Protection Association Standard 1991 compliant Level A Vapor Protective Chemical Suits (10). Allows emergency crews to enter chemical environments that may contain WMD, Biological or potentially hazardous flammable atmospheres. This item is to be funded with Homeland Security Grant money and will not be purchased if grant funding is not received. We currently have Level A Suits that meet NIOSH compliance for standards; however they are not compliant to NFPA 1991. If we desire typing compliance as per Cal EIMA then we will need the suit upgrade.	1B	Danny Wristen Derek Fricke	9222 task 70411	Grant Funded	N/A	25,216					
15	Explosive Training Breaching Façade- Reinforced concrete structure strong enough to withstand repeated explosive blasts and treated to prevent corrosion. For the purpose of conducting tactical explosive training in a secure environment. This façade will allow the Bomb Squad and SWAT personnel to conduct extensive training together to ensure the safety of all involved personnel during actual field operations. It will also allow the breaching team to conduct research for the development of proper charges. Staff is seeking Homeland Security grant funding for this item and will not move forward with purchase unless grant funding is awarded.	1B	Chuck Hindenburg	8082	Grant Funded	N/A	17,500					
16	Remove wood pillars and add block wall Crestwood Pk- Remove wooden pillars in outdoor theater area and add new block retaining wall 100' in length and 3' in height. Wood pillars are rotten and there is erosion of the bank making it a safety hazard to the public.	1B	Jeff Fultz	8215	--	D19	15,000					

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
17	Corp Yard Storm Water Drainage- Install Storm Drainage System at the Corporation Yard to provide grease & sediment treatment to the existing Corp. Yard storm water drainage system. (Multi-funded: Project total of \$90k from \$68k Solid Waste (4411), \$9k WWTP (4311), \$13k General Fund (0011).)	1B	Andrew Benelli	3011/8216	--	B2	13,500	-	-	-	-	-
18	Replace and update old key machine- It is 20+ years old and getting worn out. The city is replacing locks with high security keyed systems such as Sargent, Everest & Primus our current cutter will not cut these keys, which can cost up to \$ 20.00 + per key. Bringing this function in-house would save \$5,000 per year.	1B	Ray Palomino	9222 task 70511	****	N/A	13,080	-	-	-	-	-
19	Bluetooth Breathing Apparatus- 30 Wireless "Bluetooth" type Self Contained Breathing Apparatus (SCBA) in-mask communication sets. Communication is vitally important on an active fireground. Current radio communications between personnel working with SCBAs on and others is hard to understand due to voice changes from inside a sealed mask to the outside radio.	1B	Charlie Norman	9222 task 70611	--	N/A	21,746	-	-	-	-	-
2 Project Ranking												
20	Anthony Community Center Plumbing Project- Remove and replace plumbing & fixtures in restrooms at the Anthony Community Center (ACC). Replace floor mount urinals with wall mounts and install a new drain. Re-grade floor for new drain, replace tile flooring (will be destroyed with plumbing project), remove and replace counters and wall tiles, paint restrooms. The ACC restrooms plumbing is rotting and in need of immediate replacement. New pipe will need to be installed from the restrooms to the main line requiring extensive damage to the existing floors. The urinals in the mens room are sinking and are a health and safety hazard. The replacement of the plumbing will require the replacement of the floor, counters and wall tiles.	2A	Jeannie Greenwood	8217	--	B33	78,500	-	-	-	-	-
21	Corp Yard (SCE Parcel) Black Top- install and Maintain. New black top in the SCE parcel and repair existing blacktop in the Corporation Yard. If purchased, the new SCE property will require blacktop installation for the Department to operate in that area safely. Parking to be used by Solid Waste, WWTP, Streets, Parks and Buildings. (Multi-funded: Project total of \$200k to be funded with WWTP (4311) \$20k, Solid Waste (4411) \$150k, and General Fund \$30k. Final funding in [20014/15].)	2	Tim Fosberg	3011/8094	--	B3	-	30,000	-	-	-	-

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
22	Crime Scene diagramming device- SOKKIA 530R3 Total Station, Tri-Pod, prism with pole and TDS recon data collector with M-FX software. Surveyor's quality laser measuring device which is used in conjunction with crime scene diagramming and reconstruction software to obtain detailed and highly accurate scaled drawings of major crime scenes. This equipment will be used by the Crime Lab for diagramming of major crime scenes. This purchase will augment the Department's existing equipment. This will lessen the demand on existing equipment which will reduce wear and tear and cut down on response time to incidents to retrieve equipment.	2	Robert Douglas	9222 task 70711	--	N/A		11,298				
23	Wells Cargo tandem axle 8 X 16 foot trailer - 10,000 lb gross weight capacity, 7,000 lb cargo capacity. The trailer will be used to store and transport the equipment needed to support our new technical rescue team. The fire department is in the process of establishing a technical rescue team. This team will have the training and equipment necessary to provide rescue for victims trapped in confined spaces, trenches, water and high angle situations. The equipment required for this team needs to be stored in one place that provides for quick and easy transportation to emergency scenes.	2	Danny Wristen Derek Fricke	N/A	--	N/A			10,900			
3 Project Ranking												
24	City Council Meeting Video Streaming- Update the City Council Chambers to allow video streaming of City Council meetings to be broadcast over the internet making Council proceedings more available to the public. Purchase and installation of an entry level system including 3 cameras, monitor, cabling and labor. Additional costs are for web connection and video lighting equipment. As requested by the Council, this will improve public access to local government by providing access to public meetings through the internet. Would allow the public access to meetings from any computer with internet access.	3	Leslie Caviglia	8218	--	N/A		35,000				
25	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	10,000

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
26	Replace Downtown Holiday Decorations- Replace approximately 50 downtown cross street electrical holiday decorations with energy efficient decorations. Replace approximately 100 pole decorations. The existing decorations have greatly exceeded their useful life (estimated over 20 years old) and have deteriorated so badly as to be hazardous to employees installing them and to the public under them. It is very time consuming to annually splice wires and replace lamp sockets. Staff has liability concerns as there is the possibility that the decorations may again catch fire. This project is contingent upon the receipt of 50% funding from outside organization donations. City portion, \$50,000.	3	Andrew Benelli	8219	--	N/A	100,000					
27	Fire RMS Mobile Project- Install Record Management System (RMS) Mobile Software and Hardware. RMS is used for incident reporting and tracking of State mandated inspections. This mobile capability will reduce paperwork and duplication of effort, increasing productivity by allowing on-site entry of data to the RMS system through the use of mobile tablets. The proposed system allows for future growth into Emergency Medical Services (EMS) capabilities at a later date.	3	Jay Manning Danny Wristen	8220	--	N/A		66,918				
28	City Council Chambers Refurbish- As requested by the Council, to update and refurbish the City Council Chambers with new lighting, carpeting and seating.	3	Leslie Caviglia	8221	--	N/A		51,800				
29	Crime Lab interview tracker. Purchase a computer server for long term storage of video interviews. Officers and Detectives use the Interview Tracker System to digitally record and monitor video interviews. This system is networked and allows remote viewing of past and present recorded interviews. The existing equipment temporarily stores video interviews on an external hard drive until they are then transferred onto a DVD or CD for long term storage. This System was purchased in 2008 with limited temporary storage space. Adding a server will allow for direct long term storage of video interviews. This will eliminate the additional need for physical storage space of DVD and CD's. This will also help conserve human resources by eliminating the need to record each interview onto a disc and book the disc into the evidence system.	3	James Potts	9222 task 70811	--	N/A		15,042				

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
30	<p>Annexations of County areas. The costs associated with this project are primarily filing fees. County areas are being annexed to increase the efficiency of government providing similar urban services within the same geographical area. Filing fees vary from \$5,000 to \$7,800 depending upon which regulatory agencies jurisdiction applies to a particular annexation. This amount provides funding for 2 annexations each year.</p> <p>No Ranking - Not in 2-year Budget</p>	3	Phyllis Coring	9514	--	N/A	20,000	20,000				
31	<p>Remotec Andros F6-A bomb disposal robot- Replace existing robot that will be twelve years old and at the end of its useful life at the requested replacement date. The robot is an essential piece of equipment that is required by the FBI to retain our certified bomb squad status. Replacement of the current robot with a newer model will increase the effectiveness to both the bomb squad and SWAT.</p>		Chuck Hindenburg	N/A	--	N/A						198,520
32	<p>Crime Lab Digital Image Mangement System Upgrade Upgrade to 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 networked locations. All current 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 recording. A major upgrade will be necessary within the next four years to replace worn hardware and expand the capacity of the storage space.</p>		James Potts	N/A	--	N/A				34,927		

**City of Visalia
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**General Fund - 0011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Rate	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
33	Convert Police Radios to Digital- Purchase 175 Motorola XT S2500 Mixed Mode Portable Radios (Analog/Digital capable) and 150 Motorola XTL5000 Mixed Mode Mobile Police Radios (Analog/ Digital capable). Current narrow band requirements for radios are expected to be changed in the near future to digital. The COV is participating in the Central Valley planning area for Urban Area Security Initiative (UASI) grant funding for the switch over to digital radios. While grant funding is expected to help with this cost it is yet to be determined how much of the cost will fall to the General Fund.		Jason Salazar	N/A		N/A	775,169	588,528	287,900	311,927	277,000	1,016,425
	Total						775,169	588,528	287,900	311,927	277,000	1,491,945

Note:

Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from

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
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**Motor Vehicle In-Lieu Fees - 0012
2010/11 - 2015/16 Capital Improvement Program**

This funds receives one half of the City of Visalia Motor Vehicle License In-Lieu fees which are a General Fund discretionary funding source. This amount is set aside to ensure funding for the Maintenance of Effort (MOE) requirements of Measure R and Prop 42. Depending upon actual expenditures for road maintenance in the General Fund, additional MOE spending may be required. Any balance not required for MOE will be returned to the General Fund on an annual basis.

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash	3,900	1,060	(3,900)	(6,100)	(10,500)	(11,900)
Motor Vehicle In-Lieu Fees	396,300	404,300	412,400	420,600	429,000	437,600
Reimbursement from Property Owners for Concrete Repair	5,000	5,000	5,000	5,000	5,000	5,000
Interest Earnings	200	200	100	-	(100)	(200)
Operating Expenditures	(9,340)	(9,450)	(9,700)	(10,000)	(10,300)	(10,600)
Capital Expenditures	(395,000)	(405,000)	(410,000)	(420,000)	(425,000)	(435,000)
Total Resources Available for Future Projects	1,060	(3,890)	(6,100)	(10,500)	(11,900)	(15,100)

Additional Information:

The Motor Vehicle In-Lieu Fees are estimated to increase 2% each year.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Preliminary engineering and design work necessary for potential future capital projects. Cape Seal- Place an emulsified seal over weathered and raveled pavement without substantial amount of cracking. By using timely proactive maintenance strategies to seal and delay the weatherization and raveling process that inevitably occurs through a period of time, extends the life of the pavement. (Multi-funded: Project total of \$5.2m from \$3.5m Gas Tax (1111) and \$1.7m Motor Vehicle In-Lieu (0012) - Use of Motor Vehicle In-Lieu funds is contingent upon the need for additional General Fund expenditures towards Measure R/Prop 42 Maintenance of effort spending. MOE will be calculated annually and any funds remaining in this line after MOE requirements are met will be transferred to the General Fund.	Adam Ennis	9699	--	N/A	120,000	125,000	130,000	135,000	140,000	145,000
2		Renee Nagel	3011/8007	--	N/A	275,000	280,000	280,000	285,000	285,000	290,000
	Total Expenditures					395,000	405,000	410,000	420,000	425,000	435,000

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

**City of Visalia
Two-Year Budget
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**General Fund Designation (Community Sports Park) - 0014
2010/11 - 2015/16 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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Community Sports Parks	2,873,604	2,045,804	2,086,704	2,170,204	2,257,004	2,347,304
Interest Earnings	30,200	40,900	83,500	86,800	90,300	(146,100)
Capital Expenditures	(858,000)	-	-	-	-	(6,000,000)
Total Resources Available for Projects	2,045,804	2,086,704	2,170,204	2,257,004	2,347,304	(3,798,796)

Additional Information: The General Fund is projected to have a deficit at year end for the 2010/11 and 2011/12 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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Riverway Sports Park Phase III- Project to include the development of hardscape improvements to the area just south of the existing BMX area and east of the new baseball fields. Approximately .3 acres would be developed to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk and landscaping improvements. Also included are the extension of Giddings Avenue north to the new main western entry point, a new parking lot just east of the future softball complex/current temporary storm basin, development of 600 feet of new roadway from Giddings to the improved parking lot, additional irrigation, turf, and trees. All of these improvements would be in accordance with the adopted park master plan. (Multi-funded: Total of \$1.7m from \$596k Recreation Impact Fees (1211), \$641k Community Sports Park set-aside (0014) and \$217k Parks & Rec Foundation donation (0014), \$78k Storm Sewer (1221) and \$196 Transportation Impact Fees (1241).)	Vince Elizondo	3011/8099	***	B9	858,000					
2	Riverway Sports Park Phase IV- Develop Phase IV 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. This is a multi-funded project. Total of \$10m from Community Sports Park Reserve - \$6m (0014), and Recreation Impact Fees \$4m (1211)	Don Stone	N/A	***	B9						6,000,000
	Total					858,000					6,000,000

*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 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

**City of Visalia
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**Fire Impact Fees - 1061
2010/11 - 2015/16 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

Resources	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash	(2,868,100)	(2,987,570)	(2,887,890)	(2,838,490)	(2,781,190)	(2,715,390)
Fire Impact Fees	222,100	228,800	235,700	242,800	250,100	257,600
Operating Expenses	(35,260)	(35,420)	(36,500)	(37,600)	(38,700)	(39,900)
Interest Earnings	(46,900)	(60,700)	(116,800)	(114,900)	(112,600)	(109,900)
Capital Expenditures	(259,410)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Total Resources Available for Projects	(2,987,570)	(2,887,890)	(2,838,490)	(2,781,190)	(2,715,390)	(2,640,590)

Additional Information:
Impact fees in this fund are projected to decrease by 5% in 2010/11 and then increase each year thereafter by 3%. Approval of the currently proposed capital program will require increased General Fund advances or debt financing of up to \$4 million which is projected to be repaid by the end of fiscal Year 2030/31.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Southwest Fire Station Project- Recommending ammendment to Measure T Plan of Southeast Fire Station to Southwest location. With the lease of Station 56 in the Southeast the need for a new station has been identified for the Southwest. To improve response times in the area of the city where response times are extended. Current request for Land Acquisition and design to begin 2010/11. (Multi-funded: Project total of \$2.3m from \$2m Measure T (1122) - \$38k of which is from prior years and \$300k Fire Impact Fees (1061) \$73k of which is from prior years.)	Danny Wristen	3011/9776		N/A	226,410					
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. To date 1/3 of the approximately 150 signals in need of retrofit have been completed. Prior year funding will be combined with the 2010/11 appropriation to complete an additional 30. From 2011/12 onward, 5 per year will be installed, completing the remaining signals by 2026. All new signals will be installed with the system. (Multi-funded: \$50k each year from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	Charles Norman/ Eric Bons	3011/9531	--	N/A	33,000	33,000	33,000	33,000	33,000	33,000
Total						259,410	33,000	33,000	33,000	33,000	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 existing c *** 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

**City of Visalia
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2010-11 & 2011-12**

**Gas Tax Fund - 1111
2010/11 - 2015/16 Capital Improvement Program**

This fund includes monies derived from Sections 2105, 2106, and 2107 of the Streets and Highways Code and Prop 42 replacement funds effective July 1, 2010. 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 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	4,261,900	3,121,100	2,001,000	1,424,600	1,798,600	2,268,200
Gas Tax Apportionment	1,903,111	1,903,111	1,922,142	1,941,364	1,960,777	1,980,385
Gas Tax Prop 42 Swap	1,209,921	1,246,219	1,283,605	1,322,113	1,361,777	1,402,630
Surface Transportation Program (STP)/State Highway Account Funds Exchange	991,400	1,021,100	1,051,700	1,083,300	1,115,800	1,149,300
Interest Earnings	28,900	15,500	5,400	18,300	34,900	48,300
Electrical Costs - City Street Lights	(150,110)	(150,110)	(150,000)	(150,000)	(150,000)	(150,000)
Operating Expenditures and Allocations	(225,710)	(228,150)	(232,713)	(237,367)	(242,115)	(246,957)
Street Maintenance Projects Contracted Out	(3,156,800)	(3,168,550)	(2,177,900)	(1,687,450)	(1,719,000)	(1,726,250)
Street Maintenance Projects Performed In-House	(882,000)	(904,500)	(1,564,000)	(1,576,000)	(1,602,000)	(1,652,000)
Other Capital Expenditures	(859,500)	(854,750)	(714,600)	(340,250)	(290,500)	(415,750)
Total Resources Available for Future Projects	3,121,112	2,000,970	1,424,634	1,798,610	2,268,239	2,657,658

Additional Information:

The Gas Tax Apportionment is vulnerable to State take aways. The State may borrow Gas Tax funds for cash flow purposes if the amount is repaid within the same fiscal year. The State Constitution 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 State has a current practice of delaying payment of Gas Tax until the final quarter of the Fiscal Year. This fund maintains a cash balance to minimize the need for any borrowing of cash from the General Fund and provide a cushion should the State declare an emergency and borrow these funds for longer than the 9 months currently projected.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	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 Tripton to Burke St.	Adam Ennis	9367	--	B18	110,000					
2	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.	Doug Damko	9207	--	N/A	150,000	150,000	150,000	150,000	150,000	150,000
3	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.	Eric Borns	9923	--	N/A	35,000	35,000	35,000	40,000	40,000	40,000

**City of Visalia
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Gas Tax Fund - 1111 (continued) 2010/11 - 2015/16 Capital Improvement Program											
#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	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	12,000	12,250	12,500	12,750	13,000	13,250
4	Downtown Street Lighting System- Design for replacement of street lighting on Center, Main & Acequia from Conyer to Burke (Multi-funded: Project total of \$398k from \$200k Gas Tax (1111) and \$198 Downtown Redevelopment (1921) Prior Year Funding.)	Eric Bons	3011/9482	--	B19	100,000	100,000				
5	Traffic Signal Installations/Improvements										
	Upgrade or modify various existing traffic signals which have become substandard over the years. Upgrades consist of replacing 8" signal heads to 12" standard heads and replacing outdated signal controllers.	Eric Bons	9516	--	N/A	87,500	87,500	87,500	87,500	87,500	87,500
6	Traffic Light LED bulb replacement- Traffic Light LED bulb replacement of incandescent bulbs for all City owned Traffic Lights. This project has received approximately \$723K in ARRA Energy Block Grant Funding. Additional funding requested is for items not covered by grant and for contingency. Staff is preparing RFB for replacement of all incandescent traffic signal lights at all City intersections, construction is estimated to be completed in 10/11. (Multi-funded: Project total of \$748k from \$25k Gas Tax (1111) and \$723 ARRA prior year grant funding (0011).)	Eric Bons	3011/8102	--	N/A	25,000	-				
7	Install a traffic signal at the intersection of Center & Santa Fe- to accommodate the increased traffic volumes due to the development in the area due to the Transit Center and East Downtown development.	Eric Bons	8126	*	B20	270,000	-	-	-	-	-
8	Install a traffic signal at the intersection of Murray & Santa Fe Street to accommodate the increased traffic volumes due to the development in the area. Signal will be installed with the street widening.	Eric Bons	8125	*	B21	20,000	250,000	-	-	-	-
9	Install a traffic signal at Burke & Main. This project will require additional ROW to be Purchased.	Eric Bons	8127	*	B22	-	20,000	230,000	-	-	-
10											

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Gas Tax Fund - 1111 (continued) 2010/11 - 2015/16 Capital Improvement Program											
#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	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 pot hole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles.	Mike McCoy	9508	--	N/A	600,000	614,500	620,000	625,000	650,000	650,000
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. Portions of this project may be contracted out depending on the size of each job. (Multi-funded: Project total of \$650k each year is funded from Prop 42 Traffic Congestion Relief (1613) in 2010-11 and Prop 42 Traffic Congestion Relief (1613) in 2010-11 and 2011-12 and Gas Tax (1111) from 2012-13 onward.)	Mike McCoy	301/9525	--	N/A			650,000	650,000	650,000	650,000
13	Crack Sealing - 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.	Mike McCoy	9496	--	N/A	140,000	145,000	145,000	150,000	150,000	200,000
14	Replace street name blades that have been stolen, vandalized, damaged, or are non-readable. Funding of \$60k per year will replace approximately 1,200 name blades annually. This will accomplish the replacement of all names blades on a 15 year rotating schedule.	Eric Bons	9555	--	N/A	60,000	60,000	60,000	60,000	60,000	60,000
15	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.	Mike McCoy	9520	--	N/A	34,000	35,000	36,000	37,000	38,000	38,000
16	Pave Outs- Annual Project to restore pavement cut away to install/refurbish curb and gutter. This will improve environmental conditions and maximize use of roadway.	Mike McCoy	9094	--	N/A	23,000	24,000	25,000	26,000	26,000	26,000
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.	Mike McCoy	9515	--	N/A	25,000	26,000	28,000	28,000	28,000	28,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Gas Tax Fund - 1111 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Street Maintenance Projects Contracted Out										
18	Cape Seal- Place an emulsified seal over weathered and raveled pavement without substantial amount of cracking. By using timely proactive maintenance strategies to seal and delay the weatherization and raveling process that inevitably occurs through a period of time, extends the life of the pavement. (Multi-funded: Project total of \$5.2m from \$3.5m Gas Tax (1111) and \$1.7m Motor Vehicle In-Lieu (0012) - Gas tax portion may not be awarded until payment in full of each year's gas tax apportionment.)	Mike McCoy	3011/8007	--	N/A	1,500,000	1,500,000	500,000			
19	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.	Michael Carr/ Manuel Molina	9225	--	N/A	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
20	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.	Mike McCoy	9203	--	N/A	360,000	365,000	370,000	375,000	400,000	405,000
21	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	99,300	103,300	107,400	111,700	113,000	115,000
22	Repair miscellaneous concrete (sidewalk, curb & gutter, drive approaches) citywide. Property owners will reimburse the city for their portion of the cost of material and labor (approximately 30%).	Mike McCoy	9646	--	N/A	87,500	90,000	90,000	90,000	95,000	95,000
23	Replace pavement markers- replace missing reflective/non reflective raised pavement markers on various roadways.	Eric Bons	9492	--	N/A	10,000	10,250	10,500	10,750	11,000	11,250
24	Slurry Seal the asphalt surface using petroleum based product. Used as filler to seal pavement cracks and for minor resurfacing		9530	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
	Equipment Replacement or Additions For Street Maintenance.										
25	Replace - Dump Truck (1 Ton) Budget Year / Unit / Year / Miles 2011-12 / 314952 / 1992 / -	Tim Fosberg	N/A	--	N/A	50,000					

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Gas Tax Fund - 1111 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
26	Replace - Crack Sealer - This equipment will be out of compliance with the State of CA Air Resource Board Regulations which will soon take effect. The high cost of refurbishing for compliance makes replacement the most economical option. The City has not been able to secure grant funding for this item. Budget Year / Unit / Year / Hours 2011-12 / 314734 / 1998 / 1,894	Tim Fosberg	9222 task 70212	--	N/A	50,000					
27	Replace 1974 Asphalt Recycler unit #314810. Used to recycle asphalt grindings from repaving projects to paving low volume areas. Existing equipment does not comply with smog requirements and particulate traps are not available for this 37 year old model. The City has not been able to secure grant funding for this item.	Tim Fosberg	9222 task 70210	--	N/A	150,000					
28	Replace - Pave Box Budget Year / Unit / Year / Hours 2012-13 / 314854 / 1998 / -	Tim Fosberg	N/A	--	N/A			146,000			
29	Replace - Tractor Budget Year / Unit / Year / Hours 2012-13 / 314752 / 1985 / -	Tim Fosberg	N/A	--	N/A			28,600			
30	Replace - Pick-up 3/4 Ton Budget Year / Unit / Year / Miles 2010-11 / 314954 / 1997 / -	Tim Fosberg	N/A	--	N/A			25,000			
31	Replace - Dump Truck (1 Ton) Budget Year / Unit / Year / Miles 2010-11 / 314953 / 1993 / -	Tim Fosberg	N/A	--	N/A				50,000		
32	Replace - Transfer Truck & Trailer Budget Year / Unit / Year / Hours 2011-12 / 314925 / 1994 / 4,101 2011-12 / 314961 / 1994 / -	Tim Fosberg	N/A	--	N/A						125,000
Total Expenditures						4,898,300	4,927,800	4,456,500	3,603,700	3,611,500	3,794,000

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
2010-11 & 2011-12**

**Park & Recreational Facilities Fund - 1211
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	2,843,100	2,728,100	3,488,200	1,650,900	(921,300)	(5,770,400)
Park & Recreational Impact Fees	797,638	821,567	846,214	871,600	897,748	924,681
Interest Earnings	53,500	134,200	63,500	(35,400)	(221,900)	(435,900)
Operating Expenditures	(45,160)	(45,630)	(47,000)	(48,400)	(49,900)	(51,400)
Capital Expenditures	(921,000)	(150,000)	(2,700,000)	(3,360,000)	(5,475,000)	(6,000,000)
Total Resources Available for Future Projects	2,728,078	3,488,237	1,650,914	(921,300)	(5,770,352)	(11,333,019)

Additional Information:

The Park & Recreational Impact Fees are estimated to decrease 5% in 10/11 due to slowing development. This fund will be hard hit by slowing residential development which is the only type of development required to pay this Impact Fee. The future years beginning with 11/12 are estimated to increase 3% annually.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Riverway Sports Park Phase III- Project to include the development of hardscape improvements to the area just south of the existing BMX area and east of the new baseball fields. Approximately .3 acres would be developed to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk and landscaping improvements. Also included are the extension of Giddings Avenue north to the new main western entry point, a new parking lot just east of the future softball complex/current temporary storm basin, development of 600 feet of new roadway from Giddings to the improved parking lot, additional irrigation, turf, and trees. All of these improvements would be in accordance with the adopted park master plan. (Multi-funded: Total of \$1.7m from \$596k Recreation Impact Fees (1211), \$641k Community Sports Park set-aside (0014) and \$217k Parks & Rec Foundation donation (0014), \$78k Storm Sewer (1221) and \$196 Transportation Impact Fees (1241).)	Vince Elizondo	3011/8099			596,000					
2	Creekside Neighborhood Park/Storm Basin- Develop a 9-acre neighborhood park and storm basin to serve area south of Hwy 198 to Walnut Ave and east of Lovers Ln. Phase 2 (09/10) Develop 5 acres of park improvements to include playground, walking paths, turf and landscape, picnic area and a pump lift station. Phase 3 (11/12) Complete development of park improvements and build local street on west side of park. (Multi-funded: Project total \$1.8m funded with Recreation (1211) \$1.3m (including \$1.2 prior year funding) and Storm Sewer (1221) \$471k (including \$321k prior year funding).)	Vince Elizondo	3011/9413	**	D1	175,000					

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Park & Recreational Facilities Fund - 1211 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
3	Dans Lane Neighborhood Park- Develop a 5 acre park and riparian area to serve neighborhood park demand South of Caldwell, from Mooney Blvd to Demaree. Improvements will include a walking trail, turf play areas, playground equipment, trees for shade, and picnic improvements. (Multi-funded: Project total of \$1.1m funded with Recreation (1211) \$815K (prior years) and \$150K (10/11) and Waterways (1251) \$113K (prior years).)	Vince Elizondo	3011/9579	*	D10	150,000					
4	Hillsdale Neighborhood Park- The total area owned by the City is roughly 16 acres a portion of which is located in the 198 setback area. The concept plan includes a 4 acre neighborhood park to be developed on the property. The park would serve the neighborhoods between Shirk and Akers, from Goshen to Highway 198.	Vince Elizondo	9719	*	A5		75,000	750,000			
5	Modoc Basin Neighborhood Park- Acquire Modoc Basin to develop a 4-5 acre park along with the basin on Riggan west of Demaree to serve area from Riggan Rd to Pratt Rd and Akers St to Shirk St. Existing subdivisions currently use Modoc basin which is identified in Storm Drain Master Plan as regional basin. Development to occur in 2013/14 including open space, athletic fields. (Multi-funded: Project total \$3.6k from Recreation (1211) \$2.6m and Storm Sewer (1221) \$1m.)	Vince Elizondo/ Doug Damko	3011/9935	--	A4		75,000	500,000	2,000,000		
6	SW Neighborhood Park- This is a future 5-6 acre neighborhood 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. Fund will be used for acquisition in 2010-11 and development in 2011-12.	Vince Elizondo	9800	*	C4			630,000	665,000		
7	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 \$1.6m from Recreation (1211) \$1m and Storm Sewer (1221) \$620k.)	Vince Elizondo	3011/8103	--	D2			420,000	595,000		
8	Shannon Ranch Pocket Park- Acquire & develop a park located in Shannon Ranch, east of County Center. Due to slowing development, this park has been pushed out to 2012/13.	Vince Elizondo/ Doug Damko	9789	*	TBD			400,000			

City of Visalia Two-Year Budget 2010-11 & 2011-12

Park & Recreational Facilities Fund - 1211 (continued)
2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
9	Riverway Sports Park Phase 4- Develop Phase 4 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 \$10m funded with Recreation (1211) \$4m and Sport Park Reserve (0014) \$6m.)	Vince Elizondo	N/A	***	B9			100,000		3,900,000	
10	Southeast Master Plan Park Acquisition- Acquire 10 to 15 acres for the designated community neighborhood park site and develop first phase. The master plan identifies a 38 acre site with a large grove of Valley Oaks as a park site. This project proposes to acquire and develop a portion of the site with park impact fees and the remainder would be purchased from unspecified funds from fees charged for development.	Vince Elizondo	8104	--	D11					1,500,000	1,500,000
11	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	--	D12					75,000	4,500,000
Total Expenditures						921,000	150,000	2,700,000	3,360,000	5,475,000	6,000,000

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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
2010-11 & 2011-12**

**Storm Sewer Construction Fund - 1221
2010/11 - 2015/16 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 Trunklin 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	(32,200)	145,300	318,400	(253,600)	28,700	(1,254,700)
Storm Sewer Impact fees	161,095	165,900	170,900	176,000	181,300	186,700
Storm Sewer Rate	429,600	436,000	442,500	451,400	460,400	469,600
Interest Earnings	2,100	6,200	(9,800)	1,100	(48,300)	(44,800)
Operating Expenditures	(19,250)	(19,990)	(20,600)	(21,200)	(21,800)	(22,500)
Capital Expenditures	(396,000)	(415,000)	(1,155,000)	(325,000)	(1,855,000)	(500,000)
Total Resources Available for Future Projects	145,345	318,410	(253,600)	28,700	(1,254,700)	(1,165,700)

Additional Information:

The Storm Sewer Impact fees have decreased significantly as a result of decreased housing development. Revenues are estimated to decrease again by 5% in 10/11 and begin growing in 11/12 at a rate of 3% per year as development begins to rebound. Sewer Fees are estimated to increase annually by 1.5% (based upon 500-600 new housing units per year) in 10/11-12/13 and 2% (based upon 700 new housing units per year) in 13/14-15/16.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Storm Sewer Master Plan Administration- staff preliminary design and administration of new storm sewer construction projects as identified in the Storm Sewer Master Plan	Chris Tavaraz	8222	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
2	Creekside Neighborhood Park/Storm Basin- Develop a 9-acre neighborhood park and storm basin to serve area south of Hwy 198 to Walnut Ave and east of Lovers Ln. Phase 2 (09/10) Develop 5 acres of park improvements to include playground, walking paths, turf and landscape, picnic area and a pump lift station. Phase 3 (11/12) Complete development of park improvements and build local street on west side of park. (Multi-funded: Project total \$1.8m funded with Recreation (1211) \$1.3m (including \$1.2 prior year funding) and Storm Sewer (1221) \$471k (including \$321k prior year funding).)	Doug Damko	3011/9413	**	D1	100,000	50,000				
3	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 and for the construction of oversized storm drain lines that exceed the standard requirements for development projects.	Doug Damko	9229	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Storm Sewer Construction Fund - 1221 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Plaza Drive Storm Basin - Acquire additional property for the expansion of an existing basin west of Plaza Drive/North of 198 Hwy. Basin will serve the areas between Hurley & 198 HWY, west of Kelsey street. 10/11 Acquisition, 11/12 Development. Project total of \$338k includes \$178k of prior year funding.	Doug Damko	8106	--	A1	80,000	80,000				
	Riverway Sports Park Phase III - Project to include the development of hardscape improvements to the area just south of the existing BMX area and east of the new baseball fields. Approximately .3 acres would be developed to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk and landscaping improvements. Also included are the extension of Giddings Avenue north to the new main western entry point, a new parking lot just east of the future softball complex/current temporary storm basin, development of 600 feet of new roadway from Giddings to the improved parking lot, additional irrigation, turf, and trees. All of these improvements would be in accordance with the adopted park master plan. (Multi-funded: Total of \$1.7m from \$596k Recreation Impact Fees (1211), \$641k Community Sports Park set-aside (0014) and \$217k Parks & Rec Foundation donation (0014), \$78k Storm Sewer (1221) and \$196 Transportation Impact Fees (1241).)	Vince Elizondo	3011/8099		B9	78,000					
5	Riverwood Basin - Install landscaping, fencing, pump station with discharge line, inflow structures and street improvements at the 11-acre Creekside storm/recharge basin located at the southeast corner of Murray Ave. and McAluliff St. Purchase, fencing, excavation and street improvements have been completed. Remaining is lift station and landscaping 10/11. (Multi-funded: Project total of \$535k funded with Storm Sewer (1221) \$176k prior yr & \$13k 10/11, Groundwater Recharge (1224) \$146k, Storm Sewer (1222) \$50k and \$150k will be received from the Visalia Water Management Committee.)	Doug Damko	3011/9557	--	B4	13,000					
6	Lakeside Basin - Install pump station, inflow line, fencing and landscaping at 9.4-acre Lakeside storm basin (S40) located north side of Goshen Ave. between Shirk Street and future Roeben Street. Basin will service area bounded by Shirk St, Akers St, Riffin Ave and Hurley Ave. Will also provide relief for Goshen Ave storm drain line by accepting storm flows from the Goshen line into the basin and pumping it out at reduced rate. 10/11 funding for dirt retention.	Doug Damko	9836 (S40)	--	A3		100,000				
7											

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Storm Sewer Construction Fund - 1221 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
8	Storm Water Master Plan Update and Nexus Study- update the City's 1994 plan including development impact fee update. Phase 1 - analysis of current system - complete, Phase 2 Master Plan to be completed by 2011/12. Project total of \$240k includes \$180k of prior year funding.	Doug Damko	9067	--	N/A	-	60,000	-	-	-	-
9	Modoc Basin Neighborhood Park- Acquire Modoc Basin to develop a 4-5 acre park along with the basin on Riggan west of Demaree to serve area from Riggan Rd to Pratt Rd and Akers St to Shirk St. Existing subdivisions currently use Modoc basin which is identified in Storm Drain Master Plan as regional basin. Development to occur in 2013/14 including open space, athletic fields. (Multi-funded: Project total \$3.6k from Recreation (1211) \$2.6m and Storm Sewer (1221) \$1m.)	Doug Damko / Vince Elizondo	3011/9935	--	A4	-	-	1,000,000	-	-	-
10	The Ranch Basin- Install landscaping and irrigation around the Ranch basin (formerly known as Ritchie Basin), located at the southeast corner of Houston Ave and Linwood St. In addition to the standard calwater irrigation connection, a reclaimed water unit and self irrigation system will be installed in this basin. Staff has applied for additional grant funding for this project.	Doug Damko	9430 (GD-39)	*	A2	-	-	30,000	-	-	-
11	Hillsdale Storm Basin- Construct permanent storm basin on 16 acres owned by City on Hillsdale just north of Highway 198	Doug Damko	9719	--	A5	-	-	-	200,000	-	-
12	Linwood Ranch Storm Basin- This project will reimburse developers for the construction of a pump station, discharge line, and installation of landscaping, sidewalk, curb, gutter and pavement along the northern, southern and eastern street frontages of the storm basin. Project total of \$345k includes \$245k prior year funding.	Doug Damko	9774	--	N/A	-	-	-	-	250,000	-
13	Goshen Avenue Trunkline- A storm drain trunk line in Goshen Avenue from Cain Street to Goshen/Virmargo Basin. Will provide 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.	Doug Damko	8109	--	B5	-	-	-	-	420,000	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Storm Sewer Construction Fund - 1221 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
14	Park Place Storm Basin- Acquire the 4.6-acre Park Place storm basin (S43) located on the east side of Pinkham, 1,000 feet north of Caldwell. Includes landscaping of Pinkham frontage. The basin is located adjacent to a Tulare Irrigation District canal that crosses Pinkham. This basin has been fully developed by Centex Homes as part of the Park Place subdivision. This basin will serve existing and future development north of Caldwell south of K Road and west of Lovers Lane. The basin is designed as a retention basin with the ability to take in water from the TID canal for groundwater recharge.	Doug Damko	9097 (PC-43)	*	D22					210,000	
15	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 \$1.6m from Recreation (1211) \$1m and Storm Sewer (1221) \$620k.)	Don Stone/ Doug Damko	3011/8103	*	D2					400,000	220,000
16	SW Neighborhood Park/Basin- SW Neighborhood Park/Basin- Acquire land for a basin to serve the area from Hwy 198 to Walnut and Akers to Shirik. Need based on development.	Doug Damko	9800	*	C4					200,000	
17	Vismarigo Street Trunkline- A storm drain trunk line in Vismarigo Street from Houston Ave to Goshen/Vismarigo Basin. To provide drainage for 6 approved subdivision projects in area totaling approximately 400 residential lots, the trunk line terminates at Goshen/Vismarigo basin. The construction of this project is associated with Eagle Meadows Development, an approved master planned residential site where the proposed pipeline alignment runs through.	Doug Damko	8108	--	B6					150,000	55,000
18	Goshen Avenue Foremain- A force main pipeline with a pump station at Goshen/Vismarigo 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.	Doug Damko	8107	--	B7					100,000	100,000
	Total Expenditures					396,000	415,000	1,155,000	325,000	1,855,000	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 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
2010-11 & 2011-12**

**Transportation Impact Fees Fund - 1241
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	(4,857,200)	(6,246,460)	(7,988,500)	(9,394,800)	(11,906,900)	(12,318,400)
Transportation Impact Fees	2,031,100	2,092,000	2,154,800	2,219,400	2,286,000	2,354,600
Interest Earnings	(92,300)	(156,600)	(361,300)	(458,000)	(473,800)	(573,600)
Operating Expenditures	(32,060)	(32,460)	(33,400)	(34,400)	(35,400)	(36,500)
Capital Expenditures	(3,296,000)	(3,645,000)	(3,166,400)	(4,239,100)	(2,188,300)	(4,338,900)
Total Resources Available for Future Projects	(6,246,460)	(7,988,520)	(9,394,800)	(11,306,900)	(12,318,400)	(14,912,800)

Additional Information:

The Transportation Impact Fees are estimated to decrease 20% next year (10/11) due to a combination of decreases in development and the 15% reduction in fees approved by Council June 7, 2010. The future years are estimated to increase 3% annually.

A solution to funding the proposed projects may be one of three options: 1) additional grants, 2) increased transportation fees and/or 3) postponed or reduced projects. However, to be eligible for grant monies, the City needs to be prepared to fund projects. Therefore, staff is recommending this plan. Council oversight on the progress of staff in balancing this fund is essential.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
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.	Chris Tavares	9633		N/A	100,000	100,000	100,000	100,000	100,000	100,000
2	Betty Drive Improvements for grade separation improvements and widening. This project is lead by the County and will improve Betty Drive leading into the City's Industrial Park, construction is planned for 10/11. The City has committed to pay up to \$3.5m for the project, although if bids are below estimates then cost savings will be realized and City contribution will be reduced in proportion to share of project.	Rebecca Keenan Chris Tavares	8223		A10 out-side map area	1,500,000	2,000,000	-	-	-	-
3	Traffic signal at Hurley Avenue & Shirk Road- The traffic signal will be constructed in conjunction with the widening of Shirk Street between Hwy 198 to just north of Hurley Avenue.	Eric Bons	9725	*	A11	-	-	300,000	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Transportation Impact Fees Fund - 1241 (continued)
2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Street Widening throughout the City										
4	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	1,500,000	1,545,000	1,591,400	1,639,100	1,688,300	1,738,900
1	Riverway Sports Park Phase III- Project to include the development of hardscape improvements to the area just south of the existing BMX area and east of the new baseball fields. Approximately .3 acres would be developed to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk and landscaping improvements. Also included are the extension of Giddings Avenue north to the new main western entry point, a new parking lot just east of the future softball complex/current temporary storm basin, development of 600 feet of new roadway from Giddings to the improved parking lot, additional irrigation, turf, and trees. All of these improvements would be in accordance with the adopted park master plan. (Multi-funded: Total of \$1.7m from \$596k Recreation Impact Fees (1211), \$641k Community Sports Park set-aside (0014) and \$217k Parks & Rec Foundation donation (0014), \$78k Storm Sewer (1221) and \$196 Transportation Impact Fees (1241).)	Vince Elizondo	3011/8099		B9	196,000					
5	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	**	D14						2,500,000
	Extension of Streets throughout the City										
6	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		D15			750,000	1,500,000		

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Transportation Impact Fees Fund - 1241 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
7	Construct Chinowth from Goshen Ave to Houston Ave. This project will complete the connection of Chinowth from Goshen Avenue to Houston. The project will include a railroad crossing and a signal at Goshen and Chinowth upon PUC approval.	Adam Ennis	9762	--	A12			150,000	400,000	400,000	
8	Construct Tulare Ave between Arroyo St (e of McAvuliff) 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	**	D16			275,000	600,000		
	Total Expenditures					3,296,000	3,645,000	3,166,400	4,239,100	2,188,300	4,338,900

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)

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

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Local Transportation Fund - 1611
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	112,600	115,440	118,230	121,076	123,978	126,939
(LTD) Local Transportation Development Funds	37,260	40,280	41,106	41,947	42,807	43,683
(TCAG) Tulare County Association of Government	10,000	10,000	10,000	10,000	10,000	10,000
(CMAQ) Congestion Mitigation and Air Quality	-	1,955,000	219,000	540,000		
(HSIP) Highway Safety Improvement Program		298,000				
Misc Revenue	1,000	1,000	1,000	1,000	1,000	1,000
Operating Expenditures	(35,420)	(38,490)	(39,260)	(40,045)	(40,846)	(41,663)
Capital Expenditures	(10,000)	(2,263,000)	(229,000)	(650,000)	(10,000)	(10,000)
Total Resources Available for Future Projects	115,440	118,230	121,076	123,978	126,939	129,959

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Bike and Pedestrian Trail Projects										
1	Northern Santa Fe Bike/Pedestrian Trail - Construct 5,400 ft of trail along the Santa Fe alignment from Houston to Rigglin. Project will include landscaping and irrigation. Project total of \$800k funded with CMAQ grant (1611) \$560k and Measure R (1132) bike and trail funds \$240k.	Paul Shepard	30117/8118 *		B16	-	560,000	-	-	-	-
2	Packwood Creek Trail: Caldwell to Cameron Ave - Acquire and develop 2.5 acres of Packwood Creek riparian area. Build a 3,400 ft trail along Packwood Creek. Includes irrigation system and landscaping. Project contingent on receipt of Congestion Mitigation Air Quality (CMAQ) grant (Multi-funded: Project total of \$715k funded from \$184k Measure R (1132) bike and Trail and \$531k CMAQ grant (1611)).	Paul Shepard	30117/9956 *		D6	-	531,000	-	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Local Transportation Fund - 1611 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
3	Packwood Creek trail from RR to Cedar- Project will construct approximately 4,360 ft of trail along Packwood Creek and Walnut Ave. and includes some landscaping and irrigation. Staff applied for a CMAQ grant in January 2008. Project is contingent upon receipt of grant. Project total of \$400k is funded with Measure R (1132) Bike and Trail funds \$46k and CMAQ grant (1611) \$354k.	Paul Shepard	3011/8119	*	D8	-	354,000	-	-	-	-
	Traffic Signal Installations/Improvements										
4	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 80% funded by TCAG.	E. Bons	9549	-	N/A	10,000	10,000	10,000	10,000	10,000	10,000
5	Install a traffic signal at Santa Fe & Walnut Ave. Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k prior year funding; and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	3011/9951	*	D13	-	255,000	-	-	-	-
6	Traffic signal at the intersection of Demaree & Ferguson to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Myron Rounsfull Eric Bons	3011/8113	*	A8	-	255,000	-	-	-	-
7	Traffic Signal at Mooney and Goshen- Install a traffic signal at Mooney Blvd & Goshen Avenue and add railroad crossing equipment as required by the California Public Utilities Commission. (Multi-funded: Project total \$678k, \$298k from HSIP Grant available in FY 11/12 (1611) and \$380k from 1241 prior year funding).	Eric Bons	3011/9950		B29		298,000				
8	Traffic Signal Interconnect- (12/13) Signal Synchronization Whitendale from Akers to County Center. (Multi-funded: Project total of \$47k from \$41k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$6k Measure R Regional (1133).)	Eric Bons	3011/8224		C8			41,000			

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Local Transportation Fund - 1611 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
9	Traffic Signal Interconnect- (12/13) Signal Synchronization Mineral King from West to Giddings, (Multi-funded: Project total of \$35k from \$30k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$5k Measure R Regional (1133).)	Eric Bons	3011/8225		B28	-	-	30,000	-	-	-
10	Traffic Signal Interconnect- (12/13) Signal Synchronization Akers from Tulare to Whitendale, (Multi-funded: Project total of \$71k from \$60k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$11k Measure R Regional (1133).)	Eric Bons	3011/8226		C9	-	-	60,000	-	-	-
11	Modoc Ditch Trail: Dinuba Blvd.-Giddings- Riparian ROW and Bike Path along Ferguson- Gong property. Purchase .43 acres of setback between Dinuba and Giddings in conformance with waterway policy and build 3,100 feet of Bike/Pedestrian path. Prior year funding for acquisition and \$100k in 12/13 for construction. (Multi funded: \$290 total from \$202k (\$190k prior year funding and \$12k in 12/13) Measure R Bike and Trail (1132) and \$88k Congestion Mitigation Air Quality Grant (CMAQ) (1611).)	Paul Shepard	3011/8128		B11	-	-	88,000	-	-	-
12	Traffic Signal Interconnect- (13/14) Signal Synchronization Demaree from Mill Creek (new Traffic Signal) to Riggan, (Multi-funded: Project total of \$635k from \$540k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$95k Measure R Regional (1133).)	Eric Bons	3011/8227		A9	-	-	-	540,000	-	-
Total Expenditures						10,000	2,263,000	229,000	550,000	10,000	10,000

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Measure T - Public Safety Sales Tax Fire 40% - 1122
2010/11 - 2013/14 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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash	7,574,200	6,332,038	7,655,088	7,025,007	6,341,639	5,602,037
Measure T 1/4 cent sales tax	1,776,000	1,838,200	1,893,300	1,950,100	2,008,600	2,068,900
Operating Expenses	(652,740)	(674,750)	(2,829,581)	(2,914,468)	(3,001,902)	(3,091,959)
Interest Earnings	159,600	159,600	306,200	281,000	253,700	224,100
Capital Expenditures	(2,525,022)	-	-	-	-	-
Total Resources Available for Projects	6,332,038	7,655,088	7,025,007	6,341,639	5,602,037	4,803,078

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Southwest Fire Station Project- Recommending amendment to Measure T Plan of Southeast Fire Station to Southwest location. With the lease of Station 56 in the Southeast the need for a new station has been identified for the Southwest. To improve response times in the area of the city where response times are extended. Current request for Land Acquisition and design to begin 2010/11. (Multi-funded: Project total of \$2.3m from \$2m Measure T (1122) - \$38k of which is from prior years and \$300k Fire Impact Fees (1061) \$73k of which is from prior years.)	Danny Wristen	3011/9776	***	N/A	1,935,038					
2	Purchase New Pierce Fire Engine- as included in Measure T Expenditure Plan	Doyle Sewell	9223 Task 70911	**	N/A	589,984					
	Budget Year / # requested										
	2010-11 / (1)										
	Total					2,525,022					

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Measure R Local Fund - 1131
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	(558,300)	(1,493,100)	(1,401,900)	(1,468,400)	(6,071,300)	2,181,500
Measure R Local Funding	1,829,454	1,866,043	1,903,364	1,941,431	1,980,260	2,019,865
Measure R Bonding/Financing Revenue	-	-	8,000,000		9,000,000	
Interest Earnings	(22,100)	(27,700)	(56,500)	(233,500)	83,900	84,600
Debt Service Payments	(22,140)	(22,180)	(687,780)	(687,780)	(687,780)	(1,461,528)
Operating Expenditures	(2,720,000)	(1,725,000)	(22,624)	(23,076)	(23,538)	(24,008)
Capital Expenditures			(9,203,000)	(5,600,000)	(2,100,000)	(600,000)
Total Resources Available for Future Projects	(1,493,086)	(1,401,937)	(1,468,440)	(6,071,325)	2,181,542	2,200,429

Additional Information:

Measure R Local fund revenues are estimated based upon Tulare County Association of Governments (TCAG) projections. This fund proposes a contribution towards Visalia's regional project funding "gap" (see Measure R Regional Fund 1133). This contribution would be in the form of a debt financing. This would be needed because Regional Measure R funding for Visalia projects is projected to be insufficient. The initial debt would be issued as needed. The projected need will be for \$8 million in 2012/13 and another \$9 million in 2014/15 for a total debt issuance of \$17 million. The total estimated cost of this debt issuance to the Measure R local fund, including interest is \$27.8 million over 20 years.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Install sidewalks along various school routes- staff has submitted a grant application for additional funding for this project. Two projects currently under design are west side of Akers between Judy & Tulare and Jacob St. North of School St.	Adam Ennis	8035		B23 C6	100,000	100,000	100,000	100,000	100,000	100,000
2	Widen Shirk St from SR 198 to Goshen Ave. 1st Phase will be environmental and project report to be completed by 12/13. Phase 2 (12/13) to include Right of Way acquisition and design. Phase 3 (13/14) 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	**	A6	50,000	300,000	1,000,000	1,000,000	800,000	500,000
3	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: (11/12) Permits & Construction. This project is eligible for Transportation Impact Fee (TIF) funding but has been proposed here due to the lack of available cash in that fund.	Adam Ennis	9948	**	C7	385,000	1,000,000	-	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Measure R Local Fund - 1131 (continued)
2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Widen Plaza Dr. including Hwy. 198 overcrossing to Goshen; widening to 6 lanes from Hwy. 198 to Hurley and 4 lanes from Hurley to Goshen. Phases include: Project Report 08/09; engineering & design 09/10 & 10/11; ROW acquisition 09/10 & 10/11; and construction 10/11 & 11/12. (Multi-funded: Project total of \$27.8m funded (estimated Jan 2010) with \$16m STIP funding & \$4.3m Measure R Regional (1133) and \$7.5m Local Measure R (1131). The City is pursuing additional funding from State and Federal sources.	Fred Lampe/ Adam Ennis	3011/9438		A7	1,900,000	-	5,603,000	-	-	-
5	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Lovers Lane Interchange - 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 effect 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 \$28m includes \$19.1 m Measure R Regional (1133) \$8.2m Measure R Local (1131) and \$700K prior year contribution paid to the City from Wal Mart.)	Adam Ennis	3011/9958		B24	-	-	2,500,000	4,500,000	1,200,000	-
Traffic Signal Improvements											
6	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.	Rebecca Keenan Eric Bons	8123	--	B25	100,000	-	-	-	-	-
7	Install a traffic signal interconnect to improve traffic circulation: An expert traffic synchronization consultant has been retained to evaluate the City's existing signals and prepare a report to provide guidance for signal coordination on the corridors of Mineral King Avenue, Akers Street, Whitendale Avenue, Demaree Street and other major corridors. The interconnect will allow for a more efficient flow of traffic while minimizing traffic delays. Completion of this project will help the City in seeking grant funding for future synchronization projects. CMAQ grants awarded in 09/10 have allowed programming of grant funded synchronization projects in 11/12 and 12/13 (see 1611 Transportation Fund).	Eric Bons	9773	--	TBD	75,000	75,000	-	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Measure R Local Fund - 1131 (continued)
2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
8	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.	Eric Bons	8116	*	B26	100,000	250,000	-	-	-	-
9	Safe Routes to School - Tulare Ave Santa Fe to Pinkham: This project will close the gaps in the sidewalk on the north side of Tulare Avenue and create a continuous sidewalk for children walking to Pinkham School from neighborhoods to the west. The project is broken up over a length of approximately one mile. (Multi-funded: Project total of \$329k from \$319k prior yr. SR2S grant (1611) and total of \$10k Measure R local (1131).	Eric Bons	3011/8200	*	N/A	10,000	-	-	-	-	-
Total Expenditures						2,720,000	1,725,000	9,203,000	5,600,000	2,100,000	600,000

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".

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Measure R Trailway Fund - 1132
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	0	24,600	49,800	75,500	101,700	128,400
Measure R Bike and Trail Revenue	981,000	905,600	2,138,200	1,101,800	32,400	33,000
Operating Expenditures	(5,400)	(5,410)	(5,500)	(5,600)	(5,700)	(5,800)
Capital Expenditures	(951,000)	(875,000)	(2,107,000)	(1,070,000)	0	0
Total Resources Available for Future Projects	24,600	49,790	75,500	101,700	128,400	155,600

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Packwood Creek Trail: Santa Fe to Walnut- Acquire 2.3 acres and construct .4 miles of asphalt trail with landscape. Project total of \$1.2m includes \$510k prior year funding for acquisition)	Paul Shepard	8129	--	D5			265,000	435,000		
2	Mill Creek Native Plant Bike Trail- Develop a native plant bike trail along Mill Creek in central Visalia from Fairway Drive to Johnson as included in the Measure R plan.	Paul Shepard	8182	--	B36	131,000					
3	Reconstruct Goshen Bike Path- Repave 5.5 miles of the Goshen bike path and add more landscaping. Project total of \$600k includes \$450k prior year funding.	Paul Shepard	8130	**	B10	150,000					
4	Modoc Ditch Trail: Dinuba Blvd.-Giddings- Riparian ROW and Bike Path along Ferguson- Gong property. Purchase .43 acres of setback between Dinuba and Giddings in conformance with waterway policy and build 3,100 feet of Bike/Pedestrian path. Prior year funding for acquisition and \$100k in 12/13 for construction. (Multi Funded: \$290 total from \$202k (\$190k prior year funding and \$12k in 12/13) Measure R Bike and Trail (1132) and \$88k Congestion Mitigation Air Quality Grant (CMAQ) (1611).)	Paul Shepard	3011/8128	--	B11		-	12,000			
5	St. Johns Trail: Road 148 to Cutler Park- Purchase 6 acres of riparian ROW and construct trail to continue existing trail from Road 148 to Cutler Park. (Multi-funded: Project total of \$913k from \$493k prior yr TEA grant (1611), \$320k Measure R Bike and Trail (1132) and \$100k prior yr Waterways (1251).)	Paul Shepard	3011/8041	*	B12	320,000					

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Measure R Trailway Fund - 1132 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
6	Modoc Ditch Trail: Mooney to Demaree- Construct one mile of decomposed granite trails along Modoc Ditch from Mooney Blvd. to Demaree. To improve access for pedestrians, bicycles and maintenance vehicles. Will reduce maintenance on dirt levees.	Paul Shepard	8228	--	B13	170,000					
7	Modoc Ditch Trail: St. Johns Trail to Court St.- Construct a .5 mile asphalt trail along Modoc Ditch that would connect the St. Johns Trail to the existing Modoc Ditch trail at Court St. This will improve trail connectivity.	Paul Shepard	8229	*	B14	165,000					
8	Packwood Creek Trail: Caldwell to Cameron Ave- Acquire and develop 2.5 acres of Packwood Creek riparian area. Build a 3,400 ft trail along Packwood Creek. Includes irrigation system and landscaping. Project contingent on receipt of Congestion Mitigation Air Quality (CMAQ) grant (Multi-funded: Project total of \$715k funded from \$184k Measure R (1132) bike and Trail and \$531k CMAQ grant (1611)).	Paul Shepard	3011/9956	*	D6	15,000	169,000				
9	St. Johns Bike/Pedestrian Trail: Riggins to Dinuba Blvd- Start acquisition of 6 acres of ROW and construct 1.3 miles trail and landscaping along the St. John's River. Will start at Riggins and proceed to Dinuba Blvd.	Paul Shepard	8131	**	B15		600,000	900,000			
10	Northern Santa Fe Bike/Pedestrian Trail- Construct 5,400 ft of trail along the Santa Fe alignment from Houston to Riggins. Project will include landscaping and irrigation. Project total of \$800k funded with CMAQ grant (1611) \$560k and Measure R (1132) bike and trail funds \$240k.	Paul Shepard	3011/8118	*	B16			240,000			
11	Packwood Creek Trail: Paradise to College- Construct 3,300 feet of trail along Packwood Creek and include signage, benches, irrigation and landscaping. Design 2011/12, Construct 2012/13.	Paul Shepard	8120	*	D7		60,000	240,000			
12	Packwood Creek trail from RR to Cedar- Project will construct approximately 4,360 ft of trail along Packwood Creek and Walnut Ave. and includes some landscaping and irrigation. Staff applied for a CMAQ grant in January 2008. Project is contingent upon receipt of grant. Project total of \$400k is funded with Measure R (1132) Bike and Trail funds \$46k and CMAQ grant (1611) \$354k.	Paul Shepard	3011/8119	*	D8		46,000				

City of Visalia Two-Year Budget 2010-11 & 2011-12

Measure R Trailway Fund - 1132 (continued) 2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
13	Packwood Creek Bike/Pedestrian Trail: Lovers Lane to Crumel St.- Acquire 1.1 acres of setback on the north side of Packwood Creek from Lovers Lane to Creekside park and build 1,300 feet of path with landscape.	Paul Shepard	8132	*	D9			250,000	235,000		
14	Mill Creek Trail: Lovers Lane to Cain St as shown in the master plan. This section will build 4,000 ft of trail and include landscaping and irrigation. Acquisition to occur in 12/13 with construction in 13/14.	Paul Shepard	9919	*	B17			200,000	400,000		
Total Expenditures						951,000	875,000	2,107,000	1,070,000		

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
2010-11 & 2011-12**

**Measure R Regional Project Fund - 1133
2010/11 - 2015/16 Capital Improvement Program**

This fund receives monies from the Regional Portion of the Measure R ½ cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Regional projects in Tulare County collectively receive ½ 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Balance	-	-	-	-	-	-
Measure R Regional Funding	9,280	16,536,450	31,734	2,105,026	25,510,326	10,636
ARRA	900,000					
Operating Expenditures	(9,280)	(9,450)	(9,734)	(10,026)	(10,326)	(10,636)
Capital Expenditures	(900,000)	(16,527,000)	(22,000)	(2,095,000)	(25,500,000)	-
Total Resources Available for Future Projects	-	-	-	(0)	(0)	(0)

Additional Information:

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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Widen existing Ben Maddox overcrossing at Hwy 198 to provide extra turning lanes. This project will also widen Noble Ave from Edison St. to Walmart entrance to allow a better transition from west bound to north bound. Phases: (03/04 - 07/08) ROW acquisition and design; (09/10 - 10/11) Construction. (Multi-Funded: Project total of \$8.1m funded from Gas tax (1111) \$1.2m (prior years) and Measure R Regional (1133) \$5.4 ARRA funding (08-10) and \$1.4M in federal money from the SAFTEA-LU (1611) prior yr.)	Manuel Molina	3011/9242	*	B27	900,000	-	-	-	-	-
2	Widen Plaza Dr. including Hwy. 198 overcrossing to Goshen; widening to 6 lanes from Hwy. 198 to Hurley and 4 lanes from Hurley to Goshen. Phases include: Project Report 08/09; engineering & design 09/10 & 10/11; ROW acquisition 09/10 & 10/11; and construction 10/11 & 11/12. (Multi-funded: Project total of \$27.8m funded (estimated Jan 2010) with \$16m STIP funding & \$4.3m Measure R Regional (1133) and \$7.5m Local Measure R (1131). The City is pursuing additional funding from State and Federal sources.	Fred Lampe/ Adam Ennis	3011/9438		A7	-	16,020,000	-	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Measure R Regional Project Fund - 1133 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
3	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Lovers Lane Interchange - 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 effect 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 \$28m includes \$19.1 m Measure R Regional (1133) \$8.2m Measure R Local (1131) and \$700k prior year contribution paid to the City from Wal Mart.)	Adam Ennis	3011/9958		B24	-	417,000	-	-	18,500,000	-
4	Widen Shirk St from SR 198 to Goshen Ave. 1st Phase will be environmental and project report to be completed by 12/13. Phase 2 (12/13) to include Right of Way acquisition and design. Phase 3 (13/14) 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		A6	-	-	-	2,000,000	7,000,000	-
Traffic Signal Installations/Improvements											
5	Traffic signal at the intersection of Demaree & Ferguson to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons Myron Rounsfull	3011/8113		A8	-	45,000	-	-	-	-
6	Install a traffic signal at Santa Fe & Walnut Ave. Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k prior year funding; and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons Myron Rounsfull	3011/9951		D13	-	45,000	-	-	-	-
7	Traffic Signal Interconnect- (12/13) Signal Synchronization Whitendale from Akers to County Center. (Multi-funded: Project total of \$47k from \$41k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$6k Measure R Regional (1133).)	Eric Bons	3011/8224		C8	-	-	6,000	-	-	-

City of Visalia Two-Year Budget 2010-11 & 2011-12

Measure R Regional Project Fund - 1133 (continued)
2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
8	Traffic Signal Interconnect- (12/13) Signal Synchronization Mineral King from West to Giddings, (Multi-funded: Project total of \$35k from \$30k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$5k Measure R Regional (1133).)	Eric Bons	3011/8225		B28	-	-	5,000	-	-	-
9	Traffic Signal Interconnect- (12/13) Signal Synchronization Akers from Tulare to Whitendale, (Multi-funded: Project total of \$71k from \$60k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$11k Measure R Regional (1133).)	Eric Bons	3011/8226		C9	-	-	11,000	-	-	-
10	Traffic Signal Interconnect- (13/14) Signal Synchronization Demaree from Mill Creek (new Traffic Signal) to Rigglin, (Multi-funded: Project total of \$635k from \$540k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$95k Measure R Regional (1133).)	Eric Bons	3011/8227		A9	-	-	-	95,000	-	-
Total Expenditures						900,000	16,527,000	22,000	2,095,000	25,500,000	-

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 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
2010-11 & 2011-12**

**Waterways Fund - 1251
2010/11 - 2015/16 Capital Improvement Program**

This fund is derived from a combination of monthly storm sewer fees and developer impact fees. This fund receives \$.48 of the \$.27 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, restoration of riparian vegetation, and maintenance of the setback areas.

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	123,127	(42,477)	(99,449)	(148,353)	(192,719)	(232,112)
Waterways Impact Fee	103,694	106,800	110,000	113,300	116,700	120,200
Waterways Fees	251,432	257,718	264,161	270,765	277,534	284,473
Interest Earnings (Expense)	3,900	4,000	6,100	4,500	3,100	1,900
Operating Expenditures	(21,100)	(21,960)	(22,600)	(23,300)	(24,000)	(24,700)
Setback Maintenance	(303,530)	(303,530)	(306,565)	(309,631)	(312,727)	(315,855)
Capital Expenditures	(200,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Resources Available for Future Projects	(42,477)	(99,449)	(148,353)	(192,719)	(232,112)	(266,093)

Additional Information:

The Waterways Impact Fees are estimated to decrease 5% in 10/11 due to slowing development. The future years beginning with 11/12 are estimated to increase 3% annually. Waterways Fees are estimated to increase annually by 1.5% (based upon 500-600 new housing units per year) in 10/11-12/13 and 2% (based upon 700 new housing units per year) in 13/14-15/16.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Matching funds to developers for development of riparian setbacks. Includes drip irrigation, oak trees and riparian landscaping, paths, signs, and wood chips. In some cases fencing may be required to limit access.	Paul Shepard	9756	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
2	Misc. Asphalt Trail Repairs- Repair tree root damage to asphalt trails to improve pedestrian safety.	Paul Shepard	8230	--	N/A	100,000					
	Total Expenditures					200,000	100,000	100,000	100,000	100,000	100,000

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
2010-11 & 2011-12**

**Prop 42 - Transportation Fuel Tax - 1613
2010/11 - 2015/16 CIP Program**

This fund is 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.

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	1,044,705	650,500	8,790	8,790	8,790	8,790
State Traffic Congestion Relief	256,202					
Interest Earnings (Expense)	9,594	8,790				
Operating Expenditures	-	-				
Capital Expenditures	(660,000)	(650,500)				
Total Resources Available for Future Projects	650,500	8,790	8,790	8,790	8,790	8,790

Additional Information:

Traffic Congestion Relief money is required to be fully expended by June 30, 2012.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	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. Portions of this project may be contracted out depending on the size of each job. (Multi-funded: Project total of \$650k each year is funded from Prop 42 Traffic Congestion Relief (1613) in 2010-11 and 2011-12 and Gas Tax (1111) from 2012-13 onward.)	Mike McCoy	3011/9525		N/A	660,000	650,500				
	Total Expenditures					660,000	650,500	0	0	0	0

Shaded Area indicates Closure of this fund due to redirection of Prop 42 funding through the Gas Tax Fund (1111)

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
2010-11 & 2011-12**

**NE Capital Improvement Fund - 1711
2010/11 - 2015/16 Capital Improvement Program**

This fund is derived from fees paid by developers, builders, and subdividers for projects located in the Northeast Specific Plan Area to fund the construction of storm drain facilities, parks, bike paths, medians, block walls, landscaping, and amenities identified in the Northeast Specific Plan.

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	108,895	71,695	34,474	7,183	5,130	8,524
Revenue for Capital Projects	13,300	13,699	14,110	14,533	14,969	15,418
Interest Earnings	1,100	700	300	200	300	500
Operating Expenditures	(1,600)	(1,620)	(1,701)	(1,786)	(1,875)	(1,969)
Capital Expenses	(50,000)	(50,000)	(40,000)	(15,000)	(10,000)	(10,000)
Total Resources Available for Future Projects	71,695	34,474	7,183	5,130	8,524	12,473

Additional Information:

The NE Capital Improvement Impact Fees are estimated to decrease 5% in 10/11 due to an estimated decrease in development. The future years beginning in 11/12 are estimated to increase 3%.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Various Northeast Specific Plan improvements. This project covers the City's annual cost of reimbursing developers for bike paths, parkway landscaping and block walls that are identified as the City's responsibility in the Northeast Specific Plan.	Doug Damko	9899	N/A	N/A	50,000	50,000	40,000	15,000	10,000	10,000
	Total Expenditures					50,000	50,000	40,000	15,000	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 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
2010-11 & 2011-12**

**Community Development Block Grant Fund - 1811
2010/11 - 2015/16 Capital Improvement Program**

Monies for this fund are provided to the City as an entitlement community thru 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.

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	-	-	-	-	-	-
Revenue for Capital Projects	207,097	207,097	207,097	207,097	207,097	207,097
Capital Expenses	(207,097)	(207,097)	(207,097)	(207,097)	(207,097)	(207,097)
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Oval Park Improvements- Working with oval area residents and businesses to foster revitalization efforts. 2010/11 funding to create a more family friendly park, coordinating with local non-profit agencies to use the existing oval building. This project has received prior year funding.	Rhonda Haynes	8079	--	B32	29,025	29,025*	29,025	29,025	29,025	29,025
2	Oval Park Area Lighting- 2010/11 funding for addition of 9 new lights (possibly solar) to improve safety and reduce crime in the oval area.	Rhonda Haynes	8231	--	B32	40,000	40,000*	40,000	40,000	40,000	40,000
4	ADA Compliance- Annual provision of CDBG funding for the construction of ADA compliant curb cuts and truncated domes. Funding in 2010/11 is for the construction of at least 10 ADA compliant ramps and warning detection panels for the blind throughout the areas of downtown within the city's CDBG target areas.	Norm Goldstrom	9206	--	N/A	40,000	40,000*	40,000	40,000	40,000	40,000
5	Park Improvements: Perform miscellaneous park improvements near low-income areas to maintain a safe environment for the community. 2010/11 funding to address Skate Park graffiti and fencing.	Vince Elizondo	9636	*	N/A	98,072	98,072*	98,072	98,072	98,072	98,072
Total Expenditures						207,097	207,097*	207,097	207,097	207,097	207,097

♦ CDBG funding is appropriated on an annual basis following the Citizen's Participation Plan as required by HUD. Budget amounts shown in the 2011/12 are for planning purposes only and have not been appropriated by Council. The CDBG budget for 2011/12 will be brought to Council for adoption in April 2011.

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 **** 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
2010-11 & 2011-12**

**Storm Sewer Deficiency - 1222
2010/11 - 2015/16 Capital Improvement Program**

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$.67 of the \$.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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash	423,900	361,700	437,000	528,600	630,300	742,800
Storm Sewer Fees	326,500	331,400	336,400	343,100	350,000	357,000
Interest Earnings (Expense)	5,300	8,600	20,300	24,200	28,600	33,300
Operating Expenditures	(14,040)	(14,690)	(15,100)	(15,600)	(16,100)	(16,600)
Capital Expenditures	(380,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Resources Available for Projects	361,660	437,010	528,600	630,300	742,800	866,500

Additional Information:

Storm Sewer Fees are estimated to increase annually by 1.5% (based upon 500-600 new housing units per year) in 10/11-12/13 and 2% (based upon 700 new housing units per year) in 13/14-15/16.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Study storm water drainage problems and perform minor repairs to the storm water system.	Doug Damko	9170	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
2	Developer Reimbursement Storm Sewer Deficiency- Reimburse developers for improvement of existing drainage deficiencies in infill areas with their proposed projects. Does not include new storm drainage that results from new construction.	Doug Damko	8143	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
3	Replace Storm Sewer Mains- Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by rain or nuisance water.	Jim Ross	8232	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
4	Riverwood Basin- Install landscaping, fencing, pump station with discharge line, inflow structures and street improvements at the 1-acre Creekside storm/recharge basin located at the southeast corner of Murray Ave. and McAuliff St. Purchase, fencing, excavation and street improvements have been completed. Remaining is lift station and landscaping 10/11. (Multi-funded: Project total of \$535k funded with Storm Sewer (1221) \$176k prior yr & \$13k 10/11, Groundwater Recharge (1224) \$146k, Storm Sewer (1222) \$50k and \$150k will be received from the Visalia Water Management Committee.)	Doug Damko	3011/9557	--	B4	50,000	-	-	-	-	-

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Storm Sewer Deficiency - 1222 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
5	Professional services for FEMA evaluation for pursuit of Federal Section 205 funding for constructing identified deficient areas in the storm sewer system and seek solutions to identified deficiencies as related to the Storm Sewer Master Plan	Doug Damko	8205	--	N/A	80,000					
Total Expenses						380,000	250,000	250,000	250,000	250,000	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
2010-11 & 2011-12**

**Underground Water Recharge - 1224
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	1,011,730	484,500	10,900	8,000	6,700	1,900
Ground Water Recharge Fees	232,669	236,159	239,701	243,297	246,946	250,650
Ground Water Extraction Fee	487,041	494,347	501,762	509,288	516,928	524,682
Ground Water Annexation Fee	5,718	5,889	6,066	6,248	6,436	6,629
Interest Earnings	7,900	1,200	300	300	100	100
Operating Expenditures	(150,530)	(151,190)	(155,726)	(160,397)	(165,209)	(170,166)
Capital Expenditures	(1,110,000)	(1,060,000)	(595,000)	(600,000)	(610,000)	(610,000)
Total Resources Available for Future Projects	484,528	10,905	8,003	6,736	1,900	3,795

Additional Information:

The Ground Water Recharge Fees are estimated to increase annually by 1.5% (based upon 500-600 new housing units per year) in 10/11-12/13 and 2% (based upon 700 new housing units per year) in 13/14-15/16.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Acquire land for future groundwater recharge basins- To acquire properties that can be used as recharge facilities, acquisitions have to be done in coordination with the different irrigation district in order to secure water rights.	Andrew Benelli	9886	--	N/A	762,000	709,000	239,000	316,000	326,000	326,000
2	Groundwater Flow Monitoring & Monitoring wells - Joint project with Visalia Water Management (a committee that consists of COV, KDWCD, Calwater and it manages the expenditures of prop 218 funds). The additional monitoring wells will be determined upon the completion of the Groundwater Model, the model is currently under review by KDWCD.	Andrew Benelli	9883	--	N/A	10,000	10,000	10,000	10,000	10,000	10,000
3	Purchase water rights and water supply for ground water recharge.	Andrew Benelli	9558	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
4	Construct groundwater recharge facilities and/or contribute to enlarging of storm drain ponds or convert them to detention ponds to be used for groundwater recharge, current Projects in the list : Park Place Basin (Caldwell, Pinkham) ; Blain Property Basins(1&2)(Mineral King east of McAuiff).	Andrew Benelli	8146	--	D3	150,000	150,000	150,000	150,000	150,000	150,000

**City of Visalia
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**Underground Water Recharge - 1224 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
5	Replace old irrigation controllers to DX2- Replace old irrigation controllers in various park locations to the new Rain Master DX2 smart controllers for central control of irrigation systems in these parks to comply with state regulations. This is to update remainder of parks as all new parks will have this system. This project will result in a 33% reduction in the use of water for each park.	Jeff Fultz	9898		N/A	64,000	67,000	72,000			
6	Water Resource Management- Funding for consultations and engineering services as needed for guidance on water management issues, specifically those regarding surface water and irrigation water allocations. Not to be used for engineering services available from City staff.	Kim Loeb	8144	--	N/A	24,000	24,000	24,000	24,000	24,000	24,000
	Total Expenditures					1,110,000	1,060,000	595,000	600,000	610,000	610,000

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
2010-11 & 2011-12**

**Wastewater Trunk Line Construction Fund - 1231
2010/11 - 2015/16 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 \$.47 monthly storm sewer fee with the Storm Sewer Construction fund (1221).

Executive Summary

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash For Capital	3,349,300	3,747,900	2,070,100	549,000	2,310,100	2,958,700
Sanitary Sewer and Trunk Line Connection Fees	1,285,245	1,323,802	1,363,516	1,404,421	1,446,554	1,489,951
Sewer Master Plan Fees	487,800	497,600	507,600	517,800	528,200	538,800
Interest Earnings (Expense)	55,400	30,600	8,100	34,100	43,700	20,800
Bond Principal/Interest Expense	(316,600)	(316,600)	(261,500)	(55,800)	(44,900)	(44,900)
Operating Expenditures	(18,200)	(18,240)	(18,800)	(19,400)	(20,000)	(20,600)
Capital Expenditures	(1,095,000)	(3,195,000)	(3,120,000)	(120,000)	(1,305,000)	(3,535,000)
Total Resources Available for Future Projects	3,747,945	2,070,062	549,016	2,310,121	2,958,654	1,407,751

Additional Information:

The Sanitary Sewer/Trunkline Connection fees have decreased significantly as a result of decreased housing development. Revenues are estimated to decrease by 5% in 10/11. Connection fees are projected to begin increasing again in 11/12 at a rate of 3% annually through 15/16. Sewer Master Plan Fees are estimated to increase annually by 1.5% (based upon 500-600 new housing units per year) in 10/11-12/13 and 2% (based upon 700 new housing units per year) in 13/14-15/16.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	North Shirk sewer line extension. This project will 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. Total cost of project is \$7.2m which includes \$227k prior year funding.	Adam Ennis	9741	*	A5	1,000,000	3,000,000	3,000,000			
2	Reimburse developers for sanitary sewer - additional costs incurred when constructing the required sanitary sewer with development. The additional cost is the difference between the "development requirement" and the requirement to accommodate for future development in the area.	Doug Damko	9318	--	N/A	75,000	75,000	100,000	100,000	100,000	100,000
3	Preliminary engineering and design work necessary to provide developers and engineers with adequate information to construct master planned sewer lines with proposed development projects.	Doug Damko	9234	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000

**City of Visalia
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**Wastewater Trunk Line Construction Fund - 1231 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Sewer lift station near SR 198 (south side) and Plaza Drive- upgrade from two 1800 gpm pumps to four 2500 gpm pumps. The existing pumps will need to be upgraded to manage growth within the northwest portion of the City.	Andrew Benelli	8148	*	C5		100,000				
5	Avenue 276 Trunk Line- Extend the trunk line from Santa Fe St to Ben Maddox Way and from Ben Maddox to Lovers Lane along Visalia Parkway. The trunk line extension will service the area south of Caldwell. This project dependant upon South East Master Plan approval to annex land. Total cost of project is approximately \$4.6m.	Adam Ennis	9993	*	D4					1,185,000	3,415,000
	Total Expenditures					1,095,000	3,195,000	3,120,000	120,000	1,305,000	3,535,000

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 desc

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

In August 2002 the Wastewater Funds received a Bond for \$9.5M for the expansion of the Treatment Plant and to install and extend major arterial trunklines. The bond is to be paid back over a 15 year period at a 4% interest rate. Below is a breakout of each Funds portion of the bond:

Wastewater Trunkline Construction (1231 Fund): \$3.5M

Sewer Connection (1232 Fund): \$3.5M

Wastewater Treatment Plant (4311 Fund): \$2.5M

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Airport Fund - 4011
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	53,169	105,769	171,059	137,218	116,378	154,573
Federal Aviation Administration Airport Improvement Program (FAA-AIP)	703,000	546,250	2,517,500	2,308,500	1,268,250	10,374,000
Interest Earnings	1,600	3,400	5,300	4,500	5,900	(11,600)
Capital set-aside from Operating	88,000	90,640	93,359	96,160	99,045	102,016
Capital Expenditures	(740,000)	(575,000)	(2,650,000)	(2,430,000)	(1,335,000)	(10,920,000)
Total Resources Available for Projects	105,769	171,059	137,218	116,378	154,573	(301,011)

Additional Information:

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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
	<i>The projects listed below are contingent upon Federal Aviation Administration Airport (FAA) funding.</i>											
1	Airport Engineering Design - Design work for the Projects funded under the Airport Improvement Program. FAA is requiring all grants be issued "Based on Bids". Compliance requires the engineering design for all projects be started 6 to 12 months prior to their specific grant award. (Project total \$914k funded from \$868k FAA-95% and \$46k Airport fund 5%)	Mario Cifuentez	9967	--	N/A	164,000			750,000			
2	Terminal Area Study as required by FAA Over the past few years the airport has been served by several air carriers with service to Las Vegas and Ontario, CA. As service opportunities arise, one of the main constraints for expanded service is the current terminal layout and size. The existing terminal was built in the 1940's and is designed to service small aircraft and passenger loads. The FAA requires a detailed Terminal Area Study to determine size and layout needs prior to applying for grant funding to fund actual construction costs. (Project total \$162k funded from \$154k FAA-95% and \$8k Airport fund 5%)	Mario Cifuentez	8233	--	N/A	162,000						
3	Runway safety area drainage upgrade Drainage in the existing parking lots, aircraft tie-down apron and hangar development area is inadequate and, even in moderate storms, significant flooding occurs. This project will install two new primary lines with required laterals to drain the existing areas and infield. (Project total \$414k funded from \$393k FAA-95% and \$21k Airport fund 5%)	Mario Cifuentez	8234	--	C1	414,000						

**City of Visalia
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2010/11 - 2015/16 Capital Improvement Program

Airport Fund - 4011 (continued)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Oshkosh Striker 1500 aircraft firefighting vehicle. The airport currently has two (2) Aircraft Rescue and Firefighting (ARFF) vehicles. The older unit is a 1979 and has begun to fail. It needs approx. \$40,000 worth of repairs and has had approx. \$115,000 worth of repairs over the life of the vehicle. The airport's 5% grant match of \$28,750 will be less than the cost of one major repair. (Project total \$575k funded from \$546k FAA-95% and \$29k Airport fund 5%)	Mario Cifuentes	9223 task 70312	--	N/A	-	575,000				
5	West Side Hangar Site Development - Phase 1 to include grading, drainage, lighting, paving, and associated taxiways. The airport has a demand for large commercial and corporate hangar developments. Due to the building restriction line established by the airports approach minimums, there is inadequate space for these large developments on the east side of the runway. This hangar development will consist of one 35 foot wide connector taxiway and series of taxi lanes, grading and drainage. (Project total \$2.6m funded from \$2.5mk FAA-95% and \$133k Airport fund 5%)	Mario Cifuentes	9962	--	C1	-		2,650,000			
6	Extend Airport Drive around the north end of the airport- Extends Airport drive from its current terminating point at the Airline Terminal, around the North end of the runway and connects to existing frontage road terminating at the Valley Oak SPCA adjacent to Fwy 99. Allows easier access to the Westside commercial development and the SPCA. Phase 1 will provide for the southern most portion of the road and Phase 2 will be completed in conjunction with terminal relocation in future years. (Project total \$3m funded from \$2.9m FAA-95% and \$151k Airport fund 5%)	Mario Cifuentes	N/A	--	C2	-			1,680,000	1,335,000	
7	Construct a new Airline Terminal immediately northeast of the existing terminal. The need for a new terminal will be dictated by a growth in air carrier providers and total passengers. The location, orientation and size of the new terminal will be determined, in detail, in the Terminal Area Study that is being funded by the FAA ahead of this project. It is anticipated that this terminal will be needed in the 2015-16 timeframe. (Project total \$7.8m funded from \$7.4m FAA-95% and \$389k Airport fund 5%)	Mario Cifuentes	N/A	--	C1	-					7,770,000
8	Construct a new Airline Terminal parking apron. This project will provide parking apron for air carrier aircraft adjacent to the proposed new Airline Terminal. (Project total \$1.7m funded from \$1.6m FAA-95% and \$86k Airport fund 5%)	Mario Cifuentes	N/A	--	C1	-					1,710,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Airport Fund - 4011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
9	Upgrade to the airport access road and automobile parking lots in the Terminal Area. This project will provide for a new access road, terminal parking entrance and automobile parking for the proposed new Airline Terminal. (Project total \$1.441m funded from \$1.4 FAA-95% and \$72k Airport fund 5%)	Mario Cifuentes	N/A	--	740,000	575,000	2,650,000	2,430,000	1,335,000	1,440,000
	Total Expenses				740,000	575,000	2,650,000	2,430,000	1,335,000	10,920,000

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

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Convention Center Fund - 4131
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning restricted cash available for capital replacement	81,800	325,300	499,000	630,400	642,000	453,800
Annual General Fund contribution for capital replacement	255,000	280,000	300,000	300,000	300,000	300,000
Telescopic Seating Fee (see additional information below)	11,000	11,200	11,400	11,600	11,800	12,000
Proposed Energy Block Grant Funding	45,000	20,000				
Capital Expenditures for Convention Center	(67,500)	(137,500)	(180,000)	(300,000)	(500,000)	(765,000)
Total Resources Available for Convention Center Projects	325,300	499,000	630,400	642,000	453,800	800

Additional Information:

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 \$300k per year. In order to build up the funding for larger projects in 2014-2016, projects in the 2-year portion of the budget have been reduced.

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1.	Replacement and installation of new HVAC control software and controllers to manage the air conditioning and heating requirements of the Convention Center. The current system was installed 18 years ago. This software is no longer supported or available and cannot be moved to newer equipment. This system is important to the success of every event and needs to be replaced to ensure a system failure does not occur in the future. The Convention Center plans to finance the cost of this improvement using the energy savings with no net increase in energy costs. If this savings cannot be achieved, staff will return to Council to request other funding.	Wally Roeben	8235	--		45,000					
2.	Purchase of (40) new executive chairs and (7) tables for the Executive and Grand Boardrooms. These are the two premium meeting rooms at the Center and are expected to be of an executive level. Current furnishings are now 18 years old, breaking down and becoming uncomfortable to sit in. Parts are no longer available. To maintain the quality of these rooms and meet the high level of client expectations, the furnishings need to be replaced.	Wally Roeben	9222 task 71011	--	N/A	22,500	22,500				
3.	Repaint the exterior of the Convention Center. The facility is now 18 years old. The exterior appears old and weathered. There is considerable streaking in many places. New painting will provide a sealant and protection against further deterioration of the building exterior while making a dramatic difference in the cleanliness and look of the entrance to the facility.	Wally Roeben	8236	--	B1		60,000				

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Convention Center Fund - 4131 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Replacement and installation of new lighting controller for Exhibit Hall lights. The permanent ceiling light fixtures are controlled by an 18 year old electronic control system which has begun to malfunction. Parts are no longer available. To ensure the proper control of lighting levels in the Exhibit Hall and the safety of our clients this electronic control system needs to be replaced. The Convention Center is seeking State Energy Program (SEP) funds for this project. If not received, will use existing Energy Block Grant funding.	Wally Roeben	8237	--	N/A		20,000				
5	New and Replacement Pipe and Drape. Replace worn out pipe & drape used in trade shows and purchase additional black and white drape for use in the Exhibit Hall. The majority of draping owned by the Convention Center is green, a color which has become less popular over the years. The currently limited supply of black and white drape is not sufficient to meet increasing market demand for exhibit booths, bridal shows and weddings.	Wally Roeben	9222 task 70412	--	N/A		35,000				
6	Replacement of the Convention Center's second story roof on the original portion of the facility. This section was not replaced during the 1991 expansion and is becoming irreparable. The roof has been repaired for leaks on numerous occasions and requires replacement to avoid internal water damage. This project can be delayed in the short-term but needs to be completed in the next few years to prevent damage to the facility.	Wally Roeben	N/A	--	B1			120,000			
7	Replacement of green multicolor carpet in administrative offices. This carpet was last replaced in 1991. Various areas are snagged and torn, showing excessive wear and age. The carpet needs to be replaced to address safety issues and make a lasting impression of quality.	Wally Roeben	N/A	--	N/A			25,000			
8	Elevator Motor/Controller Replacement- Replacement of the motor and controller that drives the passenger elevator in the Convention Center lobby which provides access to the second story meeting rooms. This elevator dates back to the original construction of the Community Center in 1971. The elevator maintenance company recommends the motor 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	N/A	--	N/A			35,000			

**City of Visalia
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2010-11 & 2011-12**

**Convention Center Fund - 4131 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project#	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
9	Replacement of the concrete on the Eucalyptus Courtyard. The Eucalyptus courtyard is made up of a series of 12 X 12 concrete squares which are very susceptible to settling. The courtyard has required grinding to minimize trip hazards and has also begun to chip in many places requiring patching. Currently, the courtyard is an uneven patchwork of concrete beginning to look bad. Improvements would include shade cover and changes to landscaping to create a more inviting and useful space for Convention Center events. Grant funding is being sought for the Visitor Center that will be built on the Plaza Courtyard and replacement of that courtyard concrete will more than likely be a part of the Visitor Center project.	Wally Roeben	N/A	--	B1			300,000			
10	Roof Replacement - Replacement of the roof of the newer portion of the Convention Center installed in 1991. In 2014-15, the roof will be 23 years old and in need of replacement. Most roofs have a 20 year useful life at which time they need to be replaced.	Wally Roeben	N/A	--	B1					300,000	
11	Exterior Facility Door Replacement- With approximately 250,000 patrons using the doors each year they 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	N/A	--	N/A					200,000	
12	Replacement of Furniture/Fixtures & Equipment- The Convention Center will be 25 years old in FY 2015/16 and due for freshening up. Unless plans are made for an expansion and remodel at that time, the furniture, fixtures and equipment will need to be replaced to ensure the ability to compete with newer and more modern facilities.	Wally Roeben	N/A	--	N/A						355,000
13	Replacement of Interior Wall coverings and Paint- The Convention Center will be 25 years old in FY 2015/16 and due for freshening up. Unless plans are made for an expansion and remodel at that time, the wall coverings will need to be replaced and the facility interior repainted to remain competitive with newer and more modern facilities.	Wally Roeben	N/A	--	N/A						410,000
	Total Expenditures					67,500	137,500	180,000	300,000	500,000	765,000

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
2010-11 & 2011-12**

**Wastewater Conservation Plant Fund - 4311
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Restricted Cash - Capital Replacement	5,400,000	9,150,946	24,189,216	13,498,421	21,139,830	25,800,372
Annual Depreciation for Treatment Plant Capital Replacement	2,504,037	2,554,037	3,046,124	3,046,124	3,046,124	3,046,124
Annual Depreciation for Sewer Line Replacement	795,963	845,963	795,963	795,963	795,963	795,963
Proceeds of Bond Issue	40,000,000	50,000,000	-	-	-	-
Debt Service on Bond	(900,000)	(2,000,000)	(2,250,000)	(2,250,000)	(5,700,000)	(5,700,000)
Contribution from Operating Cash for New Capital (includes contribution for maintenance, projects and new equipment)	3,149,000	4,800,000	7,024,388	7,057,876	7,088,456	7,115,984
Capital Expenditures	(41,798,054)	(41,161,730)	(19,307,270)	(1,008,554)	(570,000)	(636,054)
Ending Cash for Future Capital Replacement	9,150,946	24,189,216	13,498,421	21,139,830	25,800,372	30,422,390

Additional Information:

The ending cash shown above is money set aside annually for future capital replacement. The Wastewater Fund currently has \$86m in capital assets which include the treatment plant and underground infrastructure. This amount will soon increase by \$98m 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. This fund is beginning to build up cash to cover the future maintenance and replacement cost on this large amount of infrastructure.

#	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Adam Ennis	9456	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
2	Doug Damko	9571	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
3	Jason Huckleberry	9228	--	N/A	70,000	70,000	70,000	70,000	70,000	70,000

Replace Sanitary Sewer Mains that are shown to be deteriorating. To eliminate sewer failure, which can cause overflows, the Engineering Division repairs failing sewer lines. For the next three years, the division plans to increase its efforts of repairing sewer mains in the Oval Neighborhood as identified by TV inspections.

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.

Install sewer laterals- Customer-requested hookups to the sanitary sewer. Contract costs are reimbursed by the property owner.

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Wastewater Conservation Plant Fund - 4311 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	Andrew Benelli	3011/9981	*	B2	14,000	14,000				
5	Andrew Benelli	3011/8216	--	B2	9,000					
6	Andrew Benelli	3011/8094	*	B3		20,000				
7	Jim Ross	3011/8238	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
8	Jim Ross	9362	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
9	Jim Ross	9737	--	N/A		120,000		120,000		
10	Jim Ross	9768	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000

**City of Visalia
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**Wastewater Conservation Plant Fund - 4311 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
11	Jim Ross	8239	--	N/A	30,000	30,000				
<p>Waukesha valve job- These (2) 300hp engines run on gas from the digester/or natural gas and will be replaced as part of the upgrade project (line16). The Waukeshas 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.</p>										
12	Jim Ross	9032	--	N/A	75,000	-				
<p>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 (line16). The Waukeshas 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 includes complete overhaul of Waukesha engines including rings, pistons, sleeves, crankshaft, cam shafts, bearings, valves, carburetion kits and fuel regulators.</p>										
13	Jeff Misenhimer	8240	--	N/A	327,000					
<p>WWTP Boiler Replacement- Boilers #1 and #2 are used to heat water to maintain digesters at 98 degrees. Boilers will be 24 years old at time of replacement. Boilers are used to heat and maintain sludge temperature in digesters at 98 degrees to meet state and federal biosolids per million</p>										
14	Jim Ross	3011/8241	--	N/A	150,000	75,000	75,000	50,000	50,000	50,000
<p>Lift Pump Repair/Replacement- Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuild able. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$450k Wastewater 4311, \$550k Storm Sewer 4812)</p>										
15		N/A					50,000	50,000	50,000	50,000
<p>Replace Walnut Trees - Annual replacement of missing, dead or over mature walnut trees. Certain sections of the walnut grove have either reached a point where production of walnuts is decreasing due to the age of the trees, or some trees are dead and/or have already been removed.</p>										
16	Jim Ross	9984	--	N/A				150,000		
<p>Generator Overhaul- Overhaul emergency standby generator. Replace parts such as pistons, sleeves, rods, valves, bearings, and related parts. Includes rental of a 500 kW generator while generator is being rebuilt.</p>										

**City of Visalia
Two-Year Budget
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**Wastewater Conservation Plant Fund - 4311 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	The following projects are improvements to the plant									
	WCP Design 2009 Upgrade- Convert plant to full tertiary treatment, utilizing Membrane Bioreactor technology. Includes the development of a recycled water distribution network.									
17	Jim Ross	8186	--	C3	40,000,000	40,000,000	18,600,000	--	--	--
	The following projects are vehicle replacements or vehicle additions.									
	Vehicle replacement- replace current 1-ton lift truck with utility bed truck. Used to perform maintenance on liftstations and pumps.									
		9223 task	--	N/A	76,300					
18	Jim Ross	71111	--	N/A	76,300					
	Vehicle replacement- replacement vehicle for the quality assurance division. Current vehicle is a Chevy Astro cargo van.									
		9223 task	--	N/A	35,574					
19	Jim Ross	71211	--	N/A	35,574					
	Vehicle Replacement- replace current Wastewater collections 1994 Ford Ranger with 3/4 ton - 4x2 extended cab. Current vehicle too small to meet needs of crew. Truck will be used to tow closed circuit camera trailer.									
		9223 task	--	N/A	40,330					
20	Brian Vanciel	71311	--	N/A	40,330					
	Vehicle Replacement- replace current wastewater collections F-350 dump bed with 1-ton 4x2 regular cab diesel truck									
		9223 task	--	N/A		51,230				
21	Brian Vanciel	70512	--	N/A		51,230				
	Vehicle Replacement- replace current wastewater collections F-350 dump bed with 1-ton regular cab diesel truck									
		9223 task	--	N/A			64,310			
22	Brian Vanciel	70612	--	N/A			64,310			

City of Visalia Two-Year Budget 2010-11 & 2011-12

**Wastewater Conservation Plant Fund - 4311 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
30	Jeff Misenhimer	N/A	--	N/A				132,980		
31	Jeff Misenhimer	N/A	--	N/A						18,094
Total Expenses					41,798,054	41,161,730	19,307,270	1,008,554	570,000	636,054

Notes:

In August 2002 the Wastewater Funds received a Bond for \$9.5M for the expansion of the Treatment Plant and to install and extend major arterial trunklines. The bond is to be paid back over a 15 year period at a 4% interest rate. The final payment on this bond will be in 2017/18. Below is a breakout of the bond:
Wastewater Trunkline Construction (1231 Fund): \$3.5M Sewer Connection (1232 Fund): \$3.5M Wastewater Treatment Plant (4311 Fund): \$2.5M

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

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**Solid Waste Fund - 4411
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	(351,600)	3,619,900	6,151,900	5,691,300	6,751,500	7,832,900
Tulare County Association of Governments (TCAG), Congestion Mitigation Air Quality (CMAQ)	1,541,000					
Annual Depreciation for Capital Replacement	1,049,000	1,019,000	1,039,400	1,060,200	1,081,400	1,103,000
Contribution from Operating for New Capital	3,500,000	4,800,000	1,007,000	2,673,000	2,269,000	4,335,000
Capital Expenditures	(2,118,500)	(3,287,000)	(2,507,000)	(2,673,000)	(2,269,000)	(4,335,000)
Ending Cash for Future Capital Replacement	3,619,900	6,151,900	5,691,300	6,751,500	7,832,900	8,935,900

Additional Information:
All new vehicles and equipment included in lines 18-22 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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Dump On Us - Four Dump On Us events to be held annually at the Corporation Yard. The Trash-a-Thon is also done at Summers Park. Designated alleys are also cleaned monthly, or as needed.	Earl Nielsen	9459	--	N/A	50,000	51,000	52,000	53,000	54,000	55,000
2	Miscellaneous Cleanup - Pick up trash (discarded furniture, shopping carts, homeless materials), clean up debris and remove weeds & brush along street right of ways. Emergency removal of fallen trees, light poles etc. to clear roadways.	Earl Nielsen	8159	--	N/A	50,000	60,000	70,000	80,000	90,000	100,000
3	Corporation Yard for CNG slow fill area - Pave areas of the slow fill compressed natural gas station which are currently dirt or gravel over a period of six years at the Corporation Yard creating additional parking for new growth trucks to be purchased. Used for parking by Solid Waste and WWTP. Phase 1 was completed in 07/08. Phase 2 is planned for FY 10/11 and the final Phase 3 in 11/12. Multi-funded: Remaining cost of \$560k to be funded with Solid Waste (4411) \$532k and WWTP (4311) \$28k.)	Andrew Benelli	301179981	--	B2	266,000	266,000	-	-	-	-
4	Corp Yard (SCE Parcel) Black Top - install and Maintain. New black top in the SCE parcel and repair existing blacktop in the Corporation Yard. If purchased, the new SCE property will require blacktop installation for the Department to operate in that area safely. Parking to be used by Solid Waste, WWTP, Streets, Parks and Buildings. (Multi-funded: Project total of \$200k to be funded with WWTP (4311) \$20k, Solid Waste (4411) \$150k, and General Fund \$30k. Final funding in 2014/15.)	Andrew Benelli	301178094	--	B3	150,000					

**City of Visalia
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Solid Waste Fund - 4411 (continued) 2010/11 - 2015/16 Capital Improvement Program											
#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
5	Renovation of Buildings on SCE yard property- adjacent to the Corporation yard. The City is currently in negotiations to purchase this property. Funding for renovation of (2) existing buildings for use by City staff. There are currently no power lines to these buildings. The full scope of renovations would be determined once the property was purchased.	Andrew Benelli	8244	**	B2	100,000	100,000	-	-	-	-
6	Solid Waste Cain Building Repair- Project will repair the dropped corner (south west) of the solid waste building. This has dropped approximately three inches. The repair to the building is necessary to prevent further deterioration of this asset.	Earl Nielsen / Andrew Benelli	8160	--	B2	100,000	-	-	-	-	-
7	Corp Yard Storm Water Drainage- Install Storm Drainage System at the Corporation Yard to provide grease & sediment treatment to the existing Corp. Yard storm water drainage system. (Multi-funded: Project total of \$90k from \$68k Solid Waste (4411), \$9k WWTP (4311), \$13k General Fund (0011).)	Andrew Benelli	3011/8216	--	B2	67,500	-	-	-	-	-
	The following are replacements of existing fleet vehicles and equipment										
8	Replace commercial rolloff truck - Budget Year / Unit# / Year / Miles 2010-11 / 254509 / 2001 / 167,248 2015-16 / 254510 / 2005 / 126,123	Earl Nielsen	9223 task (10/11)	--	N/A	240,000					325,000
9	Replace Residential split trucks: Budget Year / Unit# / Year / Miles 2010-11 / 253551 / 2000 / 116,043 2010-11 / 253552 / 2000 / 124,215 2010-11 / 253553 / 2000 / 108,260 2013-14 / 253562 / 2003 / - 2013-14 / 253563 / 2003 / - 2014-15 / 253566 / 2005 / - 2014-15 / 253567 / 2005 / - 2014-15 / 253568 / 2005 / - 2014-15 / 253569 / 2005 / - 2015-16 / 253571 / 2006 / -	Earl Nielsen	9223 task (10/11)	--	N/A	1,125,000			910,000	1,940,000	520,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Solid Waste Fund - 4411 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
10	<p>Replace commercial front-loader trucks: <u>Budget Year / Unit# / Year / Miles</u> 2011-12 / 255501 / 2002 / 103,441 2011-12 / 255502 / 2002 / 124,307 2011-12 / 255503 / 2002 / 110,059 2015-16 / 255504 / 2005 / - 2015-16 / 255505 / 2005 / - 2015-16 / 255506 / 2005 / -</p>	Earl Nielsen	9223 task 70812 (11/12)	--	N/A		1,050,000				1,410,000
11	<p>Replace residential yard waste and automated side loader trucks: <u>Budget Year / Unit# / Year / Miles</u> 2011-12 / 253554 / 2000 / 88,400* 2011-12 / 253555 / 2001 / 113,543 2011-12 / 253556 / 2001 / 123,735 2012-13 / 253557 / 2001 / - 2012-13 / 253558 / 2002 / - 2012-13 / 253559 / 2002 / - 2012-13 / 253560 / 2002 / - 2013-14 / 253561 / 2002 / - 2013-14 / 253564 / 2003 / - 2013-14 / 253565 / 2003 / - 2015-16 / 253570 / 2006 / -</p> <p>*This truck has lower mileage but high hours of use (9,586) and is recommended for replacement</p>	Earl Nielsen	9223 task 70912 (11/12)	--	N/A		1,185,000	1,680,000	1,335,000		510,000
12	<p>Replace 1 ton Pick Up <u>Budget Year / Unit# / Year / Miles</u> 2010-11 / 253904 / 2003 / 96,782</p>	Earl Nielsen	9223 task 71711	--	N/A	50,000					
13	<p>Replace 1 ton 350 Super Duty Pick Up <u>Budget Year / Unit# / Year / Miles</u> 2014-15 / 255905 / 2004 / -</p>	Earl Nielsen	N/A	--	N/A					40,000	
14	<p>Replace Supervisor Work Trucks <u>Budget Year / Unit# / Year / Miles</u> 2014-15 / 253906 / 2009 / - 2014-15 / 253905 / 2009 / -</p>	Earl Nielsen	N/A	--	N/A						110,000

**City of Visalia
Two-Year Budget
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**Solid Waste Fund - 4411 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
15	Replace 1 ton 350 Super Duty Pick Up Budget Year / Unit# / Year / Miles 2015-16 / 254901 / 2006 / -	Earl Nielsen	N/A	--							45,000
16	Replace Residential Trailer- #253701, 1988 Jacobsen 16' Bin Trailer will be 23 years old at the time of replacement.	Earl Nielsen	9222 task 71811	--	N/A	25,000					
17	Replace Residential Trailer- #254702, 2004 Gaskin 5 Bin Trailer will be 11 years old at the time of replacement.	Earl Nielsen	N/A	--						35,000	
18	Replace fork lift. #255925, 1995 Nissan Fork Lift will be 15 years old at the time of replacement.	Earl Nielsen	9222 task 71911	--	N/A	45,000					
	The following items are additions to the fleet and equipment. New vehicles will be added to the capital replacement program.										
19	New residential yard waste trucks to accommodate growth demands. Budget Year / Requested 2011-12 / (1) 2015-16 / (1)	Earl Nielsen	9223 task 71012 (11/12)	--	N/A		400,000				445,000
20	(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	N/A	--	N/A			375,000			485,000
21	New front load truck to meet growth demands. Budget Year / Requested 2012-13 / (1) 2015-16 / (1)	Earl Nielsen	N/A	--	N/A			330,000			440,000

City of Visalia Two-Year Budget 2010-11 & 2011-12

Solid Waste Fund - 4411 (continued) 2010/11 - 2015/16 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
22	New commercial roll-off truck to meet growth demands. Budget Year / Requested 2013-14 / (1)	Earl Nielsen	N/A	--	N/A				295,000		
23	New container delivery trailer, to accommodate delivery of containers due to normal growth of residential collection routes. This trailer will not be purchased unless required by actual growth in residential accounts.	Earl Nielsen	9222 task 71112	--	N/A		25,000				
Total Expenses						2,118,500	3,287,000	2,507,000	2,673,000	2,269,000	4,335,000

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)

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** 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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**Transit Fund - 4511
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	293,995	1,093,995	1,893,995	1,893,995	1,893,995	1,893,995
(LTF) Local Transportation Funds (one-quarter percent state sales tax)	123,020	148,000	48,000	48,000	48,000	48,000
Contribution from Operating for Capital	800,000	800,000				
NPS-National Park Service Entrance Fees (contribution to Sequoia-Kings shuttle)	763,000					
Grant Funding:						
(TPA) Transportation Planning received through TCAG (Tulare County Association of Governments)	60,000	60,000	60,000	60,000	60,000	60,000
(FTA) Federal Transit Administration Grant	-	400,000	-	-	-	-
(CMAQ) Congestion Mitigation Air Quality Grant	578,980	-	-	-	-	-
(BFL) Bus & Bus Facilities Livability Federal Grant	6,652,000					
Prop 1B - Safety and Security (State Funding)	112,000	112,000	112,000	112,000	112,000	112,000
Other Grant Funding - Not Yet determined	900,000					
Capital Expenditures	(9,189,000)	(720,000)	(220,000)	(220,000)	(220,000)	(220,000)
Total Unfunded	1,093,995	1,893,995	1,893,995	1,893,995	1,893,995	1,893,995

Additional Information:
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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Install and repair bus stops and equipment, including but not limited to, concrete pads, signs and information panels. Project is 80% funded with Prop 1B Safety, & Security \$56k with the remaining 20% covered by LTF \$14k.	Monty Cox	9635	--	N/A	70,000	70,000	70,000	70,000	70,000	70,000
2	Bus shelters - Purchase 15 replacement and/or new bus shelters annually. Project is 80% funded with Prop 1B Safety & Security \$56k with the remaining 20% covered by LTF \$14k.	Monty Cox	9640	--	N/A	70,000	70,000	70,000	70,000	70,000	70,000
3	Planning Studies - funding of Short Range Transit Plans and current transit planning tasks for the current fiscal year. Planning may include implementation of all or part of the most recent Short Range Transit Plan, development of facilities, equipment or vehicle purchases. Other tasks may include developing new bus routes or schedules. Project is 25% funded by LTF \$20k and 75% funded by TCAG Planning \$60k.	Monty Cox	9259	--	N/A	80,000	80,000	80,000	80,000	80,000	80,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Transit Fund - 4511 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
4	(5) Heavy Duty transit buses for the internal Sequoia Shuttle service (SEK) that operates Memorial weekend through Labor Day weekend. All five of the buses will replace heavy duty vehicles that have reached the end of their useful lives. 20% of this purchase, \$763k will be reimbursed from the National Park Service as their contribution to the Sequoia-Kings shuttle. The remaining 80% will be paid from a Bus Facilities Livability (BFL) Grant \$3.1m.	Monty Cox	9223 task 72011	--	N/A	3,815,000					
5	Purchase six (6) Medium Duty CNG transit buses for Dial-A-Ride service. The City will either purchase these off the state contract or obtain options from a bus manufacturer through a piggyback opportunity with a larger transit agency. This project follows the fleet plan outlined in the Short Range Transit Plan. All six (6) of the buses will be replacing medium duty vehicles that have reached the end of their useful lives. This project will be 88.53% federally funded with FTA Congestion Mitigation Air Quality (CMAQ) funds \$579k, and 11.47% funded with local LTF funds covering the required match of \$75k.	Monty Cox	9223 task 72111	--	N/A	654,000					
6	The Sequoia Shuttle Visitor Center will be used to provide information regarding the Sequoia National Park, the Sequoia Shuttle, and other Visalia Convention and Visitors Bureau efforts to support the Shuttle and tourism in general. Bus Facilities Livability (BFL) Grant funds are being pursued for \$3.6m of this project along with other possible grant funding of \$900k which could include a California Energy Commission (CEC), Clean Cities Coalition, or San Joaquin Valley Air Control Pollution District (SJVACPD) grant. the project will not move forward unless grant funding is awarded.		8175	--	B1	4,500,000					
7	Satellite Bus Transfer Facility - Construct satellite bus transfer facility along Mooney corridor where two or more City buses will pulse into at scheduled intervals. Passengers will be able to transfer to other routes to complete their trip. Other transit services within the county will also use this facility increasing the quality of transit service throughout the county. Funding is for design and property acquisition. This project needs to be shovel ready to compete for any available grant funding. This portion to be 80% funded with FTA \$400K & LTF covering 20% match \$100k.	Monty Cox	9572	--	TBD		500,000				
Total Expenses						9,189,000	720,000	220,000	220,000	220,000	220,000

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
2010-11 & 2011-12**

**Storm Sewer Operations & Maintenance - 4812
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash Balance	486,600	283,200	166,600	(94,000)	(121,800)	(293,500)
Storm Sewer User fees	1,162,600	1,185,900	1,221,500	1,258,100	1,295,800	1,334,700
Annual Depreciation for Storm Sewer capital replacement	490,940	490,940	495,800	500,800	505,800	510,900
Interest Earnings (Expense)	8,000	8,000	(8,715)	(9,201)	(11,813)	(12,075)
Misc Revenues	47,500	47,500	48,000	48,500	49,000	49,500
Operating Expenditures (staff costs, allocations, etc)	(1,648,370)	(1,658,960)	(1,692,139)	(1,725,982)	(1,760,502)	(1,795,712)
Capital Expenditures	(264,100)	(190,000)	(325,000)	(100,000)	(250,000)	(100,000)
Total Resources Available for Projects	283,170	168,580	(93,954)	(121,783)	(293,514)	(306,187)

Additional Information:

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 2010.

Executive Summary Assumptions:

The Storm Sewer User Fees are estimated to increase annually 3% based on growth.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	Lift Pump Repair/Replacement- Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuild able. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$450k Wastewater 4311, \$550k Storm Sewer 4812)	Jim Ross	3011/824 1	--	N/A	150,000	125,000	125,000	50,000	50,000	50,000
2	NEW SPRAY TRUCK - 1/2 ton 4x4 reg. cab, flat bed, skid mounted weed spraying equipment.- Spray equipment is currently mounted on a trailer making access to some maintenance areas impossible. Heavy duty truck will carry spray equipment to access these areas.	Brian Vancel	9223 task 72211	*	N/A	49,100					
3	Storm Catch Basin Repairs- Repair catch basins that are found to be deficient throughout the cities storm system.	Jim Ross	8245	--	N/A	40,000	40,000	25,000	25,000	25,000	25,000
4	Manhole Repairs- Repair and raise manholes throughout the cities storm and sanitary system. (Multi Funded: \$150k Wastewater 4311, \$150k Storm Sewer 4812)	Jim Ross	3011/823 8	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000

**City of Visalia
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2010-11 & 2011-12**

**Storm Sewer Operations & Maintenance - 4812 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
5	Water Screens Waterways- Install water screens on ditch culverts through out the water ways system. This will include electrical hookups, concrete work and any other materials to install screens at multiple locations.	Jim Ross	N/A	--	N/A	-	-	150,000	-	150,000	-
Total Expenses						264,100	190,000	325,000	100,000	250,000	100,000

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 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
2010-11 & 2011-12**

**Fleet Maintenance - 5011
2010/11 - 2015/16 Capital Improvement Program**

Executive Summary

		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement		930,182	930,182	930,182	886,582	886,582	886,582
Capital Expenditures		-	-	(43,600)	-	-	(45,300)
Total Resources Available for Projects		930,182	930,182	886,582	886,582	886,582	841,282

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
2	Replace Fleet Services Dodge Ram 2500 3/4 Ton Service Truck Budget Year / Unit# / Year / Miles 2012-13 / 252242 / 2001 / -0-	Mike Morgantini	N/A	--	N/A			43,600			
2	Replace Fleet Services Chevy 1,500 PU with 2,500 HD for Service Truck Budget Year / Unit# / Year / Miles 2013-14 / 252939 / 2001 / -0-	Mike Morgantini	N/A	--	N/A						45,300
Total Expenses						-	-	43,600	-	-	45,300

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
2010-11 & 2011-12**

**Vehicle and Equipment Replacement - 5012
2010/11 - 2015/16 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	2,801,000	3,231,121	3,476,850	2,947,170	3,476,850	3,387,283
Reimbursement for Vehicle Replacements	699,310	699,310	734,300	771,000	809,600	850,100
Interest Earnings	88,600	88,600	113,400	105,200	130,300	126,000
Operating Expenditures (allocations)	(43,340)	(44,160)	(45,000)	(45,900)	(46,800)	(47,700)
Capital Expenditures	(314,449)	(498,021)	(1,332,380)	(1,042,298)	(982,667)	(1,038,949)
Total Resources Available for Projects	3,231,121	3,476,850	2,947,170	2,735,172	3,387,283	3,276,734

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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Parks and Recreation Vehicle/Equipment Replacements:										
1	New Heavy Duty 3/4 ton pickup - Growth Budget Year / Unit# / Year / Miles 2012-13	Jeff Fultz	N/A	--	N/A			31,587			
2	Replace Parks 1/2 ton 4X4 pickup with sprayer unit with alternative fuel vehicle Budget Year / Unit# / Year / Miles 2013-14 / 312239 / 1999 / 110,093	Jeff Fultz	N/A	--	N/A				73,064		
3	Parks Tree Spade- replace 312757# tow behind tree spade	Jeff Fultz	N/A	--	N/A				45,993		
4	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 / 312259 / 2001 / 126,076 2013-14 / 312949 / 2002 / 125,081 2014-15 / 312256 / 1997 / 115,831 2015-16 / 312258 / 1999 / 113,960 2015-16 / 312260 / 2003 / 113,621	Jeff Fultz	N/A	--	N/A				67,052	33,526	74,812

**City of Visalia
Two-Year Budget
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**Vehicle and Equipment Replacement - 5012 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Replace Parks 4x4 1 ton & Spray Equipment Budget Year / Unit# / Year / Miles										
5	2015-16 / 312944 / 2001 / 119,271	Jeff Fultz	N/A	--	N/A						110,606
	Police Vehicle Replacements:										
	Replace marked patrol vehicles - (6) Fully Equipped Budget Year / Unit# / Year / Miles										
	2010-11 / 212343 / 1999 / 122,870										
	2010-11 / 212425 / 2001 / 125,001										
	2010-11 / 212428 / 2001 / 123,868		9223 task								
	2010-11 / 212432 / 2001 / 115,333	Randy George	72311	--	N/A	280,566					
6	2010-11 / 212433 / 2001 / 127,344										
	2010-11 / 212436 / 2001 / 111,585										
	Replace marked patrol vehicles - (7) Fully Equipped Budget Year / Unit# / Year / Miles										
	2011/12 / 212427 / 2001 / 114,515										
	2011/12 / 212437 / 2001 / 104,400										
	2011/12 / 212430 / 2001 / 106,636										
	2011/12 / 212357 / 2003 / 109,808										
	2011/12 / 212426 / 2001 / 124,721	Randy George	9223 task								
	2011/12 / 212431 / 2001 / 133,447										
7	2011/12 / 212434 / 2001 / 120,226	Randy George	71212	--	N/A		336,721				
	Replace PD light duty truck Budget Year / Unit# / Year / Miles										
8	2011-12 / 215218 / 2001 / 111,855	Randy George	9223 task	--	N/A		36,271				
	Replace unmarked Police vehicles - (2) Fully Equipped Budget Year / Unit# / Year / Miles										
	2011-12 / 211111 / 2002 / 107,025										
9	2011-12 / 215101 / 2002 / 129,827	Randy George	9223 task	--	N/A		74,776				
	Replace marked K-9 patrol vehicle Budget Year / Unit# / Year / Miles										
10	2011-12 / 212358 / 2003 / 117,083	Randy George	9223 task	--	N/A		50,253				
	Replace Police Go-4 (Parking Scooter) Budget Year / Unit# / Year / Miles										
11	2012-13 / 213319 / 2002 / 66,833	Randy George	N/A	--	N/A			41,330			

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Vehicle and Equipment Replacement - 5012 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Replace marked patrol vehicles - (9) Budget Year / Unit# / Year / Miles										
	2012/13 / 212352 / 1999 / 98,084										
	2012/13 / 212449 / 2001 / 101,668										
	2012/13 / 212360 / 2003 / 116,878										
	2012/13 / 212359 / 2003 / 108,132										
	2012/13 / 212451 / 2004 / 109,950										
	2012/13 / 212452 / 2004 / 105,795										
	2012/13 / 212453 / 2004 / 110,612										
	2012/13 / 212454 / 2004 / 112,839										
12	2012/13 / 212455 / 2004 / 110,928	Randy George	N/A	--	N/A			432,937			
	Replace PD light duty truck Budget Year / Unit# / Year / Miles										
13	2012-13 / 215221 / 2004 / 112,890	Randy George	N/A	--	N/A			39,676			
	Replace unmarked Police vehicles - (5) 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										
	2012-13 / 215105 / 2003 / 124,468										
14	2013-14 / 215196 / 2000 / 115,704	Randy George	N/A	--	N/A			154,356	38,589		
	Replace marked patrol vehicles (16) Budget Year / Unit# / Year / Miles										
	2013-14 / 212345 / 1999 / 103,089										
	2013-14 / 212354 / 2000 / 104,090										
	2013-14 / 212356 / 2000 / 100,379										
	2013-14 / 212361 / 2003 / 114,871										
	2013-14 / 212429 / 2001 / 108,266										
	2013-14 / 212450 / 2001 / 108,500										
	2013-14 / 212317 / 1996 / 104,322										
	2013-14 / 212346 / 1999 / 103,653										
	2013-14 / 212327 / 1998 / 103,261										
	2013-14 / 212332 / 1998 / 98,922										
	2013-14 / 212461 / 2005 / 112,753										
	2013-14 / 212462 / 2005 / 125,026										
	2013-14 / 212464 / 2005 / 123,713										
	2013-14 / 212465 / 2005 / 135,123										
	2013-14 / 212468 / 2005 / 131,550										
15	2013-14 / 212472 / 2005 / 122,312	Randy George	N/A	--	N/A				817,600		

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Vehicle and Equipment Replacement - 5012 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
16	Replace DARE Van- with alternative fuel vehicle Budget Year / Unit# / Year / Miles 2014-15 / 215911 / 1998 / 91,801	Randy George	N/A	--	N/A					38,259	
17	Replace marked patrol vehicles - (3) Fully Equipped Budget Year / Unit# / Year / Miles 2014-15 / 212466 / 2005 / 107,389 2014-15 / 212470 / 2005 / 105,463 2014-15 / 212473 / 2005 / 114,589	Randy George	N/A	--	N/A					157,869	
18	Replace unmarked Police vehicles - (6) Fully Equipped Budget Year / Unit# / Year / Miles 2014-15 / 215914 / 2004 / 119,683 2014-15 / 215915 / 2005 / 129,436 2014-15 / 215916 / 2005 / 135,696 2014-15 / 215917 / 2005 / 126,074 2015-16 / 215919 / 2005 / 100,047 2015-16 / 215104 / 2003 / 119,473	Randy George	N/A	--	N/A					163,029	94,064
19	Replace marked patrol vehicles - (14) Fully Equipped Budget Year / Unit# / Year / Miles 2015-16 / 212476 / 2007 / 140,806 2015-16 / 212479 / 2007 / 104,266 2015-16 / 212480 / 2007 / 111,301 2015-16 / 212481 / 2007 / 131,089 2015-16 / 212482 / 2007 / 131,979 2015-16 / 212484 / 2007 / 116,308 2015-16 / 212485 / 2007 / 103,189 2015-16 / 212486 / 2007 / 116,558 2015-16 / 212487 / 2007 / 106,620 2015-16 / 212488 / 2007 / 148,060 2015-16 / 212489 / 2007 / 124,502 2015-16 / 212490 / 2007 / 140,320 2015-16 / 212491 / 2007 / 158,310 2015-16 / 212492 / 2007 / 160,149	Randy George	N/A	--	N/A						759,467
20	Fire Vehicle Replacements: New Ford Escape Hybrid - Contingent upon approval of additional prevention staff (fire inspector). SUV to carry tools and equipment for investigation, weed abatement, property maintenance and other site plan and prevention duties. Budget Year 2010-11	Doyle Sewell	9223 task 72411	--	N/A	33,883					

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Vehicle and Equipment Replacement - 5012 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
21	Replace Pierce Fire Engine (2) Budget Year / Unit# / Year / Miles 2012-13 / 222428 / 1995 / 15,049 2014-15 / 222429 / 1995 / 16,499	Doyle Sewell	N/A	--	N/A			589,984		589,984	
22	Replace Chevy Tahoe- with emergency lighting package, mobile and portable radio with charger Budget Year / Unit# / Year / Miles 2012-13 / 222221 / 2001 / 101,516	Doyle Sewell	N/A	--	N/A			42,510			
Total Expenses						314,449	498,021	1,332,380	1,042,298	982,667	1,038,949

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
2010-11 & 2011-12**

**Police Vehicle Replacement Measure T - 5013
2010/11 - 2015/16 Capital Improvement Program**

This fund is supported by General Fund Departments, 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	152,800	153,440	154,090	(38,024)	154,090	167,190
Reimbursement for Vehicle Replacements	74,210	74,210	77,900	81,800	85,900	90,200
Interest Earnings	1,000	1,000	(1,500)	(3,400)	6,400	7,100
Operating Expenditures (allocations)	(74,570)	(74,560)	(76,100)	(77,600)	(79,200)	(80,800)
Corrections						
Capital Expenditures			(192,414)	(51,100)		
Total Resources Available for Projects	153,440	154,090	(38,024)	(88,324)	167,190	183,690

Additional Information:

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

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
	Public Works Vehicle/Equipment Replacements:											
	Replace marked patrol vehicles - (4) Fully Equipped											
	Budget Year / Unit# / Year / Miles											
	2012-13 / 212457 / 2004 / -											
	2012-13 / 212458 / 2004 / -											
	2012-13 / 212459 / 2004 / -											
1	2012-13 / 212460 / 2004 / -							192,414				
	Replace marked patrol vehicle - (1) Fully Equipped											
	Budget Year / Unit# / Year / Miles											
2	2012-13 / 212456 / 2004 / -								51,100			
	Total Expenses							192,414	51,100			

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
2010-11 & 2011-12**

**Information Services Fund - 5111
2010/11 - 2015/16 CIP 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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Cash for Capital Replacement	(35,200)	300,200	30,600	277,500	541,500	232,700
Additional Allocation per Council						
Hardware/Software Depreciation Funds	425,425	381,750	477,885	453,185	367,360	377,360
Capital Expenditures	(90,000)	(651,350)	(231,000)	(189,190)	(676,202)	(268,125)
Total Resources Available for Projects	300,225	30,600	277,485	541,495	232,658	341,935

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1	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	90,000	90,000	90,000	90,000	90,000	90,000
2	Communications Network Replacement - Routine replacement of core communications network equipment which is the backbone of communications between city facilities (phones & data). The core network equipment has a 7-year replacement cycle, last replaced April 2001. Existing equipment replacement has been stretched to its limit. A portion was replaced in 2009/10.	Mike Allen	8246	--	N/A		381,500				
3	Telephone System and handset replacement - Routine replacement. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to replace once evaluated for its usefulness and need. Telephones have a 10-year replacement cycle, first placed in April 2001.	Mike Allen	8247	--	N/A		179,850				
4	Mobile Data Terminal (MDT) Replacement (Police) - Replace approximately 110 Police MDT's and software. Includes Microsoft Office (current version) and operating system. Industry Standard is 2 - 3 years due to obsolete technology, hardware failure, higher maintenance costs, and employee downtime. 2012/13 in for hardware only and in 2015/16 the replacement will include hardware and software upgrades.	Mike Allen	8172	--	N/A			141,000			178,125

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Information Services Fund - 5111 (continued)
2010/11 - 2015/16 CIP Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
5	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				99,190		
6	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					468,700	
7	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					117,502	
Total Expenses						90,000	651,350	231,000	189,190	676,202	268,125

*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
2010-11 & 2011-12**

**Multi-Resources Fund - 3011
2010/11 - 2015/16 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	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
General Fund (0011)	30,500	47,000	17,000	17,000	17,000	17,000
Motor Vehicle In-Lieu (0012)	275,000	280,000	280,000	285,000	285,000	290,000
General Fund Designation (Community Sports Park -0014)	858,000	-	-	-	-	6,000,000
Fire Impact Fee (1061)	259,410	33,000	33,000	33,000	33,000	33,000
Gas Tax (1111)	1,625,000	1,600,000	1,150,000	650,000	650,000	650,000
Fire Sales Tax (1122)	1,935,038	-	-	-	-	-
Measure R Local (1131)	1,960,000	300,000	9,103,000	5,500,000	2,000,000	500,000
Measure R Bike and Trail (1132)	335,000	215,000	252,000	-	-	-
Measure R Regional (1133)	900,000	16,527,000	22,000	2,095,000	25,500,000	-
Park & Recreational Facilities (1211)	921,000	75,000	920,000	2,695,000	3,900,000	-
Storm Sewer Construction Fund (1221)	191,000	50,000	1,000,000	-	400,000	220,000
Storm Sewer Deficiency (1222)	50,000	-	-	-	-	-
Transportation Impact Fee (1241)	196,000	-	-	-	-	-
Transportation (1611)	-	2,253,000	219,000	540,000	-	-
Prop 42 - Transportation Fuel Tax (1613)	660,000	650,500	-	-	-	-
Wastewater (4311)	198,000	134,000	100,000	75,000	75,000	75,000
Solid Waste (4411)	333,500	416,000	-	-	-	-
Storm Sewer Maintenance & Operations (4812)	175,000	150,000	150,000	75,000	75,000	75,000
Total Resources Available for Projects	10,902,448	22,730,500	13,246,000	11,965,000	32,935,000	7,860,000

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<i>Multi-Funded Projects for Fire:</i>										
1	Southwest Fire Station Project- Recommending amendment to Measure T Plan of Southeast Fire Station to Southwest location. With the lease of Station 56 in the Southeast the need for a new station has been identified for the Southwest. To improve response times in the area of the city where response times are extended. Current request for Land Acquisition and design to begin 2010/11. (Multi-funded: Project total of \$2.3m from \$2m Measure T (1122) - \$38k of which is from prior years and \$300k Fire Impact Fees (1061) \$73k of which is from prior years.)	Danny Wristen	3011/9776	TBD	2,161,448	50,000	50,000	50,000	50,000	50,000
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. To date 1/3 of the approximately 150 signals in need of retrofit have been completed. Prior year funding will be combined with the 2010/11 appropriation to complete an additional 30. From 2011/12 onward, 5 per year will be installed, completing the remaining signals by 2026. All new signals will be installed with the system. (Multi-funded: \$50k each year from \$33k Fire Impact Fees (1061) and \$17k General Fund (0011).)	Charles Norman/ Eric Bons	3011/9531	N/A	50,000	50,000	50,000	50,000	50,000	50,000

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Multi-Resources Fund - 3011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	
	<i>Multi-Funded Projects for Transportation Improvements:</i>										
3	Widen Plaza Dr. including Hwy. 198 overcrossing to Goshen; widening to 6 lanes from Hwy. 198 to Hurley and 4 lanes from Hurley to Goshen. Phases include: Project Report 08/09; engineering & design 09/10 & 10/11; ROW acquisition 09/10 & 10/11; and construction 10/11 & 11/12. (Multi-funded: Project total of \$27.8m funded (estimated Jan 2010) with \$16m STIP funding & \$4.3m Measure R Regional (1133) and \$7.5m Local Measure R (1131). The City is pursuing additional funding from State and Federal sources.	Fried Lampe/Adam Ennis	3011/9438	A7	1,900,000	16,020,000	5,603,000	-	-	-	
4	Cape Seal- Place an emulsified seal over weathered and raveled pavement without substantial amount of cracking. By using timely proactive maintenance strategies to seal and delay the weatherization and raveling process that inevitably occurs through a period of time, extends the life of the pavement. (Multi-funded: Project total of \$5.2m from \$3.5m Gas Tax (1111) and \$1.7m Motor Vehicle In-Lieu (0012) - Please see individual fund pages for conditions which apply to award of contracts for this project)	Mike McCoy	3011/8007	N/A	1,775,000	1,780,000	780,000	285,000	285,000	290,000	
5	Widen existing Ben Maddox overcrossing at Hwy 198 to provide extra turning lanes. This project will also widen Noble Ave from Edison St. to Walmart entrance to allow a better transition from west bound to north bound. Phases: (03/04 - 07/08) ROW acquisition and design; (09/10 - 10/11) Construction. (Multi-Funded: Project total of \$8.1m funded from Gas tax (1111) \$1.2m (prior years) and Measure R Regional (1133) \$5.4 ARRA funding (08-10) and \$1.4M in federal money from the SAFTEA-LU (1611) prior yr.)	Manuel Molina	3011/9242	B27	900,000	-	-	-	-	-	
6	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. Portions of this project may be contracted out depending on the size of each job. (Multi-funded: Project total of \$650K each year is funded from Prop 42 Traffic Congestion Relief (1613) in 2010-11 and 2011-12 and Gas Tax (1111) from 2012-13 onward.)	Mike McCoy	3011/9525	N/A	660,000	650,500	650,000	650,000	650,000	650,000	

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**Multi-Resources Fund - 3011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
7	Widen Shirk St from SR 198 to Goshen Ave. 1st Phase will be environmental and project report to be completed by 12/13. Phase 2 (12/13) to include Right of Way acquisition and design. Phase 3 (13/14) 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	A6	50,000	300,000	1,000,000	3,000,000	7,800,000	500,000
8	Lovers Lane/198- Santa Fe/SR 198 overcrossing- Lovers Lane Interchange - 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 effect 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 \$28m includes \$19.1 m Measure R Regional (1133) \$8.2m Measure R Local (1131) and \$700k prior year contribution paid to the City from Wal Mart.)	Adam Ennis	3011/9958	B24	-	417,000	2,500,000	4,500,000	19,700,000	-
9	Traffic Signal at Mooney and Goshen- Install a traffic signal at Mooney Blvd & Goshen Avenue and add railroad crossing equipment as required by the California Public Utilities Commission. (Multi-funded: Project total \$678k, \$298k from HSIP Grant available in FY 11/12 (1611) and \$380k from 1241 prior year funding.)	Eric Bons	3011/9950	B29	-	298,000	-	-	-	-
10	Install a traffic signal at Santa Fe & Walnut Ave. Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k prior year funding; and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	3011/9951	D13	-	300,000	-	-	-	-
11	Traffic signal at the intersection of Demaree & Ferguson to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Myron Rounsfull Eric Bons	3011/8113	A8	-	300,000	-	-	-	-

**City of Visalia
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**Multi-Resources Fund - 3011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
12	Traffic Signal Interconnect- (12/13) Signal Synchronization Whitendale from Akers to County Center, (Multi-funded: Project total of \$47k from \$41k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$6k Measure R Regional (1133).)	Eric Bons	3011/8224	C8	-	-	47,000	-	-	-
13	Traffic Signal Interconnect- (12/13) Signal Synchronization Mineral King from West to Giddings, (Multi-funded: Project total of \$35k from \$30k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$5k Measure R Regional (1133).)	Eric Bons	3011/8225	B28	-	-	35,000	-	-	-
14	Traffic Signal Interconnect- (12/13) Signal Synchronization Akers from Tulare to Whitendale, (Multi-funded: Project total of \$71k from \$60k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$11k Measure R Regional (1133).)	Eric Bons	3011/8226	C9	-	-	71,000	-	-	-
15	Traffic Signal Interconnect- (13/14) Signal Synchronization Demaree from Mill Creek (new Traffic Signal) to Riggini, (Multi-funded: Project total of \$635k from \$540k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$95k Measure R Regional (1133).)	Eric Bons	3011/8227	A9	-	-	-	635,000	-	-
	Multi-Funded Projects for Parks and Basins:									
16	Riverway Sports Park Phase III- Project to include the development of hardscape improvements to the area just south of the existing BMX area and east of the new baseball fields. Approximately .3 acres would be developed to include a new playground, restrooms/concession, two new small picnic shelters, sidewalk and landscaping improvements. Also included are the extension of Giddings Avenue north to the new main western entry point, a new parking lot just east of the future softball complex/current temporary storm basin, development of 600 feet of new roadway from Giddings to the improved parking lot, additional irrigation, turf, and trees. All of these improvements would be in accordance with the adopted park master plan. (Multi-funded: Total of \$1.7m from \$596k Recreation Impact Fees (1211), \$641k Community Sports Park set-aside (0014) and \$217k Parks & Rec Foundation donation (0014), \$78k Storm Sewer (1221) and \$196k Transportation Impact Fees (1241).)	Vince Elizondo	3011/8099	B9	1,728,000					

**City of Visalia
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**Multi-Resources Fund - 3011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
17	Creekside Neighborhood Park/Storm Basin- Develop a 9-acre neighborhood park and storm basin to serve area south of Hwy 198 to Walnut Ave and east of Lovers Ln. Phase 2 (09/10) Develop 5 acres of park improvements to include playground, walking paths, turf and landscape, picnic area and a pump lift station. Phase 3 (11/12) Complete development of park improvements and build local street on west side of park. (Multi-funded: Project total \$1.8m funded with Recreation (1211) \$1.3m (including \$1.2 prior year funding) and Storm Sewer (1221) \$471k (including \$321k prior year funding).)	Vince Elizondo	3011/9413	D1	275,000	50,000	-	-	-	-
18	Riverwood Basin- Install landscaping, fencing, pump station with discharge line, inflow structures and street improvements at the 11-acre Creekside storm/recharge basin located at the southeast corner of Murray Ave. and McAuiliff St. Purchase, fencing, excavation and street improvements have been completed. Remaining is lift station and landscaping 10/11. (Multi-funded: Project total of \$535k funded with Storm Sewer (1221) \$176k prior yr & \$13k 10/11, Groundwater Recharge (1224) \$146k, Storm Sewer (1222) \$50k and \$150k will be received from the Visalia Water Management Committee.)	Doug Damko	3011/9557	B4	63,000					
19	Modoc Basin Neighborhood Park- Acquire Modoc Basin to develop a 4-5 acre park along with the basin on Riggan west of Demaree to serve area from Riggan Rd to Pratt Rd and Akers St to Shirk St. Existing subdivisions currently use Modoc basin which is identified in Storm Drain Master Plan as regional basin. Development to occur in 2013/14 including open space, athletic fields. (Multi-funded: Project total \$3.6k from Recreation (1211) \$2.6m and Storm Sewer (1221) \$1m.)	Vince Elizondo/ Doug Damko	3011/9935	A4		75,000	1,500,000	2,000,000		
20	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 \$1.6m from Recreation (1211) \$1m and Storm Sewer (1221) \$620k.)	Vince Elizondo	3011/8103	D2			420,000	595,000	400,000	220,000
21	Riverway Sports Park Phase 4- Develop Phase 4 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 \$10m funded with Recreation (1211) \$4m and Sport Park Reserve (0014) \$6m.)	Vince Elizondo	N/A	B9				100,000	3,900,000	6,000,000
Multi-Funded Projects for Bike and Pedestrian Trails:										
22	St Johns Trail: Road 148 to Cutler Park- Purchase 6 acres of riparian ROW and construct trail to continue existing trail from Road 148 to Cutler Park. (Multi-funded: Project total of \$913k from \$493k prior yr TEA grant (1611), \$320k Measure R Bike and Trail (1132) and \$100k prior yr Waterways (1251).)	Paul Shepard	3011/8041	B12	320,000					

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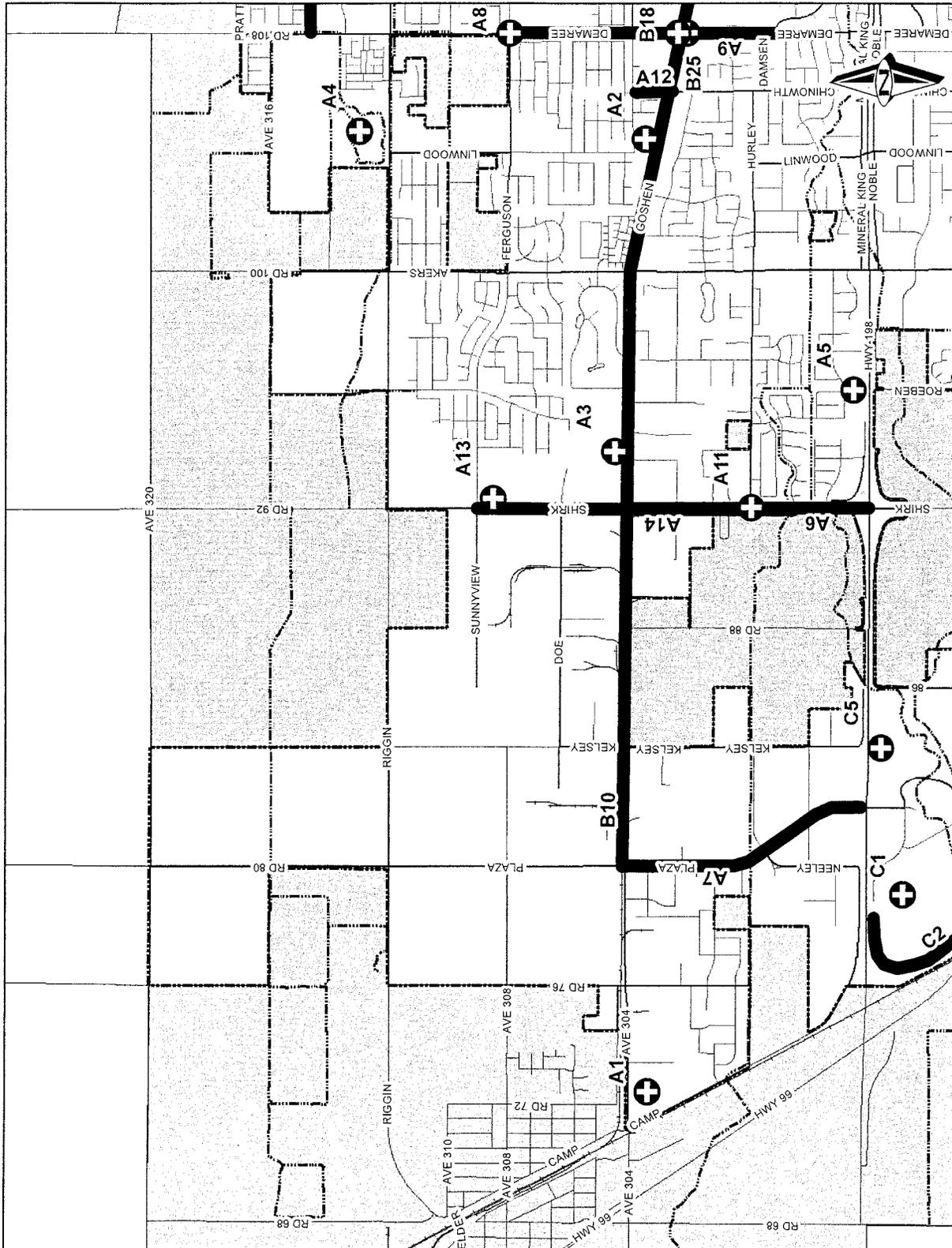
Multi-Resources Fund - 3011 (continued) 2010/11 - 2015/16 Capital Improvement Program										
#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
23	Dans Lane Neighborhood Park- Develop a 5 acre park and riparian area to serve neighborhood park demand South of Caldwell, from Mooney Blvd to Demaree. Improvements will include a walking trail, turf play areas, playground equipment, trees for shade, and picnic improvements. (Multi-funded: Project total of \$1.1m funded with Recreation (1211) \$815k (prior years) and \$150k (10/11) and Waterways (1251) \$113k (prior years).)	Vince Elizondo	3011/9579	D10	150,000					
24	Packwood Creek Trail: Caldwell to Cameron Ave- Acquire and develop 2.5 acres of Packwood Creek riparian area. Build a 3,400 ft trail along Packwood Creek. Includes irrigation system and landscaping. Project contingent on receipt of Congestion Mitigation Air Quality (CMAQ) grant (Multi-funded: Project total of \$715k funded from \$184k Measure R (1132) bike and Trail and \$531k CMAQ grant (1611).)	Paul Shepard	3011/9956	D6	15,000	700,000				
25	Northern Santa Fe Bike/Pedestrian Trail- Construct 5,400 ft of trail along the Santa Fe alignment from Houston to Riggln. Project will include landscaping and irrigation. Project total of \$800k funded with CMAQ grant (1611) \$560k and Measure R (1132) bike and trail funds \$240k.	Paul Shepard	3011/8118	B16	-	560,000	240,000			
26	Packwood Creek trail from RR to Cedar- Project will construct approximately 4,360 ft of trail along Packwood Creek and Walnut Ave. and includes some landscaping and irrigation. Staff applied for a CMAQ grant in January 2008. Project is contingent upon receipt of grant. Project total of \$400k is funded with Measure R (1132) Bike and Trail funds \$46k and CMAQ grant (1611) \$354k.	Paul Shepard	3011/8119	D8	-	400,000				
27	Modoc Ditch Trail: Dinuba Blvd.-Giddings- Riparian ROW and Bike Path along Ferguson- Gong property. Purchase .43 acres of setback between Dinuba and Giddings in conformance with waterway policy and build 3,100 feet of Bike/Pedestrian path. Prior year funding for acquisition and \$100k in 12/13 for construction. (Multi Funded: \$290 total from \$202k (\$190k prior year funding and \$12k in 12/13) Measure R Bike and Trail (1132) and \$88k Congestion Mitigation Air Quality Grant (CMAQ) (1611).)	Paul Shepard	3011/8128	B11	-	-	100,000			
28	Corporation Yard for CNG slow fill area- Pave areas of the slow fill compressed natural gas station which are currently dirt or gravel over a period of six years at the Corporation Yard creating additional parking for new growth trucks to be purchased. Used for parking by Solid Waste and WWTP. Phase 1 was completed in 07/08. Phase 2 is planned for FY 10/11 and the final Phase 3 in 11/12. Multi-funded: Remaining cost of \$560k to be funded with Solid Waste (4411) \$532k and WWTP (4311) \$28k.	Andrew Benelli	3011/9981	B2	280,000	280,000				

**City of Visalia
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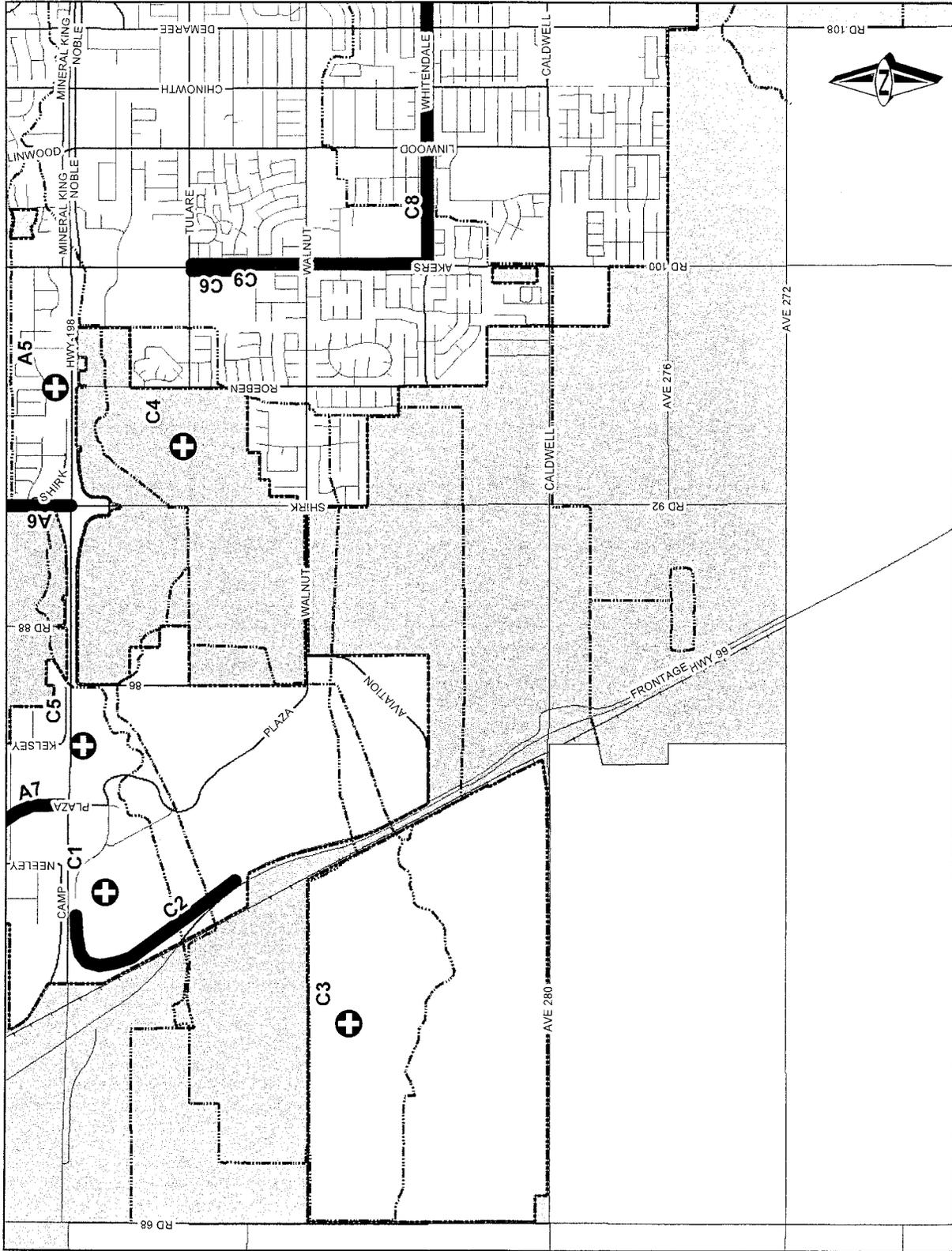
**Multi-Resources Fund - 3011 (continued)
2010/11 - 2015/16 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Map Ref	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
29	Corp Yard Storm Water Drainage- Install Storm Drainage System at the Corporation Yard to provide grease & sediment treatment to the existing Corp. Yard storm water drainage system. (Multi-funded: Project total of \$90k from \$68k Solid Waste (4411), \$9k WWTP (4311), \$13k General Fund (0011).)	Andrew Benelli	3011/8216	B2	90,000	-	-	-	-	-
30	Corp Yard (SCE Parcel) Black Top- install and Maintain. New black top in the SCE parcel and repair existing blacktop in the Corporation Yard. If purchased, the new SCE property will require blacktop installation for the Department to operate in that area safely. Parking to be used by Solid Waste, WWTP, Streets, Parks and Buildings. (Multi-funded: Project total of \$200k to be funded with WWTP (4311) \$20k, Solid Waste (4411) \$150k, and General Fund \$30k. Final funding in 2007/15.)	Andrew Benelli	3011/8094	B3	-	200,000	-	-	-	-
Other Multi-Funded Projects:										
31	Traffic Light LED bulb replacement- Traffic Light LED bulb replacement of incandescent bulbs for all City owned Traffic Lights. This project has received approximately \$723K in ARRA Energy Block Grant Funding. Additional funding requested is for items not covered by grant funding and for contingency. Staff is preparing RFB for replacement of all incandescent traffic signal lights at all City intersections, construction is estimated to be completed in 10/11. (Multi-funded: Project total of \$748k from \$25k Gas Tax (1111) and \$723 ARRA prior year grant funding (0011).)	Eric Bons	3011/8102	N/A	25,000	-	-	-	-	-
32	Lift Pump Repair/Replacement- Provide repair or replacement of sanitary and storm lift pumps. Repair pumps that are rebuild able. Replace older pumps that have exceeded their useful life with more efficient units. (Multi Funded: \$450k Wastewater 4311, \$550k Storm Sewer 4812)	Jim Ross	3011/8241	N/A	300,000	200,000	200,000	100,000	100,000	100,000
33	Manhole Repairs- Repair and raise manholes throughout the cities storm and sanitary system. (Multi Funded: \$150k Wastewater 4311, \$150k Storm Sewer 4812)	Jim Ross	3011/8238	N/A	50,000	50,000	50,000	50,000	50,000	50,000
34	Safe Routes to School - Tulare Ave Santa Fe to Pinkham: This project will close the gaps in the sidewalk on the north side of Tulare Avenue and create a continuous sidewalk for children walking to Pinkham School from neighborhoods to the west. The project is broken up over a length of approximately one mile. (Multi-funded: Project total of \$329k from \$319k prior yr. SR2S grant (1611) and \$10k Measure R local (1131).)	Eric Bons	3011/8200	N/A	10,000	-	-	-	-	-
35	Downtown Street Lighting System- Design for replacement of street lighting on Center, Main & Acequia from Conyer to Burke (Multi-funded: Project total of \$398k from \$200k Gas Tax (1111) and \$198 Downtown Redevelopment (1921) Prior Year Funding.)	Eric Bons	3011/9482	B19	100,000	100,000	-	-	-	-
Total Expenses					10,992,448	22,750,500	13,246,000	11,965,000	32,935,000	7,860,000

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Appendix

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Personnel Summary

**City of Visalia
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PERSONNEL ALLOCATION SUMMARY BY FUND				
General Fund	2008-09	2009-10	2010-11	2011-12
Administration	10	10	8	8
Administrative Services	23	23	22	22
Community Development	43	43	35	35
Fire	68	68	66	66
Housing & Economic Development	5	5	4	4
Parks & Recreation	43	43	34	34
Police	177	177	170	170
Public Works	20	20	16	16
TOTAL	389.00	389	355	355
Enterprise Fund	2008-09	2009-10	2010-11	2011-12
Convention Center	26	26	22	22
Transit	6	6	6	6
Airport	5	5	5	5
Building Safety & Code Inspection	17	17	12	12
Solid Waste	55	55	55	55
Storm Sewer Maintenance	3	3	3	3
Wastewater Treatment Plant	29	29	29	29
TOTAL	141	141	132	132
Internal Service Fund	2008-09	2009-10	2010-11	2011-12
Risk Management	3	3	2	2
Information Service	11	11	9	9
Fleet Maintenance	12	12	12	12
TOTAL	26	26	23	23
Redevelopment Agency Funds	2008-09	2009-10	2010-11	2011-12
RDA	7	7	7	7
TOTAL	7	7	7	7
Measure T	2008-09	2009-10	2010-11	2011-12
Fire	4	4	4	4
Police	28	28	28	28
TOTAL	32	32	32	32
COPS Grants Funds	2008-09	2009-10	2010-11	2011-12
COPS	1	1	1	1
TOTAL	1	1	1	1
TOTAL POSITIONS	596	596	550	550

**City of Visalia
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PERSONNEL ALLOCATION SUMMARY BY DEPARTMENT					
DEPARTMENTS		2008-09	2009-10	2010-11	2011-12
Administration		47.00	47.00	41.00	41.00
Administrative Services		33.00	33.00	32.00	32.00
Community Development		64.00	64.00	49.00	49.00
Housing & Economic Development		12.00	12.00	11.00	11.00
Fire		72.00	72.00	70.00	70.00
Parks & Recreation		43.00	43.00	34.00	34.00
Police		206.00	206.00	198.00	198.00
Public Works		119.00	119.00	115.00	115.00
TOTAL		596.00	596.00	550.00	550.00
ADMINISTRATION					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Assistant City Manager	10101	1.00	1.00	0.00	0.00
Chief Dep City 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	1.00	1.00
Executive Assistant	10101	1.00	1.00	1.00	1.00
Special Projects Manager	10101	1.00	1.00	0.00	0.00
TOTAL		10.00	10.00	8.00	8.00
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	1.00	1.00
TOTAL		5.00	5.00	5.00	5.00
CONVENTION CENTER					
Administrative Analyst/Sr	50531	1.00	1.00	1.00	1.00
Cnvntion Cntr Mgr.	50531	1.00	1.00	1.00	1.00
Cnvntion Cntr Sales Rep	50532	1.00	1.00	1.00	1.00
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
Cnvntion Cntr Sales Manager	50532	0.00	1.00	0.00	0.00
Conv Ctr Service Tech	50535	1.00	1.00	1.00	1.00
Cnvntion Cntr Service Wrkr	50535	4.00	2.00	1.00	1.00
Events Coordinator	50535	2.00	2.00	1.00	1.00
Lead Conv Ctr Crew Ldr	50535	4.00	4.00	3.00	3.00
CC Tech (Lead)	50535	1.00	1.00	1.00	1.00
Maintenance Service Worker	50535	0.00	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		26.00	26.00	22.00	22.00
TRANSIT					
Office Assistant *	45451	2.00	2.00	2.00	2.00
Administrative Assistant/Sr	45451	1.00	1.00	1.00	1.00
Administrative Analyst/Sr	45451	1.00	1.00	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	6.00	6.00
* = contract position					
TOTAL		47.00	47.00	41.00	41.00

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ADMINISTRATIVE SERVICES					
<u>HUMAN RESOURCES</u>	<u>DIVISION</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</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
Personnel Analyst/Sr.	11125	1.00	1.00	0.00	0.00
TOTAL		7.00	7.00	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	1.00	1.00
TOTAL		3.00	3.00	3.00	3.00
<u>FINANCE</u>					
Accounting Assistant/Sr.	15132	3.00	2.00	2.00	2.00
Accounting Technician	15132	1.00	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 Services Director	15003	1.00	1.00	1.00	1.00
Administrative Technician	15135	1.00	1.00	1.00	1.00
Finance Manager	15003	2.00	2.00	2.00	2.00
Financial Analyst	15131	5.00	4.00	4.00	4.00
Senior Administrative Analyst	15135	1.00	2.00	2.00	2.00
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	3.00	4.00	4.00	4.00
Programmer Analyst	15141	2.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00
TOTAL		33.00	33.00	32.00	32.00

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ADMINISTRATIVE SERVICES					
<u>HUMAN RESOURCES</u>	<u>DIVISION</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</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
Personnel Analyst/Sr.	11125	1.00	0.00	0.00	0.00
TOTAL		7.00	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	1.00	1.00
TOTAL		3.00	3.00	3.00	3.00
<u>FINANCE</u>					
Accounting Assistant/Sr.	15132	3.00	2.00	2.00	2.00
Accounting Technician	15132	1.00	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 Services Director	15003	1.00	1.00	1.00	1.00
Administrative Technician	15135	1.00	1.00	1.00	1.00
Finance Manager	15003	2.00	2.00	2.00	2.00
Financial Analyst	15131	5.00	4.00	4.00	4.00
Senior Administrative Analyst	15135	1.00	2.00	2.00	2.00
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	3.00	4.00	4.00	4.00
Programmer Analyst	15141	2.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00
TOTAL		33.00	32.00	32.00	32.00

**City of Visalia
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2010-11 & 2011-12**

COMMUNITY DEVELOPMENT					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Accounting Assistant/Sr.	18110	0.00	0.00	0.00	0.00
Administrative Analyst/Sr.	18110	1.00	1.00	1.00	1.00
Administrative Assistant	18110	1.00	1.00	0.00	0.00
Asst City Manager	18001	1.00	1.00	1.00	1.00
Asst Com Dev Director	18005	1.00	1.00	0.00	0.00
Management Analyst	18110	1.00	1.00	1.00	1.00
Office Asst/Sr	18110	2.00	2.00	1.00	1.00
Planning Assistant	18110	1.00	1.00	1.00	1.00
Sr Admin Assistant	18110	2.00	2.00	2.00	2.00
Support Services Assistant	18110	0.00	0.00	0.00	0.00
Support Services Assistant*	18110	0.00	0.00	0.00	0.00
TOTAL		10.00	10.00	7.00	7.00
G.I.S.					
G.I.S. Manager	15142	1.00	1.00	0.00	0.00
G.I.S. Programmer Analyst	15142	1.00	1.00	1.00	1.00
G.I.S. Technician	15142	1.00	1.00	1.00	1.00
Sr. G.I.S. Analyst	15142	1.00	1.00	0.00	0.00
TOTAL		4.00	4.00	2.00	2.00
PLANNING DIVISION					
Assistant/Assoc Planner	18111	1.00	0.00	0.00	0.00
Permit Technician	18111	1.00	1.00	1.00	1.00
Planmimg Service Manager	18111	1.00	1.00	1.00	1.00
Senior Planner	18111	3.00	4.00	3.00	3.00
TOTAL		6.00	6.00	5.00	5.00
BUILDING SAFETY & CODE INSPECTION					
Assistant Building Official	18241	1.00	1.00	0.00	0.00
Building Inspector	18241	2.00	2.00	1.00	1.00
Combined Bldg Inspector	18241	4.00	4.00	3.00	3.00
Development Services Manager	18241	1.00	1.00	1.00	1.00
Permit Technician	18241	1.00	1.00	1.00	1.00
Plan Checker	18241	2.00	2.00	1.00	1.00
Plan Checker *	18241	0.00	0.00	0.00	0.00
Plans Examiner *	18241	0.00	0.00	0.00	0.00
Rev & Code Comp Spec	18351	1.00	1.00	1.00	1.00
Sr Comb Bldg Inspctr	18241	3.00	3.00	2.00	2.00
Sr Accounting Assistant	18351	1.00	1.00	1.00	1.00
Sr Plans Examiner	18241	1.00	1.00	1.00	1.00
TOTAL		17.00	17.00	12.00	12.00
* = contract position					
ENGINEERING & TRAFFIC SAFETY					
Assistant Director - Pub Works	33005	1.00	1.00	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	2.00	2.00	1.00	1.00
Associate Engineer	33312	4.00	4.00	3.00	3.00
Sr. CAD Specialist	33312	1.00	1.00	0.00	0.00
CAD Technician	33312	1.00	1.00	1.00	1.00
Civil Engineer	33312	2.00	2.00	2.00	2.00
Engineering Tech	33312	2.00	2.00	2.00	2.00
Engineering Tech *	33312	0.00	0.00	0.00	0.00
Lead Traffic Safety Worker	33313	0.00	0.00	0.00	0.00
Management Analyst	33310	1.00	1.00	1.00	1.00
Management Analyst	33312	1.00	1.00	1.00	1.00
Public Works & Eng Serv Dir	33005	0.00	0.00	0.00	0.00
Public Works Inspector/Sr	33311	3.00	3.00	3.00	3.00
Public Works Inspector/Sr *	33313	0.00	0.00	0.00	0.00
Sr Civil Engineer	33311	1.00	1.00	1.00	1.00
Engineering Service Manager	33312	1.00	1.00	1.00	1.00
Sr CAD Technician	33312	1.00	1.00	1.00	1.00
Sr Engineering Technician	33312	1.00	1.00	1.00	1.00
Sr Maint Electrician	33313	0.00	0.00	0.00	0.00
Sr Planner	33312	1.00	1.00	1.00	1.00
Sr Traffic Safety Wkr.	33311	0.00	0.00	0.00	0.00
Sr. Civil Engineer - Traffic	33313	0.00	0.00	0.00	0.00
Survey Party Chief	33312	1.00	1.00	0.00	0.00
Traffic Engineering Spec.	33313	1.00	1.00	1.00	1.00
TOTAL		27.00	27.00	23.00	23.00
* = contract position					
TOTAL		64.00	64.00	49.00	49.00

**City of Visalia
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HOUSING & ECONOMIC DEVELOPMENT					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Administrative Analyst/Sr	64684	1.00	1.00	1.00	1.00
Administrative Assistant/Sr	18110	1.00	1.00	1.00	1.00
Administrative Tech*	61640	1.00	1.00	1.00	1.00
Building Inspector*	66610	1.00	1.00	1.00	1.00
Code Enforcement Officer	18461	1.00	1.00	1.00	1.00
Code Enforcement Tech *	18461	1.00	1.00	1.00	1.00
Combined Building Inspector	18461	1.00	1.00	1.00	1.00
Development Project Manager	64684	1.00	1.00	0.00	0.00
Financial Analyst	64684	1.00	1.00	1.00	1.00
Housing & Econ Dev Director	18007	1.00	1.00	1.00	1.00
Housing Specialist	64684	1.00	1.00	1.00	1.00
Neighborhood Preserv Mgr	18461	0.00	0.00	0.00	0.00
Vehicle Abatement Officer*	66611	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	11.00	11.00
* = contract position					
TOTAL		12.00	12.00	11.00	11.00
FIRE					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Sr Administrative Analyst	22221	1.00	1.00	1.00	1.00
Administrative Assistant	22221	1.00	1.00	1.00	1.00
Battalion Chief	22222	3.00	3.00	1.00	1.00
Battalion Chief	22223	1.00	1.00	1.00	1.00
Battalion Chief	22224	1.00	1.00	1.00	1.00
Fire Chief	22221	1.00	1.00	1.00	1.00
Office Assistant/Sr.	22223	1.00	1.00	1.00	1.00
TOTAL		9.00	9.00	7.00	7.00
OPERATIONS					
Fire Captain	22222	17.00	17.00	17.00	17.00
Fire Captain	22224	1.00	1.00	1.00	1.00
Fire Captain - Paramedic	22222	1.00	1.00	1.00	1.00
Fire Engineer	22222	13.00	13.00	13.00	13.00
Fire Engineer/Paramedic	22222	6.00	6.00	6.00	6.00
Fire Prevention Inspector *	22223	1.00	1.00	1.00	1.00
Firefighter	22222	4.00	4.00	4.00	4.00
Firefighter/Paramedic	Measure T	4.00	4.00	4.00	4.00
Firefighter/Paramedic	22222	15.00	15.00	15.00	15.00
Sr Fire Prevention Insp	22223	1.00	1.00	1.00	1.00
TOTAL		63.00	63.00	63.00	63.00
* = contract position					
TOTAL		72.00	72.00	70.00	70.00

**City of Visalia
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PARKS & RECREATION					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Community Services Dir	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
Cook r/pt	50510	1.50	1.50	0.00	0.00
Graphic Artist r/pt	50514	0.75	0.75	0.00	0.00
Kitchen Supervisor r/pt	50510	0.75	0.75	0.00	0.00
Office Assistant/Sr.	50514	1.00	1.00	1.00	1.00
Recreation Coordinator	50512	1.00	0.00	0.00	0.00
Recreation Coordinator	50514	4.00	5.00	3.00	3.00
Recreation Manager	50514	1.00	1.00	1.00	1.00
Recreation Supervisor	50514	4.00	4.00	3.00	3.00
TOTAL		15.00	15.00	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					
Management Analyst	54541	0.00	0.00	0.00	0.00
Office Assistant/Sr	54541	1.00	1.00	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					
Combined Building Inspector	31321	0.00	0.00	0.00	0.00
Lead Tree Trimmer	31322	1.00	1.00	1.00	1.00
Park Maint Technician/Sr	31322	4.00	4.00	3.00	3.00
Park Maint Worker/Sr	31321	1.00	1.00	1.00	1.00
Park Maint Worker/Sr	31322	8.00	8.00	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	1.00	1.00
Urban Forestry Supv	31321	1.00	1.00	1.00	1.00
TOTAL		18.00	18.00	15.00	15.00
TOTAL		43.00	43.00	34.00	34.00

**City of Visalia
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POLICE					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Admin. Svcs. Manager	21201	1.00	1.00	1.00	1.00
Admin & Court Serv Supv	21201	0.00	0.00	0.00	0.00
Admin. Technician	21201	1.00	1.00	1.00	1.00
Ass't Chief of Police	21201	1.00	1.00	0.00	0.00
Ass't Communications Operator	21201	4.00	4.00	4.00	4.00
Communications Operator	21201	15.00	15.00	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	1.00	1.00
Office Assistant/Sr.	21201	2.00	2.00	2.00	2.00
Police Agent	21204	1.00	1.00	1.00	1.00
Police Captain	21201	2.00	2.00	1.00	1.00
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 Offcr (VUSD -Youth) 2	21204	0.00	0.00	0.00	0.00
Police Officer	21204	22.00	22.00	21.00	21.00
Police Records Spec/Sr	21201	8.00	8.00	8.00	8.00
Police Records Spec/Sr	21221	1.00	1.00	1.00	1.00
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	3.00	3.00
Sr. Admin Assist.	21201	1.00	1.00	1.00	1.00
Sr Police Records Specialist	21201	4.00	4.00	4.00	4.00
Support Services Manager	21201	1.00	1.00	1.00	1.00
TOTAL		88.00	88.00	84.00	84.00
OPERATIONS					
Community Resource Spec.	21204	1.00	1.00	1.00	1.00
Community Service Officer	21202	4.00	4.00	3.00	3.00
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	6.00	6.00	3.00	3.00
Police Agent	21203	1.00	1.00	1.00	1.00
Police Captain	21202	0.00	0.00	0.00	0.00
Police Lieutenant	21202	4.00	4.00	4.00	4.00
Police Offcr (COPS 2007) 1	21202	0.00	0.00	0.00	0.00
Police Offcr (COPS OJP) 2	21202	0.00	0.00	0.00	0.00
Police Officer	21202	47.00	47.00	47.00	47.00
Police Officer	21203	8.00	8.00	8.00	8.00
Police Officer	Measure T	28.00	28.00	28.00	28.00
Lateral Police Officer	21202	1.00	1.00	1.00	1.00
Police Sergeant	21202	14.00	14.00	14.00	14.00
Police Sergeant	21203	1.00	1.00	1.00	1.00
TOTAL		118.00	118.00	114.00	114.00
TOTAL		206.00	206.00	198.00	198.00

**City of Visalia
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POLICE					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Admin. Svcs. Manager	21201	1.00	1.00	1.00	1.00
Admin & Court Serv Supv	21201	1.00	0.00	0.00	0.00
Admin. Technician	21201	1.00	1.00	1.00	1.00
Ass't Chief of Police	21201	1.00	0.00	0.00	0.00
Ass't Communications Operator	21201	0.00	4.00	4.00	4.00
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	3.00	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	2.00	1.00	1.00	1.00
Office Assistant/Sr.	21201	2.00	2.00	2.00	2.00
Police Agent	21204	1.00	1.00	1.00	1.00
Police Captain	21201	1.00	1.00	1.00	1.00
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 Offcr (VUSD -Youth) 2	21204	0.00	0.00	0.00	0.00
Police Officer	21204	19.00	21.00	21.00	21.00
Police Records Spec/Sr	21201	12.00	8.00	8.00	8.00
Police Records Spec/Sr	21221	1.00	1.00	1.00	1.00
Police Records Supervisor	21201	0.00	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	4.00	3.00	3.00	3.00
Sr. Admin Assist.	21201	1.00	1.00	1.00	1.00
Sr Police Records Specialist	21201	0.00	4.00	4.00	4.00
Support Services Manager	21201	1.00	1.00	1.00	1.00
TOTAL		82.00	84.00	84.00	84.00
OPERATIONS					
Community Resource Spec.	21204	1.00	1.00	1.00	1.00
Community Service Officer	21202	4.00	3.00	3.00	3.00
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	5.00	3.00	3.00	3.00
Police Agent	21203	1.00	1.00	1.00	1.00
Police Captain	21202	1.00	0.00	0.00	0.00
Police Lieutenant	21202	4.00	4.00	4.00	4.00
Police Offcr (COPS 2007) 1	21202	0.00	0.00	0.00	0.00
Police Offcr (COPS OJP) 2	21202	0.00	0.00	0.00	0.00
Police Officer	21202	51.00	47.00	47.00	47.00
Police Officer	21203	6.00	8.00	8.00	8.00
Police Officer	Measure T	20.00	28.00	28.00	28.00
Lateral Police Officer	21202	0.00	1.00	1.00	1.00
Police Sergeant	21202	14.00	14.00	14.00	14.00
Police Sergeant	21203	1.00	1.00	1.00	1.00
TOTAL		111.00	114.00	114.00	114.00
TOTAL		193.00	198.00	198.00	198.00

**City of Visalia
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PUBLIC WORKS					
ADMINISTRATION	DIVISION	2008-09	2009-10	2010-11	2011-12
Admin Assistant	31006	1.00	1.00	1.00	1.00
PW Support Services Manager	31006	1.00	1.00	1.00	1.00
Sr Accounting Asst.	31006	2.00	2.00	1.00	1.00
TOTAL		4.00	4.00	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	20.00	20.00
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	2.00	2.00
SW Maint & Delivery Wrkr	44444	1.00	1.00	1.00	1.00
TOTAL		55.00	55.00	55.00	55.00
Traffic Safety					
Lead Traffic Safety Worker	33313	1.00	1.00	1.00	1.00
Senior Maintenance Electrician	33313	1.00	1.00	1.00	1.00
Senior Traffic Safety Worker	33313	2.00	2.00	2.00	2.00
TOTAL		4.00	4.00	4.00	4.00
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
Sr Heavy Equip Operator	31324	3.00	3.00	2.00	2.00
Sr Street Maint Worker	31324	3.00	3.00	2.00	2.00
Street Maint Supervisor	31324	1.00	1.00	1.00	1.00
Street Maintenance Worker	31324	3.00	3.00	2.00	2.00
TOTAL		12.00	12.00	9.00	9.00

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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	0.00	0.00
Maint Mechanic Assistant	43436	2.00	2.00	2.00	2.00
Maint Mechanic Assistant	43434	1.00	1.00	1.00	1.00
Maintenance Mechanic	43434	3.00	3.00	3.00	3.00
Public Works Manager	43431	1.00	1.00	1.00	1.00
Sr Maintenance Mechanic	43434	0.00	0.00	0.00	0.00
Sr Office Assistant	43431	0.00	0.00	0.00	0.00
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
WWTP Operator In Training	43432	0.00	0.00	0.00	0.00
TOTAL		18.00	18.00	18.00	18.00
WASTEWATER COLLECTION					
Heavy Equipment Operator	43435	1.00	1.00	1.00	1.00
Industrial Waste Inspector	43433	1.00	0.00	0.00	0.00
Lab Technician	43433	2.00	2.00	2.00	2.00
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	1.00	2.00	2.00	2.00
Sr WW Maint Worker	43435	3.00	3.00	3.00	3.00
Sr WW Maint Worker	48481	0.00	3.00	3.00	3.00
Waste Water Maint. Wkr.	43435	3.00	0.00	0.00	0.00
WW Collections Supervisor	43435	1.00	1.00	1.00	1.00
TOTAL		14.00	14.00	14.00	14.00
TOTAL		119.00	119.00	115.00	115.00
TOTAL POSITIONS					
		596.00	596.00	550.00	550.00

Salary Schedule

**City of Visalia
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2010-11 & 2011-12**

**CITY OF VISALIA
JOB CLASSIFICATIONS AND SALARY RANGES**

Citywide Classification by Monthly Salary

Effective: July 1, 2009

BARGAIN UNIT	CLASS		SALARY RANGE	MONTHLY SALARY		
	CODE	JOB TITLE		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	31225	COOK (Reg. PT)	108.0	1745.97	1967.37	2194.95
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	31893	SUPPORT SERVICES ASSISTANT	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	31415	KITCHEN SUPERVISOR (Reg. PT)	120.0	1968.45	2218.08	2474.65
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	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	31670	RECREATION ASSISTANT	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	31375	GRAPHIC ARTIST (Reg. PT)	139.9	2401.62	2706.18	3019.23
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

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G	51340	FIREFIGHTER 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
CONF	20325	EXECUTIVE ASSISTANT (Confidential/At-will)	149.8	3535.23	3983.54	4444.34
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
CONF	20625	PERSONNEL ANALYST (Confidential)	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	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	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	31475	LEAD WASTE WATER MAINTENANCE TECHNICIAN	158.8	3867.98	4358.49	4862.67
M	31478	LEAD WWTP 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
CONF	20800	SENIOR PERSONNEL ANALYST (Confidential)	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
E	30170	COMMUNICATIONS SUPERVISOR	169.7	4313.19	4860.16	5422.37
E	30670	POLICE RECORDS SUPERVISOR	169.7	4313.19	4860.16	5422.37
E	30895	SURVEY PARTY CHIEF	169.7	4313.19	4860.16	5422.37
M	31830	SENIOR PUBLIC WORKS INSPECTOR	169.8	4317.50	4865.02	5427.79
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	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	30880	STREET MAINTENANCE 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	30130	C.A.D. SPECIALIST	174.7	4534.22	5109.22	5700.24
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
E	30575	POLICE SPECIALIST	179.6	4761.81	5365.68	5986.36
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
B	41585	POLICE OFFICER	NR	4858.41	5465.70	6074.21
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
CONF	20300	COMMUNITY RELATIONS MANAGER (CONFIDENTIAL)	187.6	5158.20	5812.34	6484.69
B	41565	POLICE AGENT	NR	5240.50	5890.28	6541.30
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	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
G	50315	FIRE CAPTAIN	NR	5822.03	6570.40	7318.78
A	40600	POLICE SERGEANT	NR	5832.79	6572.47	7332.74
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
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	30175	DEVELOPMENT PROJECT 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	30520	NEIGHBORHOOD PRESERVATION MANAGER	209.5	6420.39	7234.59	8071.46
E	30530	PARKS & URBAN FORESTRY MANAGER	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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E	30245	ENGINEERING SERVICES MANAGER	217.5	6954.85	7836.82	8743.36
E	30410	INFORMATION 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	6976.89	7861.63	8771.03
CONF	20145	FIRE BATTALION CHIEF (CONFIDENTIAL)	218.5	7024.71	7915.54	8831.18
A	40500	POLICE CAPTAIN	NR	7668.66	8684.15	9688.69
E	30510	DEVELOPMENT SERVICES MANAGER	227.4	7678.23	8651.94	9652.77
CONF	20065	ASSISTANT COMMUNITY DEV DIRECTOR (CONFIDENTIAL)	NR	8022.51	9039.86	10085.57
CONF	20070	ASST. COMM. DEV. DIRECT. - ENG SERV (CONFIDENTIAL)	NR	8022.51	9039.86	10085.57
DH	10400	PARKS & RECREATION DIRECTOR (DH / AT-WILL)	234.4	8234.68	9278.95	10352.31
E	30878	SPECIAL PROJECTS MANAGER	236.4	8400.95	9466.31	10561.33
CONF	20060	ASSISTANT CHIEF OF POLICE (CONFIDENTIAL)	237.4	8485.33	9561.40	10667.42
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 & ENG SERV 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 123,670 as of January 2009.

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 47% of the retail sales in Tulare County, while having about 27% 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 37 degrees. July average high and low temperatures range from 98 degrees to 68 degrees. Average yearly rainfall is 9.86 inches.

**City of Visalia
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**CITY OF VISALIA
MISCELLANEOUS STATISTICS
JUNE 30, 2009**

Form of government:		Building Permits:	
Council Members elected at large	5	Residential	1,353
		Commercial	418
Permanent positions:	553	Miscellaneous	<u>1,348</u>
		Total	3,119
Public Works:		Fire Protection:	
Area in square miles	36	Stations	7
Miles of streets	520	Safety personnel	65
Traffic signalized intersections	112	Administrative personnel	3
		Volunteer personnel (reserves)	6
Sewers:		Calls for service - Calander year 2009	10,372
Number of accounts billed	35,109	Police Protection:	
Miles of sewer lines	468	Sworn personnel	126
Miles of storm sewer lines	240	Non-sworn personnel	60
Number of treatment plants	1	Police reserves	7
		Citizen volunteers	165
Refuse:		Calls for service - Calander year 2009	120,452
Number of residential accounts	33,467	Parks and Recreation:	
Number of commercial accounts	<u>3,436</u>	Developed City park acreage	265
Total refuse accounts	36,903	City owned open space acreage	182
		Public libraries	1
Business licenses:		Recreation centers	3
New licenses issued during the year	1,064	Swimming pools	4
Total business licenses	10,517	Golf courses (public and private)	2

SOURCE: VARIOUS CITY OF VISALIA DEPARTMENTS AS APPROPRIATE

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**City of Visalia
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
2000	\$ 5,350	\$ 5,350	100.00%	-	\$ 5,350	100.00%
2001	5,569	5,569	100.00%	-	5,569	100.00%
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%

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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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

**City of Visalia
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1-1/2% per month accrues with respect to such taxes beginning the first day of the third month following the delinquency date. The 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.

**City of Visalia
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**City of Visalia
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
Modified Accrual Basis of Accounting
Last Five Fiscal Years
(In Thousands)**

	Fiscal Year				
	2005	2006	2007	2008	2009
Revenues:					
Sales Tax	\$ 18,765	\$ 22,624	\$ 22,635	\$ 24,475	\$ 25,000
Property Tax	21,122	25,081	30,726	32,977	34,220
Other Taxes	4,678	4,990	6,283	7,362	6,148
Subventions and Grants	13,197	11,204	12,473	11,800	12,868
Licenses and Permits	1,919	2,458	2,385	2,869	62
Fees and Fines	8,966	21,466	21,915	22,086	8,608
Uses of Money and Property	3,430	4,035	6,050	7,468	4,770
Charges for Current Services	4,309	4,450	4,766	4,790	5,261
Miscellaneous	722	3,961	1,335	1,294	1,789
Total Revenues	77,108	100,269	108,568	115,121	98,726
Expenditures					
Current:					
General Government	3,128	4,478	4,534	4,756	6,738
Community Development	6,033	7,086	10,898	13,130	5,640
Housing & Economic Development	-	-	533	613	527
Public Safety:					
Police	21,189	22,928	24,196	27,057	28,526
Fire	8,722	9,974	10,292	11,343	11,876
Public Works	5,637	4,472	5,143	6,134	6,430
Parks and Recreation	4,008	6,398	5,952	6,945	6,243
Capital Outlay	13,648	29,508	59,005	25,826	41,862
Debt Service:					
Principal Retirement	894	986	1,167	1,338	611
Interest and Fiscal Charges	1,544	1,042	1,348	1,742	1,446
Total Expenditures	64,803	86,872	123,068	98,884	109,899
Excess (Deficiency) of Revenues Over (Under) Expenditures	12,305	13,397	(14,500)	16,237	(11,173)
Other Financing Sources (Uses):					
Issuance of Long-Term Debt	-	-	6,245	4,210	-
Proceeds from Long-Term Debt	8,354	-	-	-	-
Redemption of Long-Term Debt	(14,122)	(109)	-	-	-
Sales of Real Property	1,799	974	152	201	918
Transfers In	11,068	1,049	1,553	3,490	2,160
Transfers Out	(14,013)	(3,808)	(4,569)	(5,435)	(5,605)
Total Other Financing Sources (Uses)	(6,914)	(1,894)	3,381	2,466	(2,527)
Net Change in Fund Balances	\$ 5,391	\$ 11,503	\$ (11,119)	\$ 18,703	(13,700)
Debt Service as a Percentage of Noncapital Expenditures	4.5%	3.4%	3.4%	4.2%	2.4%

The City of Visalia has elected to show five years of data for this schedule.

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
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**City of Visalia
PRINCIPAL PROPERTY TAX PAYERS
Current Year and Nine Years Ago
(In Thousands)**

Taxpayer	2009			2000	
	Taxable Assessed Value	Rank	Percent of Total City Taxable Assessed Value	Rank	Percent of Total City Taxable Assessed Value
Cottonwood Fresno Holdings LLC	\$ 90,231	1	0.97%	-	-
California Daries Inc.	73,551	2	0.79%	-	-
Imperial Bondware Corp.	43,412	3	0.47%	4	0.60%
US Industrial Reit II (LSR)	41,870	4	0.45%	-	-
Visalia Mall LP	39,266	5	0.42%	-	-
JLPK-Sequoia LP	30,147	6	0.32%	-	-
Crunch Time LP	26,480	7	0.28%	-	-
Blam-Jade A Gen PTNSHP	24,731	8	0.27%	-	-
Costco Wholesale Corporation	24,538	9	0.26%	-	-
Moore Business Forms Inc.	23,863	10	0.26%	5	0.50%
Recot Inc. (Frito Lay)	-	-	-	1	1.47%
Price Development Co. LTD Partnership	-	-	-	2	0.96%
Kraft Foods	-	-	-	3	0.78%
Tenneco PPI Co.	-	-	-	6	0.47%
Real Fresh Inc.	-	-	-	7	0.45%
California Pretzel Co. Inc.	-	-	-	8	0.43%
Chesapeake Display & Packaging	-	-	-	9	0.48%
TMP Investments Inc.	-	-	-	10	0.47%
	<u>\$ 418,089</u>		<u>4.49%</u>		<u>6.61%</u>

The amounts shown above include assessed value data for both the City and the Redevelopment Agency.

Source: Tulare County Auditor-Controller

**City of Visalia
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**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)
2000	91,478	\$ 3,762,773	\$ 41,133	\$ 7,218,683	\$ 19,576	10.4%
2001	93,625	3,931,158	41,988	7,722,558	20,696	11.4%
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%*

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:

2007-08 Personal Income & Per Capita Personal Income Data is currently not available by the Bureau of Economic Analysis

**City of Visalia
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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	
2000	\$ 3,552,829	\$ 209,944	\$ 3,762,773	\$ 352,300	\$ 53,828	\$ 406,128	
2001	3,728,712	202,446	3,931,158	371,050	41,170	412,220	
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%

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.

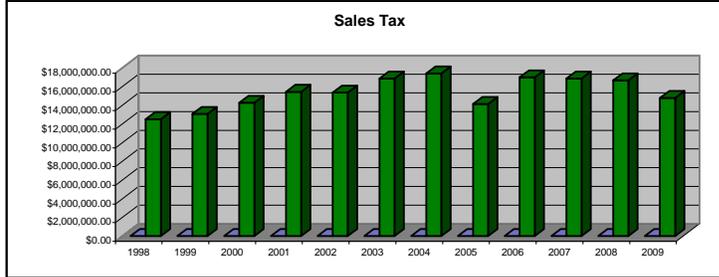
¹ The City's total direct tax rate varies by tax rate area. The rate provided comes from tax rate area 006-008 and is representative of other tax rate areas within the City.

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 2010-11 & 2011-12

CITY OF VISALIA SALES TAX COLLECTIONS LAST TEN FISCAL YEARS



Fiscal Year	Sales Tax Collections (1)	Increase/ (Decrease)	Increase/ (Decrease)
1998	\$12,506,039		
1999	13,069,372	\$ 563,333	4.3%
2000	14,247,810	\$ 1,178,438	8.3%
2001	15,429,533	\$ 1,181,723	7.7%
2002	15,338,514	\$ (91,019)	-0.6%
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%
		Average	1.0%

Top 25 Sales Tax Contributors

Basic Chemical Solutions	MWI Veterinary Supply
Best Buy Stores	Nissan of Visalia
Costco Wholesale	Ross Stores
Don Rose Oil Co.	Save Mart Supermarkets
Gottschalks Department Stores	Sears Roebuck & Company
Hilti	Surroz Motors
Home Depot	Target Stores
JC Penney Company	Union 76 Service Stations
Josten's	Valero Service Stations
Juilian Oil	Valley Pacific Petroleum
Kohl's Department Stores	Visalia Honda
Lowe's Home Improvements	Wal Mart Stores
Mineral King Toyota	

Note 1: Doesn't include Public Safety Proposition 172 sales tax revenue, or Measure T Public Safety sales tax revenue.

Debt Summary

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**City of Visalia
LEGAL DEBT MARGIN INFORMATION
Last Ten Fiscal Years
(In Thousands)**

Assessed valuation	\$	8,478,042
Conversion percentage		<u>25%</u>
Adjusted assessed valuation		2,119,510
Debt limit percentage		<u>15%</u>
Debt limit		317,927
Total net debt applicable to limit: General obligation bonds		<u>-</u>
Legal debt margin	\$	<u><u>317,927</u></u>
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
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DEBT SERVICE SUMMARY 2010-11

	Beginning Principal 07/01/10	2010-11 Debt Service			Ending Principal 06/30/11
		Principal	Interest	Total	
GOVERNMENTAL ACTIVITY DEBT					
General Fund (0011)					
2005 VPFA - Cert of Participation Series (1) (2965)*	\$2,600,000	\$207,200	\$122,296	\$329,496	\$2,392,800
2008 HUD Sec. 108 Loan A (6111)	1,900,000	179,000	74,867	253,867	1,721,000
2008 HUD Sec. 108 Loan B (6111)	1,786,000	168,000	70,384	238,384	1,618,000
<i>Total General Fund (0011)</i>	6,286,000	554,200	267,547	821,747	5,731,800
Redevelopment Agency					
2003 East Visalia District Tax Allocation Bond (2951)*	3,760,000	230,000	140,432	370,432	3,530,000
EVRDA General Fund Advance (payments as available)					
2007 Mooney Area Loan (1911,1912)	6,244,700	0	408,403	408,403	6,244,700
2004 Mooney Area Loan (1911,1912)	2,283,377	82,473	98,644	181,117	2,200,904
2004 Central Area Loan (1931,1932)	1,554,232	56,137	67,144	123,281	1,498,095
2009 Central Area Loan (1931, 1932)	3,496,127	75,199	89,485	164,684	3,420,928
2003 Downtown Area Loan (1921,1922)	991,776	81,077	42,369	123,446	910,699
<i>Total Redevelopment Funds</i>	18,330,212	524,886	846,477	1,371,363	17,805,326
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (2011)	412,000	30,000	22,431	52,431	382,000
Village West (2012)	62,406	4,728	3,744	8,472	57,678
2002 HELP Loan (2941)	500,000	0	0	0	500,000
<i>Total Other Funds</i>	901,951	34,728	26,175	60,903	939,678
Total Governmental Activity	\$ 25,518,163	\$ 1,113,814	\$ 1,140,199	\$ 2,254,013	\$ 24,476,804
BUSINESS-TYPE ACTIVITY DEBT					
Airport					
2003 Airport Loan (4011)	194,058	20,607	8,341	28,948	173,451
Convention Center					
2005 VPFA - Certificate of Participation (4131)	13,650,000	1,087,800	642,054	1,729,854	12,562,200
Golf Course (4211)					
Golf General Fund Advance (CIP & Bond)**					
2008 Golf Equipment Capital Lease	6,944	2,188	330	2,518	4,756
2008 Golf Equipment Capital Lease	151,203	37,570	6,774	44,344	113,633
2009 Golf Cart Capital Lease	188,677	61,590	8,116	69,706	127,087
<i>Total Golf Course (4211)</i>	346,824	101,348	15,220	116,568	245,476
Wastewater System					
2002 Wastewater System (4311)	5,840,000	630,000	229,365	859,365	5,210,000
<i>Total Wastewater System(4311,1231,1232)</i>	5,840,000	630,000	229,365	859,365	5,210,000
Total Business-Type Activity	\$ 20,030,882	\$ 1,839,755	\$ 894,980	\$ 2,734,735	\$ 18,191,127
Total Government Wide Debt Service	\$ 45,549,045	\$ 2,953,569	\$ 2,035,179	\$ 4,988,748	\$ 42,667,931

(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
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DEBT SERVICE SUMMARY 2011-12

	Beginning Principal 07/01/11	2011-12 Debt Service			Ending Principal 06/30/12
		Principal	Interest	Total	
GOVERNMENTAL ACTIVITY DEBT					
General Fund (0011)					
2005 VPFA - Cert of Participation Series (1) (2965)*	\$2,392,800	\$217,600	\$111,936	\$329,536	\$2,175,200
2008 HUD Sec. 108 Loan A (6111)	1,721,000	189,000	68,833	257,833	1,532,000
2008 HUD Sec. 108 Loan B (6111)	1,618,000	178,000	64,710	242,710	1,440,000
<i>Total General Fund (0011)</i>	<i>5,731,800</i>	<i>584,600</i>	<i>245,479</i>	<i>830,079</i>	<i>5,147,200</i>
Redevelopment Agency					
2003 East Visalia District Tax Allocation Bond (2951)*	3,530,000	240,000	133,532	373,532	3,290,000
EVRDA General Fund Advance (payments as available)					
2007 Mooney Area Loan (1911,1912)	6,244,700	0	408,403	408,403	6,244,700
2004 Mooney Area Loan (1911,1912)	2,200,905	86,108	95,009	181,117	2,114,797
2004 Central Area Loan (1931,1932)	1,498,095	58,611	64,670	123,281	1,439,484
2009 Central Area Loan (1931, 1932)	3,420,929	77,124	87,560	164,684	3,343,805
2003 Downtown Area Loan (1921,1922)	910,699	84,546	38,898	123,444	826,153
<i>Total Redevelopment Funds</i>	<i>17,805,328</i>	<i>546,389</i>	<i>828,072</i>	<i>1,374,461</i>	<i>17,258,939</i>
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (2011)	382,000	33,000	20,651	53,651	349,000
Village West (2012)	57,679	4,728	3,461	8,189	52,951
2002 HELP Loan (2941)	500,000	0	0	0	500,000
<i>Total Other Funds</i>	<i>939,679</i>	<i>37,728</i>	<i>24,112</i>	<i>61,840</i>	<i>901,951</i>
Total Governmental Activity	\$ 24,476,807	\$ 1,168,717	\$ 1,097,663	\$ 2,266,380	\$ 23,308,090
BUSINESS-TYPE ACTIVITY DEBT					
Airport					
2003 Airport Loan (4011)	173,451	21,557	7,391	28,948	151,894
Convention Center					
2005 VPFA - Certificate of Participation (4131)	12,562,200	1,142,400	587,664	1,730,064	11,419,800
Golf Course (4211)					
Golf General Fund Advance (CIP & Bond)**					
2008 Golf Equipment Capital Lease	4,756	2,313	205	2,518	2,443
2008 Golf Equipment Capital Lease	113,633	39,512	4,832	44,344	74,121
2009 Golf Cart Capital Lease	127,087	64,774	4,932	69,706	62,313
<i>Total Golf Course (4211)</i>	<i>245,476</i>	<i>106,599</i>	<i>9,969</i>	<i>116,568</i>	<i>138,877</i>
Wastewater System					
2002 Wastewater System (4311)	5,210,000	655,000	204,453	859,453	4,555,000
<i>Total Wastewater System(4311,1231,1232)</i>	<i>5,210,000</i>	<i>655,000</i>	<i>204,453</i>	<i>859,453</i>	<i>4,555,000</i>
Total Business-Type Activity	\$ 18,191,127	\$ 1,925,556	\$ 809,477	\$ 2,735,033	\$ 16,265,571
Total Government Wide Debt Service	\$ 42,667,934	\$ 3,094,273	\$ 1,907,140	\$ 5,001,413	\$ 39,573,661

(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.

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**City of Visalia
RATIO OF GENERAL BONDED DEBT OUTSTANDING
Last Ten Fiscal Years
(In Thousands, except Debt per Capita)**

Fiscal Year Ended June 30	Outstanding General Bonded Debt						Percent of Assessed Value ¹	Per Capita
	Certificates of Participation	Tax Allocation Bonds	Notes Payable	Capital Lease Obligations	Compensated Absences	Total		
2000	\$ 9,931	\$ 9,805	\$ 3,905	\$ -	\$ -	\$ 23,640	0.63%	258
2001	21,258	9,620	3,856	751	-	35,486	0.90%	379
2002	20,872	9,425	3,953	600	-	34,850	0.84%	362
2003	9,359	9,985	4,474	438	-	24,257	0.55%	244
2004	9,151	9,865	3,915	270	2,756	25,956	0.55%	252
2005	3,454	4,935	7,948	93	2,691	19,121	0.37%	178
2006	3,346	4,680	7,217	-	2,951	18,194	0.31%	165
2007	3,169	4,420	12,732	-	2,920	23,241	0.34%	198
2008	2,986	4,205	16,001	-	3,314	26,506	0.33%	219
2009	2,798	3,985	15,798	-	3,541	26,122	0.31%	211

General bonded debt is debt payable with governmental fund resources and general obligation bonds recorded in enterprise funds (of which, the City has none).

¹Assessed value has been used because the actual value of taxable property is not readily available in the State of California.

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**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 a variable interest rate, until such time as they are converted to a fixed rate. Upon conversion of the variable rate to a fixed rate, the interest rate will be set according to the results of a public auction. Pricing will occur on June 4, 2008. Once the interest rate is set the following schedule will be updated.

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 7/1/10:	\$ 169,000
Principal Outstanding as of 7/1/10:	\$ 1,900,000
Principal Outstanding as of 7/1/12:	\$ 1,532,000
Issue Date:	May 2008
Maturity Date:	August 2018 (Fiscal Year 2018/19)
Interest Rate:	Fixed Rate - Yet to be determined
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		
2009/2010	169,000	41,039	38,825	248,864	1,900,000
2010/2011	179,000	38,825	36,042	253,866	1,721,000
2011/2012	189,000	36,042	32,791	257,832	1,532,000
2012/2013	200,000	32,791	28,971	261,761	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	-

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**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 a variable interest rate, until such time as they are converted to a fixed rate. Upon conversion of the variable rate to a fixed rate, the interest rate will be set according to the results of a public auction. Pricing will occur on June 4, 2008. Once the interest rate is set the following schedule will be updated.

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 7/1/10:	\$ 158,000
Principal Outstanding as of 7/1/10:	\$ 1,786,000
Principal Outstanding as of 7/1/12:	\$ 1,440,000
Issue Date:	May 2008
Maturity Date:	August 2018 (Fiscal Year 2018/19)
Interest Rate:	Fixed Rate - Yet to be determined
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		
2009/2010	158,000	38,568	36,498	233,066	1,944,000
2010/2011	168,000	36,498	33,886	238,384	1,786,000
2011/2012	178,000	33,886	30,824	242,710	1,618,000
2012/2013	188,000	30,824	27,233	246,058	1,440,000
2013/2014	199,000	27,233	23,253	249,487	1,252,000
2014/2015	211,000	23,253	18,886	249,487	1,053,000
2015/2016	223,000	18,886	14,058	253,139	842,000
2016/2017	237,000	14,058	8,749	255,943	619,000
2017/2018	251,000	8,749	3,026	259,807	382,000
2018/2019	131,000	3,026		262,775	131,000
				134,026	-

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**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 7/1/10:	\$ 5,340,000
Principal Outstanding as of 7/1/10:	\$ 16,250,000
Principal Outstanding as of 7/1/12:	\$ 13,595,000
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>
				21,590,000
2009/2010	1,235,000	826,100	2,061,100	16,250,000
2010/2011	1,295,000	764,350	2,059,350	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

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 7/1/10:	\$ 1,425,000
Principal Outstanding as of 7/1/10:	\$ 3,760,000
Principal Outstanding as of 7/1/12:	\$ 3,290,000
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 Increment Revenues

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East Visalia Redevelopment – Debt Service Schedule

<u>Fiscal Year</u>	Principal		Interest		Fiscal Year	<u>Balance</u>
	<u>July</u>	<u>July</u>	<u>January</u>	<u>January</u>	<u>Total</u>	
2009/2010	225,000	73,029	73,029	73,029	371,058	3,760,000
2010/2011	230,000	70,216	70,216	70,216	370,432	3,530,000
2011/2012	240,000	66,766	66,766	66,766	373,532	3,290,000
2012/2013	245,000	63,166	63,166	63,166	371,332	3,045,000
2013/2014	255,000	59,369	59,369	59,369	373,738	2,790,000
2014/2015	260,000	55,289	55,289	55,289	370,578	2,530,000
2015/2016	270,000	50,901	50,901	50,901	371,802	2,260,000
2016/2017	280,000	46,176	46,176	46,176	372,352	1,980,000
2017/2018	165,000	41,136	41,136	41,136	247,272	1,815,000
2018/2019	170,000	38,043	38,043	38,043	246,086	1,645,000
2019/2020	180,000	34,813	34,813	34,813	249,626	1,465,000
2020/2021	185,000	31,213	31,213	31,213	247,426	1,280,000
2021/2022	190,000	27,513	27,513	27,513	245,026	1,090,000
2022/2023	200,000	19,469	19,469	19,469	238,938	890,000
2023/2024	210,000	19,469	19,469	19,469	248,938	680,000
2024/2025	220,000	14,875	14,875	14,875	249,750	460,000
2025/2026	225,000	10,063	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 7/1/10:	\$ -0-
Principal Outstanding as of 7/1/10:	\$ 6,244,700
Principal Outstanding as of 7/1/12:	\$ 6,244,700
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

Fiscal Year	Principal	Interest	Principal	Interest	Fiscal	
	December	December	June	June	Total	Balance
						6,244,700
2009/2010	0	204,202	0	204,202	408,403	6,244,700
2010/2011	0	204,202	0	204,202	408,403	6,244,700
2011/2012	0	204,202	0	204,202	408,403	6,244,700
2012/2013	0	204,202	0	204,202	408,403	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 7/1/10:	\$ 423,873
Principal Outstanding as of 7/1/10:	\$ 2,283,377
Principal Outstanding as of 7/1/12:	\$ 2,114,797
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>
2009/2010	78,991	102,125	181,116	2,283,377
2010/2011	82,473	98,644	181,116	2,200,905
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 7/1/10:	\$ 270,518
Principal Outstanding as of 7/1/10:	\$ 1,554,232
Principal Outstanding as of 7/1/12:	\$ 1,439,484
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>
2009/2010	53,767	69,514	123,281	1,554,232
2010/2011	56,137	67,144	123,281	1,498,095
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 7/1/10:	\$ 508,224
Principal Outstanding as of 7/1/10:	\$ 991,776
Principal Outstanding as of 7/1/12:	\$ 826,153
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

<u>Fiscal Year</u>	<u>Principal December</u>	<u>Interest December</u>	<u>Principal June</u>	<u>Interest June</u>	<u>Fiscal Year Total</u>	<u>Balance</u>
2009/2010	38,347	23,376	39,308	22,415	123,446	991,776
2010/2011	40,044	21,679	41,033	20,690	123,446	910,699
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 7/1/10:	\$ 103,873
Principal Outstanding as of 7/1/10:	\$ 3,496,127
Principal Outstanding as of 7/1/12:	\$ 3,343,805
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>
				3,600,000
2009/2010	103,873	60,811	164,684	3,496,127
2010/2011	75,199	89,485	164,684	3,420,929
2011/2012	77,124	87,560	164,684	3,343,805
2012/2013	79,098	85,586	164,684	3,264,707
2013/2014	81,122	83,562	164,684	3,183,585
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	2,651,340
2020/2021	96,822	67,862	164,684	2,554,519
2021/2022	99,300	65,384	164,684	2,455,219
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	2,141,808
2025/2026	109,863	54,821	164,684	2,031,945
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	1,563,643
2030/2031	124,662	40,022	164,684	1,438,982
2031/2032	127,852	36,831	164,684	1,311,129
2032/2033	131,125	33,559	164,684	1,180,004
2033/2034	134,481	30,203	164,684	1,045,523
2034/2035	137,923	26,761	164,684	907,600
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	319,690
2039/2040	156,501	8,183	164,684	163,189
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 07/01/10:	\$ 225,000
Principal Outstanding as of 7/01/10:	\$ 412,000
Principal Outstanding as of 07/01/12:	\$ 349,000
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>
2009/10	27,000	12,684	11,922	51,606	422,000
2010	10,000	0	0	10,000	412,000
2010/11	30,000	11,639	10,792	52,431	382,000
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 07/01/10:	\$ 9,614
Principal Outstanding as of 7/01/10:	\$ 62,406
Principal Outstanding as of 07/01/12:	\$ 52,951
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
2009/2010	4,728	4,028	35	8,791	62,406
2010/2011	4,728	3,744	35	8,507	57,679
2011/2012	4,728	3,461	35	8,224	52,951
2012/2013	4,728	3,177	35	7,939	48,223
2013/2014	4,728	2,894	35	7,657	43,495
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	29,312
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	10,401
2021/2022	4,728	624	35	5,386	5,674
2022/2023	5,674	340	35	6,049	0

CHFA HELP LOAN

On April 15, 2002, the City entered into a \$500,000 10-year deferred loan agreement with the California Housing Finance Agency (HELP Loan). The loan proceeds will be used as a revolving fund to finance site acquisition and construction of single family homes. The loan bears 3% interest and is due April 15, 2012.

Original Principal Amount:	\$ 500,000
Amount paid off as of 7/1/10:	\$ -0-
Principal Outstanding as of 7/1/10:	\$ 500,000
Principal Outstanding as of 7/1/12:	\$ -0-
Issue Date:	April 15, 2003
Maturity Date:	April 15, 2012
Average Interest Rate:	3.00%
Fund Type:	Debt Service
Where will the money come from?	Deferred until 2012, funding is secured through loans for site acquisition and construction of single family homes.

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AIRPORT LOAN – HANGER 2003

On June 4, 2003, Stockmen’s Bank loaned the Airport \$315,000 to be used to construct 10 additional T-hangers. The loan will be used in conjunction with FAA grants to fund the hangars and construction of four new taxiways at the Visalia Airport.

Original Principal Amount:	\$ 315,000
Amount paid off as of 7/1/10:	\$ 120,940
Principal Outstanding as of 7/1/10:	\$ 194,060
Principal Outstanding as of 7/1/12:	\$ 151,895
Issue Date:	June 4, 2003
Maturity Date:	June 4, 2018
Interest Rate:	Variable 4.45% - 5.35% cap
Fund Type:	Enterprise
Where will the money come from?	Airport Hanger Rents

Airport – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
2009/2010	19,699	9,249	28,948	194,058
2010/2011	20,607	8,341	28,948	173,451
2011/2012	21,557	7,391	28,948	151,894
2012/2013	22,551	6,397	28,948	129,343
2013/2014	23,591	5,357	28,948	105,752
2014/2015	24,679	4,269	28,948	81,073
2015/2016	25,816	3,131	28,947	55,257
2016/2017	27,007	1,941	28,948	28,250
2017/2018	28,250	696	28,946	-

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 7/1/10:	\$ 2,586,181
Anticipated Principal Outstanding on 7/1/12:	\$ 2,385,000
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 original amount of \$800,000 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 \$3.00 per round is added to fund the payments on the loan.

Original Loan Principal Amount:	\$ 800,000
Principal Outstanding as of 7/1/10:	\$ 30,923
Anticipated Principal Outstanding on 7/1/12:	\$ -0-
Scheduled Maturity:	Fiscal Year 2011
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 7/1/10:	\$ 158,147
Anticipated Principal Outstanding on 7/1/12:	\$ 76,564
Scheduled Maturity:	Various
Average Interest Rate:	Variable City Portfolio Rate Plus 1%
Fund Type:	Enterprise
Where does the money come from:	Golf fee's

GOLF COURSE - CAPITAL LEASE

2009 GOLF CART PURCHASE

Original Principal Amount:	\$ 253,050
Principal Outstanding as of 7/1/10:	\$ 188,677
Anticipated Principal Outstanding on 7/1/12:	\$ 62,313
Period:	4 year / Annual Payment - \$5,809
Issue Date:	June 2009
Maturity Date:	May 2013
Interest Rate:	Fixed – 5.05%

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WASTEWATER SYSTEM - REVENUE BOND 2002 ISSUE

Bonds were issued in August 2002 to provide funds for the acquisition and construction of additions to and extensions and improvements of the Wastewater System; to purchase a reserve account surety bond, and to pay the costs of issuance of the 2002 Bonds. The bonds are special limited obligations of the City and are payable solely from the net operating revenues of the Wastewater System.

The issuance of the 2002 Wastewater bonds assisted with the expansion of the wastewater treatment facility from 16.6 million gallons per day (mgd) to 20.0 mgd, and with the expansion of the collection system by 8 miles in the Northwest and Southwest quadrants of the City.

Principal Amount:	\$ 9,725,000
Amount paid off as of 7/1/10:	\$ 3,885,000
Principal Outstanding as of 7/1/10:	\$ 5,840,000
Principal Outstanding as of 7/1/12:	\$ 4,555,000
Issue Date:	August 2002
Maturity Date:	December 2017 (Fiscal Year 2017/18)
Interest Rate:	Fixed 3.0 – 4.5% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Enterprise / Debt Service
Ability to prepay:	Cannot be redeemed until December 1, 2010 12/1/2010 - 11/30/2011 = 101% 12/1/2011 and thereafter = 100%
Where does the money come from?	Sanitation Fund

Wastewater Bond – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
2009/2010	610,000	252,615	862,615	5,840,000
2010/2011	630,000	229,365	859,365	5,210,000
2011/2012	655,000	204,453	859,453	4,555,000
2012/2013	685,000	178,509	863,509	3,870,000
2013/2014	710,000	151,465	861,465	3,160,000
2014/2015	740,000	121,910	861,910	2,420,000
2015/2016	770,000	90,000	860,000	1,650,000
2016/2017	805,000	55,735	860,735	845,000
2017/2018	845,000	19,013	864,013	-

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 an \$18.6 million Revenue Bonds issued in 1992. There is currently one outstanding bond from the 2002 expansion with a balance of \$5.8 million. Annual payment is \$850,000 with the final payment due December 2017.

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

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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 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

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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
- 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

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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 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

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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. 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

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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.

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

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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 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

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- 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 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

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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.

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.

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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

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GLOSSARY

AGENCIES: Federal agency securities

ASKED: The price at which securities are offered.

ARBITRAGE: Transactions by which securities are bought and sold in different markets at the same time for the sake of the profit arising from a yield difference in the two markets.

BANKERS ACCEPTANCE (BA): A draft of bill or exchange by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BROKER: A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City of Visalia. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, and a detailed Statistical Section.

COUPON: (a) The annual rate of interest a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT (DVP): There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g. U.S. Treasury Bills.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored wholesale banks (currently 12 regional banks) which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the

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FHLB's is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market and a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: the central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, DC, 12 regional banks and about 5,700 commercial banks that are members of the system.

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP): The standard established by the National Council on Governmental Accounting which establishes the minimum requirements for a fair presentation of financial data in external financial reports. GAAP also assures a degree of comparability in financial reporting among different governments.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHM mortgages. The term "passthroughs" is often used to describe Ginnie Mae's.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL AGENCY INVESTMENT FUND: The Local Agency Investment Fund (LAIF) was established by the State to enable treasurers to place funds in a pool for investments. The LAIF has been particularly beneficial to those jurisdictions with small portfolios. Each account is limited to an investment of \$40.0 million.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

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PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state--the so-called legal list. In other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

REPURCHASE AGREEMENT (REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use Repos extensively to finance their positions. Exception: When the Fed is said to be doing Repos, it is lending money, increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1: See Uniform Net Capital Rule.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and corporations which have imbedded options (e.g. call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, and one year.

TREASURY BONDS: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from two to 10 years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Budget Process

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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 Activity	Finance	Departments	Due Date
Finance meeting with City Manager for Budget Forecast (Rev /Exp)			1/15/10
Departments meet with City Manager to discuss goals, operating changes			2/15/10
<i>Finance's Responsibility</i>			
General Revenues	Prepare	Review	1/31/10
Salaries and Benefits for FT employees	Prepare	Review	1/31/10
Operationing and Maintenance Costs	Prepare	Review	1/31/10
Allocated Costs	Prepare	Review	On-Going
Inter-fund Transfers	Prepare	Review	04/31/2010
<i>Department's Responsibility</i>			
Submit Capital Projects	Review	Prepare	1/18/10
Department Mission Statement & Descriptions	Review	Prepare	1/31/10
Depart Performance Measures	Review	Prepare	1/31/10
Deaprt. Accomplishments & Objectives	Review	Prepare	1/31/10
Grant Revenues	Review	Prepare	2/22/10
Salaries and Benefits for PT & hourly employees	Review	Prepare	2/22/10
Over-time	Review	Prepare	2/22/10
New Operations and Maintenance Costs	Review	Prepare	2/22/10
Minor Capital Outlay Requests	Review	Prepare	2/22/10
New Employee Requests*	Review	Prepare	2/15/10
Begin Departmental line item budget Review by Finance	Review	Review	3/15/10
Begin Departmental reviews by City Manager			4/15/10

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Budget Kick-off. To provide further guidance and to answer any questions, Finance held a *Budget Kick-off Meeting on **December 10, 2009 from 1:00 to 2:00 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 10 | Budget Kick-Off Meeting, Council Chambers 1-2 PM. Department 1 st draft of operating budgets distributed |
| Feb 22 | Departmental budget items due: <ul style="list-style-type: none">• Departmental revenues• Salaries and benefits for PT & hourly employees• New operations and maintenance costs• Minor capital outlay requests• New position requests |
| March 1 | Departmental budget meetings with Finance staff
Budget submissions due , including: <ul style="list-style-type: none">• Departmental line-item budget entered into the budget worksheet• Departmental mission, purpose, objectives and performance measures |
| April 15-25 | Departmental review with the City Manager |
| June 4 | Draft budget to City Manager, Department Heads |
| June 14 | Presentation of budget to Council |
| June 14 | First Public Hearing |
| June 21 | Second Public Hearing and adoption |

For FY08/09 & 09/10, the City of Visalia's budget was prepared in four phases:

1. Preparation of salaries and allocated costs
2. Preparation of operations and maintenance budget and performance measures
3. Preparation of allocated costs

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4. Budget review

Capital Improvement Program (CIP) Budget Instructions

All General Fund CIP projects were ranked using the following criteria:

- Implementation of a Council priority
- 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

Upon completion of rankings by Finance, CIP review committee members were asked to rank order the projects, selecting the most important as #1, the second most important as #2, etc. This was done first with all 1A projects, then 1A-, 1B+, etc. for both fiscal year 2010/11 and 2011/12. Projects beyond these two fiscal years will not be ranked as Council will only be approving appropriations for 08/09 and 09/10.

NARRATIVE INSTRUCTIONS

Performance Measures. The City's previous two year budget (fiscal years 2008-09 & 2009-10) included departmental performance measures. Performance measures are included in this 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 two year budget performance measures should include data for the actuals for fiscal year 2008-09, projections for 2009-10 and estimates for both 2010-11 and 2011-12.

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:

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- Visalia stimulus program to improve local economy
- West Visalia Specific Plan revision including a scenic corridor treatment that establishes landscaping setbacks and building parameters
- Economic Development / Quality of Life
- Gang suppression and employment of Measure T police officers
- Streamlining the planning and permitting process
- FEMA maps / Flood control
- Budget efficiencies
- Code enforcement / Neighborhood preservation
- Sports tournaments / Recreation / Tourism
- Agricultural land mitigation fees

The end goal was to make the budget more meaningful for the City Council and the Citizens of Visalia. The sheer volume of the budget can overwhelm most mortals. At the same time, sufficient detail is needed to make the information meaningful. The art in developing the budget is balancing these two goals.

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. The proposed budget document was presented to the City Council on June 14th. The City Council met on June 14th to hear an overall presentation.

BUDGET ADOPTION

Two public hearings are required prior to the adoption of the budget. The first public hearing was held June 14th and the second on June 21st. The City Council adopted a resolution to adopt the 2010-11 & 2011-12 budget on June 21st. 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.

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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.

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.

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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.

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.

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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.

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.

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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, 2009, 10, 11 & 12
(\$ In Thousands)**

RESERVED	2008-09	2009-10	2010-11	2011-12	
	Actual	Projected	Budgeted	Budgeted	
ADVANCES TO OTHER FUNDS:					
Special Revenue Funds					
Public Safety Impact Fee	\$ 2,476	\$ 2,676	\$ 2,876	\$ 3,076	
Measure R - Regional	1,236	3,860	2,600	1,300	a
Kaweah Lake	440	307	200	100	b
Transportation Grants	434	384	334	284	
Special Service Districts	149	172	195	220	c
Capital Project Funds					
Community Development	1,059	165	-	-	
East Visalia Development District	504	500	500	500	d
Government Facilities Impact Fee	53	-	-	-	
Business-Like & Internal Service Funds					
Valley Oak Golf Course	469	-	1,700	1,700	d/e
Building Safety	279	-	150	250	f
Airport	223	-	-	-	
Benefits - Health	215	-	-	-	
	<u>7,537</u>	<u>8,064</u>	<u>8,555</u>	<u>7,430</u>	
OTHER RESERVED:					
PERS Prepayment	2,400	2,000	1,600	1,200	
Encumbrances	2,018	1,679	1,600	1,600	
Supplies & Prepaid Expenses	166	155	150	150	
Property Tax Receivable	-	1,600	2,800	3,600	
	<u>4,584</u>	<u>5,434</u>	<u>6,150</u>	<u>6,550</u>	
TOTAL RESERVED	<u>12,121</u>	<u>13,498</u>	<u>14,705</u>	<u>13,980</u>	
UNRESERVED					
DESIGNATED:					
Capital Projects					
Civic Center Facilities	9,678	9,911	10,150	10,400	1
Misc. Capital Projects	4,945	4,050	3,550	3,050	2
Sports Park	2,614	2,166	1,716	1,266	3
Recreation Park Stadium	559	284	-	-	4
Transportation Projects	1,390	1,592	1,792	1,992	5
West 198 Open Space	(534)	(535)	(535)	(535)	6
Oak Tree Mitigation	(9)	(9)	(9)	(9)	
SPCA	221	223	225	225	
Historic Preservation	5	5	5	5	7
	<u>18,869</u>	<u>17,687</u>	<u>16,894</u>	<u>16,394</u>	
Decrease in Capital Projects over PY		(1,182)	(793)	(500)	
Operational Expenses					
Emergency targeted @ 25%	13,604	13,056	10,028	9,556	8
- actual General Fund percentage	25%	24%	18%	17%	9
	<u>13,604</u>	<u>13,056</u>	<u>10,028</u>	<u>9,556</u>	
UNDESIGNATED:	<u>1,967</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10</u>
TOTAL UNRESERVED	<u>\$ 34,440</u>	<u>\$ 30,743</u>	<u>\$ 26,922</u>	<u>\$ 25,950</u>	
FUND BALANCE	<u>\$ 46,561</u>	<u>\$ 44,241</u>	<u>\$ 41,627</u>	<u>\$ 39,930</u>	

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**General Fund's Fund Balance - Analysis of Selected Accounts
2 Year Budget - Fiscal Years 2010-11 & 11-12**

RESERVED- Advances to Other Funds

- a MEASURE R - Loan due for regional transportation projects, with principal and interest projected to be paid off by 2012-13.
- b KAWEAH LAKE - Loan is for enlargement and maintenance of Kaweah Lake, with principal and interest projected to be paid off by 2016-17.
- c OPEN SPECIAL SERVICES DISTRICTS - Loan due for maintenance of districts.
Repayment will be funded by assessment fees.
- d The following advances to the General Fund were repaid by selected Internal Service funds:
EAST VISALIA REDEVELOPMENT DISTRICT - Fund is currently making principal and interest payments on its long-term advance with a projected pay-off before sunset of the district in 2018-19.
VALLEY OAKS GOLF COURSE - Loan was for construction of nine new holes and course improvements, with principal and interest projected to be paid of by 2015-16.
- e VALLEY OAKS GOLF COURSE - Loan is for construction of irrigation project, with principal and interest projected to be paid as revenues are available.
- f BUILDING SAFETY - to account for the Building Safety operations of the City,
repayment to be made from building division fees.

UNRESERVED - Designated

Capital Projects:

- 1 CIVIC CENTER - To fund a new City Hall & Public Safety buildings in a new complex at Oak & Burke streets.
Receives 45% of excess GF revenues, interest earnings and rent receipts from GF for building usage.
- 2 CAPITAL PROJECTS - To fund various Council approved capital projects.
Amount represents project expense encumbrances including roll-over project expenses from prior years.
- 3 SPORTS PARK - To fund a new 83 acre multi-use recreational park facility @ River Way & Dinuba Blvd.
Receives 45% of excess GF revenues and interest earnings.
- 4 RECREATION PARK STADIUM - To fund major capital improvements at the Visalia Oaks Baseball Stadium.
Receives 5% of excess GF revenues
- 5 TRANSPORTATION - To fund various street construction projects.
Receives Motor-Vehicle-In-Lieu funding for street improvements.
- 6 WEST 198 OPEN SPACE - To fund land purchases and improvements to the scenic corridor on Highway 198, west of Visalia. Receives 5% of excess GF revenues
- 7 The following Designated Reserves had their balances transferred to Recreation Park Stadium designation.
1) Industrial Park, 2) Historic Preservation and 3) Public Employees Retirement System (PERS)

Operational Expenses:

- 8 EMERGENCY - To fund emergency needs of the City
Council directed balance to be 25% of the General Funds' operating expenses.
- 9 Actual calculated General Fund percentage of the Emergency Reserve.

UNRESERVED - Undesignated

- 10 UNDESIGNATED - The remaining portion of Fund Balance is available for appropriation.
Amount is resultant of the net of excess GF revenues and any changes to Reserves and Designations

Measure T Public Safety Plan Certification

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**City of Visalia
Agenda Item Transmittal**

Meeting Date: June 28, 2010

Agenda Item Number (Assigned by City Clerk): 66

Agenda Item Wording: Annual Recertification of the Measure T Plan

Deadline for Action: June 21, 2010

Submitting Department: Administrative Services - Finance

Contact Name and Phone Number:
Eric Frost, Administrative Services Director, x4474

Recommendation

That Council recertifies the Measure T plan elements for fiscal year 10/11 by:

- Authorize the use of Police Measure T Uncertainty Funds to balance the Police Measure T plan for FY 20010/11; and,
- Authorize the implementation of the 2010/11 Measure T plan elements

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.

This document last revised: 6/24/10 1:59:00 PM

File location and name: C:\Documents and Settings\seattle\Local Settings\Temporary Internet Files\OLK8\Recertify Measure T Plan 1.0.doc

Page 1

COUNCIL ACTION: Approved as Recommended

JUN 28 2010

SN/ML 5-0

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Table I
Measure T Plan Components

1. Hire and equip 28 new police officers	Will be completed with the hiring of two new officers in the FY 10/11 budget
2. Use these officers to open both south and north side precincts	Both precincts are operating
3. Improve 911 emergency operations by upgrading the emergency dispatch center.	The feasibility study is nearing completion
4. Hire and equip 18 new fire fighters	Four of the firefighters have been hired. The Measure T plan calls for hiring 14 more firefighters from Measure T in FY 12/13.
5. Utilize those 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 Lovers Lane Station, the Council has approved the recommendation that the second station be built in the Southwest. This station would be scheduled to open in FY 12/13 or 13/14.
6. Improve police and fire operations with the construction of a public safety headquarters to house the expanded staff.	This project has been put on hold due to economic challenges the City faces.
7. Build a new fire training facility	This facility is completed.

The Measure T plan components to be implemented in FY 10/11 are:

- Hiring of the last two Measure T police officers
- Development of a potential joint dispatch center with other local government jurisdictions
- The acquisition of property and the development of plans for a new Southwest Fire Station, working to bring on a new company by FY 12/13.

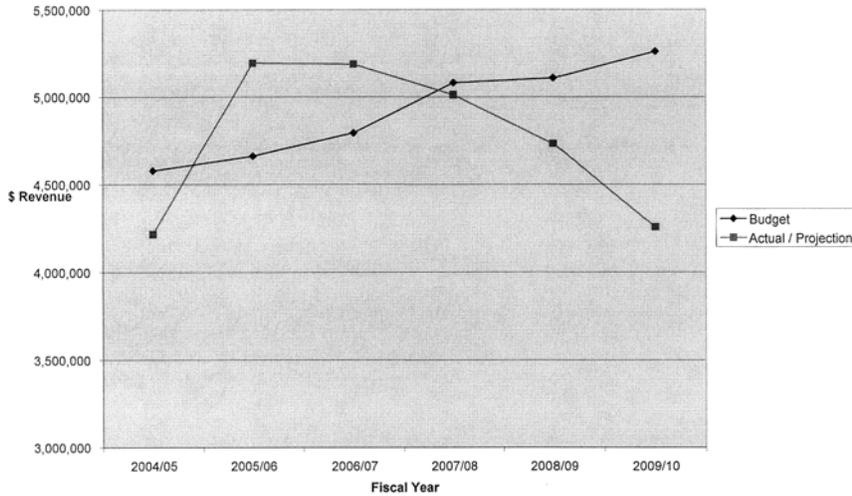
DISCUSSION

Revenues

The main concern with this fund is that revenues have fallen off compared to plan as shown in Chart I, Measure T Revenues. Revenues are off almost \$1 million from plan. The economy's downturn continues to impact the sales taxes revenue. As a result, the expenditure plan will need to be adjusted, now or in the future.

City of Visalia Two-Year Budget 2010-11 & 2011-12

Chart I
Total Measure T Revenue



To maintain the operating portions of the Police Measure T plan, the City will need to limit monies set-aside for capital to just the dispatch center and use remaining funds for operations. Table II, Police Measure T, illustrates what the City should expect by the end of the two year budget cycle; the fund will need to reduce costs by \$800,000 by FY 12/13 given the projected budget.

Table II

Police - Measure T				
All Amounts in Millions				
	FY 9/10	FY 10/11	FY 11/12	
Revenues	2.6	2.7	2.8	
Expenditures	(3.2)	(3.5)	(3.6)	
Revenues Over/(Under)				
Expenditures	(0.6)	(0.8)	(0.8)	
Fund Balance as of July, 1	2.3	1.7	0.9	
Ending Fund Balance, June 30	1.7	0.9	0.1	

If Measure T revenues do not recover this next year, Management proposes to bring to Council at their mid-year financial reports options of reducing these deficits to avoid using all the Police Measure T reserves.

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Although revenues are also down for Fire, their situation is somewhat different. The Measure T plan calls for building a new Fire Station which Council has approved to be built in the Southwest area of Visalia. Fire's Measure T plan anticipated accumulating sufficient resources to build a new station. Although their revenues have declined, the fund has enough money to build the station. Table III, Fire – Measure T, illustrates Fire's expected financial position by the end of the two year budget cycle.

Table III

Fire - Measure T			
All Amounts in Millions			
	FY 9/10	FY 10/11	FY 11/12
Revenues	1.9	1.9	2.0
Expenditures	(0.6)	(0.6)	(0.6)
Revenues Over/(Under) Expenditures	1.3	1.3	1.4
Fund Balance as of July, 1	6.2	7.5	8.8
Ending Fund Balance, June 30	7.5	8.8	10.2
<small>Note: The Measure T plan called for Fire to accumulate resources during the first 10 years of the plan. In FY 12/13, the plan anticipated that the plan would spend more than the revenue it generated, anticipating \$3 million in expenditures. \$3 million a year is \$1 million more than the plan can now support long-term.</small>			

Fire's plan calls for hiring 14 firefighters in FY 12/13. If Measure T revenues remain down, Management will recommend hiring fewer employees to make sure the fund remains fiscally sound. The minimum number required for a new station is 9 firefighters.

Conclusion

Although the Citizens Advisory Committee supported the Recertified City Manager's Measure T plan, it also noted that the City will need to address its budget issues shortly.

Management proposes to reevaluate Measure T's status at mid-year. If current trends have not improved, management will present a plan to bring expenditures in line with revenues. This may mean leaving some Police Measure T positions open in the future and possibly hiring fewer new firefighters in Fiscal Year 12/13 than the plan envisioned, moving from 14 to possibly 9 new positions.

Prior Council/Board Actions: Council Adoption of the Recertification Plan for Fiscal Year 09/10 on June 15, 2009, declaring a fiscal emergency and setting aside the General Fund Maintenance of Effort requirements for FY 9/10 and FY 10/11.

Committee/Commission Review and Actions:

Alternatives: Recertify the plan with changes to be determined

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Attachments: None

Recommended Motion (and Alternative Motions if expected): I move to:

1. Authorize the use of Police Measure T Uncertainty Funds to Balance the Police Measure T plan for FY 2010/11; and,
2. Authorize the implementation of the 2010/11 Measure T plan elements

Department Recommendation:

Summary/background:

Prior Council/Board Actions:

Committee/Commission Review and Actions:

Alternatives:

Attachments:

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
2010-11 & 2011-12**

**CITY OF VISALIA
INDEPENDENT ACCOUNTANT'S REPORT ON
APPLYING AGREED-UPON PROCEDURES
MEASURE 'T'
FOR THE FISCAL YEAR ENDED JUNE 30, 2009**

**M. GREEN AND COMPANY LLP
CERTIFIED PUBLIC ACCOUNTANTS**

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**CITY OF VISALIA
JUNE 30, 2009
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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**



M. Green and Company LLP

CERTIFIED PUBLIC ACCOUNTANTS

**INDEPENDENT ACCOUNTANT'S REPORT
ON APPLYING AGREED UPON PROCEDURES**

City Council
City of Visalia
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, 2009. 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 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, 2009.

Finding:

Measure 'T' calls for the General Fund support for police and fire services during the fiscal year 2008-09, without regard to Measure 'T', to be greater than the General Fund police and fire services support during the fiscal year 2007-08, unless the council declares an economic emergency by a 4/5ths vote.

General Fund support for police and fire services during the fiscal year 2008-09, without regard to Measure 'T', was greater than the General Fund police and fire services support during the fiscal year 2007-08; therefore, the City has met the maintenance of effort calculations.

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 "Economic Uncertainty" Fund Balance as of June 30, 2008, was \$1,448,297. This amount exceeded the required 25% by \$171,472.

LARRY W. AYERS, C.P.A.
MARLA D. BORGES, C.P.A.
KEVIN M. GREEN, C.P.A.
WM. KENT JENSEN, C.P.A.
KATHLEEN M. LAMPE, C.P.A.
LYNN M. LAMPE, C.P.A.
ALAN S. MOORE, C.P.A.
KENNETH B. NUNES, C.P.A.
GIUSEPPE SCALIA, C.P.A.
KENNETH W. WHITE, JR., C.P.A.

REBECCA AGREDANO, C.P.A.
LYNDA S. ANDERSON, C.P.A.
NICOLE A. CENTOFANTI, C.P.A.
CRYSTAL COTA, C.P.A.
ELAINE D. REULE, C.P.A.
NATALIE H. SIEGEL, C.P.A.

ROBERT L. BANDY, C.P.A.
Consultant
JAMES G. DWYER, C.P.A.
Consultant
DONALD G. GORDON
Consultant

FOREST A. MOQUEEN, C.P.A.
Consultant
CHARLES L. SOUTHARD, C.P.A.
Consultant

JOSEPH L. GRAY, C.P.A.
Independent Consultant

**Dinuba
Hanford
Tulare
Visalia**

**City of Visalia
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(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 2008-09, 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 2007-08, 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: None

(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

(6) We performed procedures to verify the summaries of Measure 'T' receipts, disbursements and unexpended funds pertaining to the fiscal year 2008-09 prepared by the City.

Finding:

Our review indicated that twenty-four police officers and four firemen were hired as of June 30, 2009 in accordance with plan objectives. However, our review of personnel and payroll records determined that there was not a proper allocation of labor charges for one Measure 'T' officer at the time of hire for a period of two months. The police department's records indicated this police officer was to be expended from a different fund than what was indicated on the employee's CV9 form at the time of hire. As a result, this officer was mistakenly charged to the City's General Fund instead of the Measure 'T' Police Fund when hired during the 2008-09 fiscal year. A CV9 form was later completed to allocate the officer's salary to the correct Measure 'T' Police Fund. However, no correction was made for the salary mistakenly charged to the City's General Fund, which amounted to \$8,030.

Recommendation:

We recommend that the City take further steps and work closely with the police department to ensure that proper records are maintained in the police department that indicate the fund an officer's salary is to be charged to and that proper measures are followed to ensure a CV9 form is filled out each time an officer is hired, terminated, or transferred to a different fund.

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

We also recommend that the Measure 'T' Police Fund reimburse the City's General Fund for those expenditures related to the officer mistakenly charged to the General Fund during the 2008-09 fiscal year.

Management Response:

Management agrees with the finding. The root cause of the error was the internal accounting codes the City used for all Police Officers. The City used the same object code regardless of which fund Officers were paid from. The City has now created unique codes to identify Measure T and General Fund Officers. This will ensure Officer's salary expenses are coded properly. Management will prepare a journal entry to increase the salary expenses in the Measure T Police fund by \$8,030 and decrease the salary expenses in the General Fund by \$8,030.

Finding:

The Capital Improvement Program expenditures were proceeding in accordance with Measure 'T'.

- (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

- (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.

Very truly yours,

M. GREEN AND COMPANY LLP

M. GREEN AND COMPANY LLP
Certified Public Accountants

November 12, 2009
Visalia, California

Legal Documents Supporting Budget

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**City of Visalia
Agenda Item Transmittal**

Meeting Date: June 28, 2010

Agenda Item Number (Assigned by City Clerk): 6 a+d

Agenda Item Wording: Adoption of the City of Visalia 2010-11/2011-12 multi-year budget (Resolution No. 2010-32 required) RDA 2010-03 Resolution

Deadline for Action: June 30, 2010

Submitting Department: Administration / Finance Division

Contact Name and Phone Number:
Eric Frost, 713-4474
Renee Nagel, 713-4375

Department Recommendation:

That the City Council does the following:

1. Conduct a final public hearing on the proposed budget and receive public input. Then, as appropriate, do the following:
2. Certify the Measure T Spending Plan for FY 2010/11
3. Adopt the City of Visalia Proposition 4 General Fund Appropriation Limit for 2010/11 in the amount of \$108,889,771. General Fund revenues subject to the limit for 2010/11 are \$45,038,200.
4. Adopt the 2010/11 and 2011/12 City of Visalia Budget with following total appropriations:

Fiscal Year 2010/11	\$191,617,670
Fiscal Year 2011/12	\$199,696,500
5. Direct management to seek to implement in the General Fund:
 - o Fire inspections fees for all businesses;
 - o reductions in employee compensation; and,
 - o implementation of a towing franchise fee.

These fees and negotiation items will require further Council action in the form of public hearings for fee changes and negotiation actions for employee compensation.

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 Amended

JUN 28 2010

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Corrections to the Document: The draft document has several corrections to be made, namely,

- On the first page of the City Manager's budget transmittal, the totals for the two fiscal years are transposed. The amounts should reflect what is on Table I.
- On the Budget Summary Comparison, 4-1, the Net Sources and Uses line should be zero. Instead, the line is now adding the revenues with the expenditures.

Both these errors do not change the basic proposal.

Adoption of the General Fund Budget: To adopt the General Fund budget, Council will need to make decisions on the following items:

1. **Provide direction on Fire Inspection Fees.** The City has a responsibility to inspect businesses on a periodic basis to ensure fire safety. Annual inspections are the preferred option. However, with 5,000 potential inspections to do each year, Fire has had to revise the inspection process to perform those inspections every two or three years in some cases. There are four types of businesses that are required to be inspected but only two are charged a fee:
 - Hazardous Use Businesses (\$62 permit) – These are businesses that use, sell, or store any hazardous product or material (ex: welding materials, lumber, gas products, bug sprays, paint) and restaurants that can serve 50 or more people at a time.
 - Large Family Residential Day Care Facilities (\$50 permit) – These state registered day care facilities, which are run out of a home and have 8 or more children, are to be inspected annually.
 - Non-Hazardous Use Businesses (No fee) – These are businesses that do not use, sell, or store any hazardous product and are restaurants that serve less than 50 people. These are typically businesses in office buildings, mini marts that do not sell fuel, and small fast food businesses.
 - Apartments (No fee) – The State mandates all R1 and R2 businesses be inspected annually or the City can be fined.

The proposal is two fold: 1) increase the number of inspections; and, 2) levy a \$20 inspection for Non-Hazardous Use Businesses and a \$5 per unit fee for lodging inspections.

To increase inspections, the City needs more inspectors. Inspections are currently performed by one and half employees that are assigned to the program and the engine company. Staff inspects approximately 2,500 businesses a year. Typically, an inspector can accomplish 900 inspections a year. The plan is to hire one fire inspector, augmented with two, half-time hourly employees and some administrative support. Fire believes the work group should be the equivalent of 2 inspectors. Further, with the additional administrative support, the current Fire Inspector should be able to perform

**City of Visalia
Two-Year Budget
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400 more inspections a year. Thus, the group will be assigned an additional 2,200 inspections annually.

An inspector costs \$95,000 a year. Two hourly positions will cost about \$30,000 a year. The administrative help could cost \$40,000 a year. The cost of the group will be \$165,000. Staff is proposing to off-set these costs by implementing additional inspection fees. Staff is proposing to charge the Non Hazardous Use Businesses \$20 per inspection and \$5 per a unit for Apartments (approximately 4,775 units). The estimated revenue from these two fees is \$78,120. In total (new fees + existing fees), the new inspectors will raise between \$136,400 and \$176,000 this next year. These costs are included in the draft budget.

If the work group is successful, the City can greatly improve its inspection process, making the City a safer place, without being a burden on the General Fund. Further, Fire believes they can exceed their revenue targets. ***If the Council approves the budget as recommended, Fire will bring back for public hearing a proposal to levy a \$20 or \$5 per unit fee for all fire inspections which are not paying a fee now.*** In the end, Council may limit, adjust or not impose these fees, as appropriate, at the public hearing.

2. ***Level of Non-profit funding (\$60,000 reduction).*** The proposed budget includes a reduction of non-profit funding from \$160,000 to \$100,000 for FY 2010/11. As an alternative, Council could revise the budget and continue funding the program at the same level and direct staff to look at other revenue options or use of reserves to make up the difference. Council would need to take a specific action on this item to change the budget, if so desired.
3. ***Provide direction on several items and authorize the use of reserves until other budget items are more settled (\$2.54 million).*** Several items in the City's General Fund budget remain unsettled, not the least of which being the potential actions by the State. Staff has recommended closing the General Fund deficit in the following manner:

<u>Deficit</u>	
General Fund Deficit, 2010/11	\$2.10
Allowance for State Take-aways	0.50
Property Tax Receivable	<u>\$1.20</u>
Funding Shortfall	\$3.80
 <u>Proposed Solutions</u>	
Reserves – Property Tax Receivable	\$1.20
Revenue Options – Towing	0.10
Non-Profit Grant Reduction	0.06
Reserves and/or Employee Comp. Changes	<u>\$2.44</u>
Proposed Solutions	\$3.80

Adoption of the proposed budget would authorize the use of reserves to fund FY 2010/11 unpaid property taxes and Council can decide the level of funding for non-profits. However, the other items will take time to implement or be worked out through

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

the negotiation process. As a result, the remaining items would be funded from reserves until resolved, namely:

Revenue from Towing Franchise	\$0.10
Reduction of Employee Comp./	1.00
Use of Reserves – State-takeaways	0.50
Use of Reserves – operations	<u>\$0.94</u>
 Adopted Use of Reserves	 \$2.54

If Council directed staff to implement the proposed budget, staff would need to bring back the proposed fire inspection fees and towing franchise for final action.

The issue with the towing franchise is that the fee can not be more than the cost of administering the service. Staff needs to examine this more closely and report to Council the limits of the fee which can be charged. Additionally, the fee would need to be adopted as part of a public hearing.

As for employee compensation reductions, that task remains an ongoing effort which has not been brought to a conclusion. The amount of reductions sought are approximately \$1 million, but may change based upon final negotiations.

Further, the actions of the State are also unknown. If the State does not take any money from Visalia, then the \$500,000 allowance will not be needed and only \$944,000 of additional reserves will be needed. Conversely, if nothing works out for the City, all \$2.54 million will come from reserves to balance this year's budget. Although such an outcome is unlikely, the budget has to be adopted in this manner to reflect the worse case scenario.

If the Council decided not to reduce the non-profit grants, the initial action would be to increase the use of reserves this year by \$60,000, increasing the adopted use of reserves from \$2.54 million to \$2.60 million.

Measure T (Attachment #1): The "Recertification of the Measure T Plan", details the recertified plan as recommended by the CAC from their June 2, 2010 meeting. Adopting the budget proposes recertifying the plan also.

Appropriations Limit (Attachment #2): Proposition 4, informally known as the "Gann Initiative", limits the amount of tax proceeds state and local governments can spend each year. The City is required to adopt the limit each year. The proposed appropriations limit for Visalia is much higher than available tax revenues. Therefore, the limit does not affect operations. The proposed limit for 2010/11 is \$108,889,771 and estimated General Fund revenues subject to the limit are only \$45,038,200.

Prior Council Questions: Councilmember Nelson asked if the Towing Franchise fee could be increased to offset other costs in the General Fund, allowing the non-profit grants to be funded at \$150,000 instead of \$160,000. The Towing Franchise fee is limited to cost of service. Management is preparing an analysis which will indicate the maximum fee which the Council can adopt. The current recommendation is that the fee would be \$50 per tow, but that will need to be supported by a cost analysis.

**City of Visalia
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Prior Council Actions: The Council conducted work sessions on part of the budget on April 7, 21, May 5, June 7 and 21. Today, June 28, 2010, the Council hold a public hearing to consider comments on the budget.

Committee/Commission Review and Actions: The CAC approved the Measure T certification on June 2, 2010.

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 12, 2010 but authorize current operating expenditures until further deliberation can be accomplished.

Attachments:

Resolution #2010-32 and RDA Resolution #2010-03 Adopting the 2010/11 and 2011/12 Budget Attachment #1, Recertification of the Measure T Spending Plan for 2010/11
Attachment #2, City of Visalia Proposition 4 Appropriation Limit for 2010/11

Recommended Motion (and Alternative Motions if expected):

That the City Council does the following:

1. Conduct a final public hearing on the proposed budget and receive public input. Then, as appropriate, do the following:
2. Certify the Measure T Spending Plan for FY 2010/11
3. Adopt the City of Visalia Proposition 4 General Fund Appropriation Limit for 2010/11 in the amount of \$108,889,771. General Fund revenues subject to the limit for 2010/11 are \$45,038,200.
4. Adopt the 2010/11 and 2011/12 City of Visalia Budget with following total appropriations:

Fiscal Year 2010/11	\$191,617,670
Fiscal Year 2011/12	\$199,696,500
5. Direct management to seek to implement in the General Fund:
 - o Fire inspections fees for all businesses;
 - o reductions in employee compensation; and,
 - o implementation of a towing franchise fee.

All these actions will require further Council action later in the form of public hearings for fee changes and negotiation actions for employee compensation.

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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

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
2010-11 & 2011-12**

CITY OF VISALIA RESOLUTION NO. 2010-32
RDA RESOLUTION NO. 2010-03

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA AND REDEVELOPMENT AGENCY BOARD ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2008-09 AND 2009-10 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 28, 2010 on the proposed multi-year budget for the City of Visalia for the 2010-11 and 2011-12 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 and Redevelopment Agency Board 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 2010-11 and 2011-12 and in concept out to 2015-2016, as part of the 2010-11/2011-12 multi-year budget is necessary.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Visalia that the budget for the 2010-11 fiscal year totaling \$191,617,670 and for the 2011-12 fiscal year totaling \$199,696,500 be approved.

BE IT FURTHER RESOLVED by the Redevelopment Agency Board of Visalia that the budget for the 2010/11 fiscal year be \$7,464,760 and for Fiscal Year 2011/12 be \$7,583,700 and is hereby 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.

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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

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
2010-11 & 2011-12**

COPY

**CITY OF VISALIA RESOLUTION NO. 2010-32
RDA RESOLUTION NO. 2010-03**

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA AND REDEVELOPMENT AGENCY BOARD ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2008-09 AND 2009-10 AND RE-APPROPRIATING CERTAIN CAPITAL PROJECTS AND OPERATING FUNDS WHICH DO NOT MEET THE CRITERIA TO BE ENCUMBERED OR DESIGNATED FROM PRIOR YEARS.

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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.

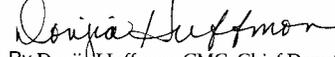
PASSED AND ADOPTED: 06/28/2010 STEVEN M. SALOMON, CITY CLERK

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 2010-32 passed and adopted by the Council of the City of Visalia at a regular meeting held on June 28, 2010.

Dated: June 29, 2010

STEVEN M. SALOMON, CITY CLERK



By Donja Huffmon, CMC, Chief Deputy City Clerk

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

COPY

CITY OF VISALIA RESOLUTION NO. 2010-32
RDA RESOLUTION NO. 2010-03

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA AND REDEVELOPMENT AGENCY BOARD ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2008-09 AND 2009-10 AND RE-APPROPRIATING CERTAIN CAPITAL PROJECTS AND OPERATING FUNDS WHICH DO NOT MEET THE CRITERIA TO BE ENCUMBERED OR DESIGNATED FROM PRIOR YEARS.

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NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Visalia that the budget for the 2010-11 fiscal year totaling \$191,617,670 and for the 2011-12 fiscal year totaling \$199,696,500 be approved.

BE IT FURTHER RESOLVED by the Redevelopment Agency Board of Visalia that the budget for the 2010/11 fiscal year be \$7,464,760 and for Fiscal Year 2011/12 be \$7,583,700 and is hereby approved.

BE IT FURTHER RESOLVED THAT:

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3. Staff is authorized to transfer or lend monies from one fund to another as specified in the budget document.

**City of Visalia
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2010-11 & 2011-12**

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

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.

The Agency Secretary shall certify to the adoption of this Resolution.

ADOPTED: 6/28/10

STEVEN M. SALOMON, CLERK OF THE BOARD

STATE OF CALIFORNIA)
COUNTY OF TULARE) ss.
CITY OF VISALIA)

I, Steven M. Salomon, Clerk of the Community Redevelopment Board, certify the foregoing is the full and true Agency Resolution 2010-03 passed and adopted by the Board of the Redevelopment Agency at a regular meeting held on June 28, 2010.

Dated: 06/29/10

STEVEN M. SALOMON, CLERK OF THE BOARD



By Donjia Huffmon, CMC, Chief Deputy City Clerk

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

**City of Visalia
Agenda Item Transmittal**

Meeting Date: June 28, 2010

Agenda Item Number (Assigned by City Clerk): 6C

Agenda Item Wording: City Council approval of Resolution 2010-31 adopting the 2010-11 appropriations limit for the City of Visalia's General Fund.

Deadline for Action: June 30, 2010

Submitting Department: Administration / Finance Division

Contact Name and Phone Number:
Eric Frost, 713-4474
Melody Murch, 713-4379

Department Recommendation:
That the City Council adopt Resolution 2010-31 establishing the appropriations limit for the 2010-11 fiscal year in the amount of \$108,889,771 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 2.02% and per capita income change of -2.54%, the appropriations limit for 2010-11 is \$108,889,771. The total appropriation subject to limitation for the 2010-11 fiscal year is \$45,038,200 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 SP
 (Initials & date required)
 Finance SP 6/17
 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 28 2010** **SN/AS 5-0**

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Table 1 Gann Appropriations Limit FY 2010-11		
Appropriations Limit FY 2009-10		\$109,514,001
Adjustment Factors:		
Population Change (2.02+100/100=1.0202)	1.0202	
Per Capita Income Change (-2.54+100/100=.9746)	x 0.9746	
Total Adjustment Factor	0.9943	
Adjustment Amount		-624,230
Appropriations Limit for FY 2010-11		108,889,771
Budgeted Expenditures Subject to Limit FY 2010-11		45,038,200
Amount of Unspent Authorized Appropriation		<u><u>\$63,851,571</u></u>

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 2010-11 limit.

Table 2 Calculation of Proceeds of Taxes FY 2010-11			
	Tax Proceeds	Non-Tax Proceeds	Total
General Fund			
Taxes	\$45,038,200	\$0	\$45,038,200
Licenses & Permits	0	229,300	229,300
Fines	0	1,695,600	1,695,600
Revenue From Use of Money & Property	0	45,500	45,500
Revenue From Other Agencies	0	2,088,130	2,088,130
Revenue for Current Services	0	2,086,800	2,086,800
Other Revenue	0	282,900	282,900
Subtotal	45,038,200	6,428,230	51,466,430
Interest	0	970,850	970,850
Total General Fund	<u><u>\$45,038,200</u></u>	<u><u>\$7,399,080</u></u>	<u><u>\$52,437,280</u></u>

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Prior Council/Board Actions: June 1, 2009 - Council adoption of Resolution establishing the appropriations limit for the 2009-10 fiscal year.

Committee/Commission Review and Actions: None

Alternatives: None

Attachments:

Attachment 1 – Resolution No. 2010-31

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. 2010-31 establishing the appropriations limit for the 2010-11 fiscal year in the amount of \$108,889,771 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

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Attachment 1

RESOLUTION NO. 2010-31

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA
ESTABLISHING THE 2010-11 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 2010-11 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 \$108,889,771 for 2010-11 fiscal using a percentage change growth factor of 2.02% and change in per capita income of -2.54% as established by the California Department of Finance.

City of Visalia Two-Year Budget 2010-11 & 2011-12

Attachment 2



DEPARTMENT OF
FINANCE

ARNOLD SCHWARZENEGGER, GOVERNOR
1315 L STREET ■ SACRAMENTO, CA ■ 95814-3700 ■ WWW.GOV.CA.GOV

May 2010

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, 2010, in conjunction with a change in the cost of living, or price factor, to calculate their appropriations limit for fiscal year 2010-2011. 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 2010-2011 appropriations limit. Enclosure II provides city and unincorporated county population percentage changes, and Enclosure III provides county's and incorporated area's summed population percentage changes. 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 appropriation limit. You can access the Code from the following website: "<http://www.cdninfo.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/cnsd/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, 2010.**

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.

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

Attachment 2

Fiscal Year 2010-2011

May 2010

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 2010-2011 appropriation limit is:

Per Capita Personal Income	
Fiscal Year (FY)	Percentage change over prior year
2010-2011	-2.54

- B. Following is an example using sample population change and the change in California per capita personal income as growth factors in computing a 2010-2011 appropriation limit.

2010-2011:

Per Capita Cost of Living Change = -2.54 percent
Population Change = 1.03 percent

Per Capita Cost of Living converted to a ratio: $\frac{-2.54 + 100}{100} = .9746$

Population converted to a ratio: $\frac{1.03 + 100}{100} = 1.0103$

Calculation of factor for FY 2010-2011: $.9746 \times 1.0103 = .9846$

2

City of Visalia Two-Year Budget 2010-11 & 2011-12

Attachment 2

Fiscal Year 2010-2011

Enclosure II Annual Percent Change in Population Minus Exclusions January 1, 2009 to January 1, 2010 and Total Population, January 1, 2010

County City	Percent Change	Population Minus Exclusions		Total Population
	2009-2010	1-1-09	1-1-10	1-1-2010
Tulare				
Dinuba	1.69	21,204	21,642	21,642
Exeter	1.00	10,648	10,762	10,762
Farmersville	2.03	10,753	10,971	10,971
Lindsay	1.16	11,635	11,800	11,800
Porterville	1.98	37,353	37,371	37,371
Tulare	1.02	58,414	59,505	59,505
Visalia	2.62	123,472	125,911	125,911
Woodlake	2.19	7,757	7,907	7,907
Unincorporated	1.02	144,783	145,272	145,272
County Total:	1.61	440,648	447,141	447,814

1) Exclusions include residents on federal military installations and group quarters residents in state mental institutions, state and federal correctional institutions and veterans homes.

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**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

COPY

RESOLUTION NO. 2010-31

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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 2010-11 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 \$108,889,771 for 2010-11 fiscal using a percentage change growth factor of 2.02% and change in per capita income of -2.54% as established by the California Department of Finance.

PASSED AND ADOPTED: 06/28/2010 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 2010-31 passed and adopted by the Council of the City of Visalia at a regular meeting held on June 28, 2010.

Dated: June 29, 2010

STEVEN M. SALOMON, CITY CLERK



By Donja Huffmon, CMC, Deputy City Clerk

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

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

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

activities therein 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.

**City of Visalia
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(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 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 28, 2010 at 7:00 p.m., at the Visalia Convention Center, 303 E. Acequia, Visalia, CA 93291 to consider the following:

Public Hearing for the adoption of a proposed multi-year budget for the fiscal years 2010-11 and 2011-12 for the City of Visalia and the Redevelopment Agency of the City of Visalia.

The 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 Renee Nagel, Finance Manager, at (559) 713-4375.

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 18, 2010
Visalia Times Delta

City of Visalia
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Donja Huffmon
Chief Deputy City Clerk
Publish: June 18, 2010 #142936

Council Strategic Planning Workshop Report

**City of Visalia
Two-Year Budget
2010-11 & 2011-12**

VISALIA CITY COUNCIL STRATEGIC WORKSHOP



FEBRUARY 5 & 6, 2010

SUMMARY REPORT

The Visalia City Council met on February 5th and 6th to discuss issues of importance to the future vitality of the city. The meeting agenda is appended to this report. The city manager and department heads attended the meeting and interacted with the City Council on each of the agenda items. Staff reports were given to provide background information prior to the Council's discussion of each issue. They are appended to this report. Members of the community in attendance were also encouraged to share their thoughts with the Council throughout both days.

The comments noted after each section title are a compilation of comments from the councilmembers, 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 2010

The last exercise of the two-day meeting had the councilmembers identify the five most important issues they wanted the city staff to focus on for 2010. The following ten items were selected by the councilmembers for consideration. The first five items noted with bold lettering were chosen through Council consensus as the most important.

- 1. Visalia stimulus program to improve the local economy**
- 2. West Visalia Specific Plan revision including a scenic corridor treatment that establishes landscaping setbacks and building parameters.**
- 3. Economic Development / Quality of Life**
- 4. Gang suppression and employment of Measure T police officers**
- 5. Streamlining the planning and permitting process**
6. FEMA maps / Flood control
7. Budget efficiencies
8. Code enforcement / Neighborhood preservation
9. Sports tournaments / Recreation / Tourism
10. Agricultural land mitigation fees

It was suggested that an update be given to the City Council at the end of six months to see what progress had been made on these items. Emphasis was given the first two items and optimism expressed that they could be completed within the next six months.

FRIDAY AGENDA ITEMS

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Mayor Bob Link opened the Workshop with welcoming comments. He mentioned the challenging times facing the community and his confidence that the City Council and staff would work through them to keep Visalia the exceptional community it has been over the past decades. He emphasized the need for a Visalia economic stimulus program that can help local businesses and community members. He also called upon the city manager to schedule a joint meeting with the Chamber of Commerce to discuss the topic of “customer friendliness”.

Four agenda items were covered on Friday, February 5th. The Workshop opened with an exercise in which councilmembers, the city manager and department heads had an opportunity to respond to several questions intended to help them become better acquainted. They selected from the following list of questions:

1. Where are you from and what are one or two things you like about it?
2. What advice would you give a person trying to decide on a career to pursue?
3. What is your decision-making process like? What do you need in order to make good decisions for this community?
4. What qualities do you most admire in a person and what do you most dislike?
5. What hobbies, sports, or other leisure time activities do you enjoy most?
6. What do you want to be doing ten years from now?
7. What do people like most about you? ...least about you? ...what image would you like to portray?
8. What one day in your life would you like to live over?
9. In what ways are you like your grandparents? ...different from them?
10. What is one of the most creative things you’ve ever done? ...one of the most silly things?
11. If you knew you only had six months to live, how would you spend your remaining time?
12. What living person (not related to you) do you most admire?
13. If you could invent or discover one new thing, what would it be?
14. What is the best piece of advice you have ever received?
15. If you could go anywhere on earth for a two-week vacation, where would you go? Why?
16. In what ways do you hope your life as an adult is similar to and different from your parents’ lives?
17. When do you feel most lonely? ...happiest?
18. What is one thing about you that you have not shared yet, that others would find interesting?

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General Observations

All council members acknowledged that having three new members may change the focus and direction this City Council will take. This was discussed in the context of the following areas:

Role of the Mayor?

Bob commented that his role as Mayor is to bring the councilmembers together in the decision-making process. Reaching consensus while being candid about the issues under consideration requires respect for each other and the ability to openly talk things over. He sees the Council working as a family and wants to change the wording on resolutions of award to being issued by the City Council, not the Mayor.

He told the group he prefers to be called "Bob", not Mayor and summed up by characterizing his role as that of a "quarterback" of the team.

The "power" of the Mayor to approve City Council agenda items was raised for discussion. It was agreed that every councilmember has the right to place items on the agenda and might find it convenient to raise topics under "Items of Interest" at regular Council meetings. They were also invited to contact the Mayor directly if they wished to discuss items for the agenda.

Role of the Councilmember? The role of the councilmember was summed up as:

Represent the entire city without favoritism to any specific segment.

Be open, polite and welcoming to everyone.

Fully listen to public comments at Council meetings before speaking on an issue.

Role of staff? / City attorney?

Give factual information, not what they think the City Council wants to hear.

Bring complete staff work to the City Council even if it takes longer to schedule the item for consideration at a Council meeting.

The city attorney should keep the City Council on the "straight and narrow" and off the front page of the newspapers.

Staff reports should be unbiased and transparent. They should spell things out and be easily understood by the public.

Access to the staff should generally be through the city manager. It is fine to contact staff for information but not to give direction regarding staff activities.

Role of local government: facilitate or provide?

The city plays a dual role as both the facilitator and the provider of services. Local governance is a "three-legged stool": government, private sector and non-profit organizations. City Council must set the vision and then encourage cooperative interaction among all three maintain a healthy community.

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Big picture or micro-picture?

The Council's role is to focus on the big picture for the community.

Predictability?

It was acknowledged that business investors prefer predictability in city politics and policies. This is especially true where projects or programs are under consideration requiring significant private sector investment.

Communication

The City needs to improve its communication strategies with the community. Openness and clarity are important to this City Council. Citizens should have easy access to accurate information so they can be informed and engaged on issues they care about. In order to further this objective, the City should look at additional outreach strategies, especially those that include contemporary mediums.

Several suggestions were made to assist with this.

Look into the advantages and disadvantages of moving City Council meetings to various venues throughout the community. Include this idea in the community survey to determine if Visalia's residents would favor this approach.

Broadcast/simulcast Council meetings via the internet.

Have a City presence at large gatherings in the community like the upcoming Home Show, seasonal craft shows and events at the Sports Complex. A city booth could be set up with information about numerous City services and programs.

Need to reach those in the community who are not technology savvy.

The City's story needs to be told without editing by media publications.

City issues should be vetted by community groups of stakeholders with their views included in the staff report for presentations to the City Council.

Community meetings could be conducted in Spanish and Southeast Asian languages.

Take "baby steps" with minimal cost when trying out these new ideas.

Be mindful of the impact on the councilmembers' time in doing these things.

The earlier meeting schedules are made known the easier it is for busy community members to work them into their schedules.

The "Attachments" mentioned in staff reports aren't always available when the report is circulated. This needs to be improved.

City Council agendas that are distributed on Friday don't allow enough time to be "digested" prior to the meeting the following Monday night. It needs to be available sooner.

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Perhaps the Wednesday packet and the Friday packet given to the Council could be combined into a Thursday packet.

Financial

These difficult economic times will require the City Council to re-evaluate its goals and projects. We must live within our means. The City needs to incorporate business practices that are more streamlined and cost effective. Applying "value engineering" principles to the City's work may help contain costs without decreasing the quality of its work.

The City's finance director has presented the City Council several overviews of the City's financial condition at recent meetings. It was decided to defer this item to an upcoming budget presentation to the City Council at a regular Council meeting.

Land Use Planning

This may be the first time in years there is no councilmember whose work or professional training involves land use planning. How that might impact the City Council's land use decision making was discussed in the context of the following issues.

What is the role of the City Council in relation to the Planning Commission?

It was noted that California state law requires cities to establish a planning oversight group and that the City of Visalia has done so by creating a Planning Commission to which the City Council appoints its members. The Planning Commission and City Council work interdependently in processing land use applications. This will be further explored at the joint meeting of the City Council and Planning Commission scheduled for March 29, 2010.

What direction does the City Council want to give with regard to further studying the Business Research Park land uses at Plaza Drive between Highway 198 and Hurley?

This issue will be discussed at the March 29, 2010 joint meeting with the City Council and Planning Commission. Several observations were noted regarding this subject.

The topic needs more airing out. We need to clarify what is provided for in the existing ordinance.

Be more specific about the included uses and the processes incorporated such as Architectural Review.

Amending the zoning ordinance may accomplish what is needed.

A mix of uses on a Master Plan basis is the heart of the problem.

The "Core Area" concept for development in Visalia needs to be revisited. Well over half of Visalia's residents live west of the "Oval area to downtown" core of the city.

It will be helpful if the Planning Commission members would identify what are the "gray areas" of the issue before meeting on March 29th.

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To what extent is Agricultural Land Mitigation a viable and necessary strategy for Visalia at this time?

The City does not currently have an ordinance requiring the payment of an Agricultural Land Mitigation fee by those wishing to develop land. Nevertheless, an "endowment" fee was agreed to as a part of the Pre-Annexation Agreement between representatives of the Vargas property and the City.

City Council provided direction to staff that no fees should be considered for any future annexation considerations until the Council takes the matter under consideration and adopts a policy regarding this. The Council also directed that this issue be placed on a future Council Work Session agenda.

The following points were made while this was being discussed:

The "endowment" fee collected as a part of the Vargas property Pre-Annexation Agreement was \$2,000 per acre for a total of about \$308,000. This money is being held by the City. Pat Daniels representing the Vargas property requested that this money be returned to his company if the fee is not going to be made mandatory for all annexations.

Amending the Pre-Annexation Agreement with Vargas representatives to return the fee might have General Plan implications.

The first amendment to the Pre-Annexation Agreement establishes a minimum parcel size that is different than the underlying zoning. Concern was expressed regarding whether or not this same requirement would be made of all other property in the industrial park area that annexes into the City in the future.

Flexibility of parcel size in the industrial park area is an important consideration in order to meet the interests of potential job-producing businesses that might want to locate in the area.

The meeting was adjourned at 7:40 p.m. to resume at 8:30 a.m. the following morning. Mayor Link invited all present to arrive at 8:00 a.m. for a continental breakfast.

SATURDAY AGENDA ITEMS

West Visalia / Highway 198 scenic corridor plan: When will we have one? How should the City use land it currently owns along this corridor?

Staff will gather prior work on this including plans and reports generated in the mid to late 1990's for consideration by Council in formulating a plan for going forward.

Separate this from the General Plan Update process.

Place on the March 29th agenda for the joint meeting with the Planning Commission.

Propose a revenue structure for the development and maintenance of the scenic corridor setback area.

Streamlining the planning and permitting process: What can be done to make the process work more quickly and predictably?

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Formal adoption of “practices” as Council policies would wrap up loose ends and eliminate gray areas that frustrate both staff and applicants. When is a “decision” really a decision if it is based upon a practice rather than a policy? Make a list of these practices that require clarification prior to the joint meeting with the Planning Commission on March 29th.

Which business license issuances and renewals can be done online?

Make it easier to do infill projects. What incentives might be created that reward developers who take on these more difficult projects?

Council supported the actions included in Mike Olmos’ report. See the appended report for details.

FEMA: What continues to be done to assist community members whose residence is included in the 100 yr. flood plain?

City Council recently received a report on this item at a regular meeting subsequent to this agenda being prepared.

Gang Suppression: Which strategies are working and what needs to be added?

City Council recently received a report on this item at a regular meeting subsequent to this agenda being prepared.

Measure T: What can we actually pay for?

Mark Nelson, Fire Chief, presented a report outlining existing response times to requests for service in the City areas served by the various fire stations in town. Response times are within acceptable limits for all areas except the southwestern part of town.

A proposal was submitted for amending Measure T to allow funding for construction of a new station near Tulare and Akers in the southwestern area of town instead of the southeastern area. The southeastern area is well-served out of the Cal Fire station at Walnut and Lovers Ln. where the City leases space for an Engine Company.

The language of Measure T does not address a process by which projects funded from its revenue can be amended. A community process of some type will be needed to address this. Transparency and public outreach are important elements of the process.

How does Visalia maintain its Quality of Life with the lowest revenue categories base among our nearby communities and staffing numbers reduced to the 1990 level? What are the City Council’s expectations in areas like the Capital Improvement Program, job creation, traffic circulation, public safety, etc?

Council was presented information outlining changes over the last two decades in Visalia’s financial strength. That strength is eroding.

The report also documented a City non-public safety/non-enterprise workforce that is equal to that of 1990 while population has increased 67% from 75,000 to 125,000 over the past 20 years.

Quality of Life cannot remain unchanged when the number of those served increases dramatically but the staff providing the service goes unchanged.

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Suggested strategies for lessening the demand on staff for services included increasing the street paving done by private contractors. It was also suggested that staff examine what we do well and what we don't. Outsource what we don't.

What is the role of the City's Economic Development effort in the community?

The City's Economic Development Director is actively involved with the Chamber of Commerce, local realtors, economic development agencies at the state and local level and prospective retail and commercial business developers to grow the City's economic base.

The City needs to be more receptive to adjusting zoning, etc. to put retailers where they want to locate.

The spacing between grocery stores needs to be reexamined in the current General Plan. Adequate spacing needs to be maintained so that all stores can be successful.

Code Enforcement / Neighborhood Preservation: What improvements are we seeing?

This item will be presented at the February 16th City Council meeting.

What is the City's role with regard to the homeless in the community?

Good progress has been made in cooperation with multiple public and non-profit organizations in the community.

A four-plex apartment building near the Oval Park is being purchased for renovation and operation as a shelter for homeless families.

A partnership with the Tulare County Housing Authority will make two tri-plexes in the Washington School area available for the homeless.

City staff is in consultation with staff from the City of Fresno regarding strategies they have found successful in assisting their homeless population.

What is the likelihood that the City can sponsor an annual sporting event that will attract thousands of visitors to Visalia every year (e.g. 64 team baseball tournaments)?

The creation of four new state-of-the-art lighted youth baseball fields at Riverway Sports Park will assist in accomplishing this goal. Both Cal Ripken and Little League have ambitious goals to host a number of regional, state, and national baseball tournaments at the new facility beginning in 2010 and 2011.

The Parks and Recreation Department continues to utilize Plaza Park as a venue to attract out-of-town sports tourists. The Plaza Park Raceway is leased by the Plaza Park Raceway Association that conducts 20 to 25 races per year on average. Each race typically attracts a crowd of 500 - 2,500 fans and racers --- the majority of these people come into Visalia from outside of the community.

Adult softball tournaments continue to occur at Plaza Park 35-36 weekends per year. The largest tournament attracts over 50 teams from the region, while the smaller tournaments are 10-12 teams. Many of these teams come into Visalia from outside of the community.

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In the past year, the Visalia Convention & Visitors Bureau (CVB) has explored how to bring more sporting events into the community. They have developed marketing materials and are working with a variety of sports planning entities, including those involved with high school and community college championships, to find events for the variety of venues in Visalia. This past week, the CVB was successful in securing the 2011 USBC Sr. Women's Bowling Tournament which will bring 400 bowlers to Visalia for three days.

And finally, the City has already secured the Stage 5 leg of the California Amgen Tour, scheduled for May 20, 2010 in Visalia.

It was suggested that the City create its own signature sporting event like a triathlon or an event geared toward seniors similar to what is done in southern Utah.

It was also acknowledged that working capital must be committed to these events and will most likely come from the City and private parties willing to sponsor an event.

Visitor and Shuttle Center: What role will this facility play in economic development? How can it be operationally structured so that the City is not funding the majority of the operating costs of this facility?

A draft design of the Shuttle Center was presented. It will be constructed in the entryway court of the Convention Center

It will be a cooperative operation of City, private sector and non-profit organizations. Non-general fund sources will be used to design, construct and operate the Center. Construction will not begin until adequate funding has been secured.

Three organizations have committed to being housed in the building: Sequoia Riverlands Trust, the Visitors and Convention Bureau and McKellar Farms. It was suggested that staff also contact Bravo Farms to see if they might have an interest in the Center.

The Center will support tourism which has the potential for significant growth if Visalia can become better connected to the National Park Service attractions nearby. A suggested attraction could be the "Majestic Mountain Loop" that would take visitors from Visalia to the Sequoia, Kings and Yosemite National Parks.

Work will continue to complete the design of the Center and secure funding for its construction and operation.

Concern was expressed regarding the City competing with the private sector on office space for lease.

ADJOURNMENT

The Workshop was adjourned at 3:20 p.m.