



CITY OF VISALIA

OPERATING & CAPITAL BUDGET

FISCAL YEARS



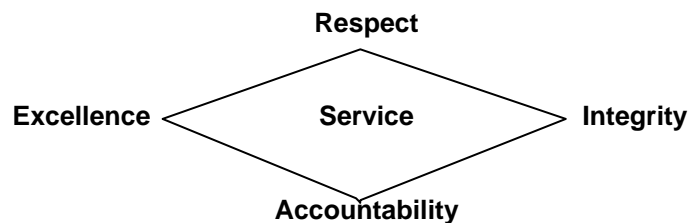
City of Visalia

State of California
Two-Year Budget & Objectives
2016/17 & 2017/18



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)

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

Michael Olmos, City Manager
Renee Nagel, Finance Director

**City Council
Fiscal Year 2016/17**



Mayor Steve Nelsen



Vice Mayor Warren Gubler



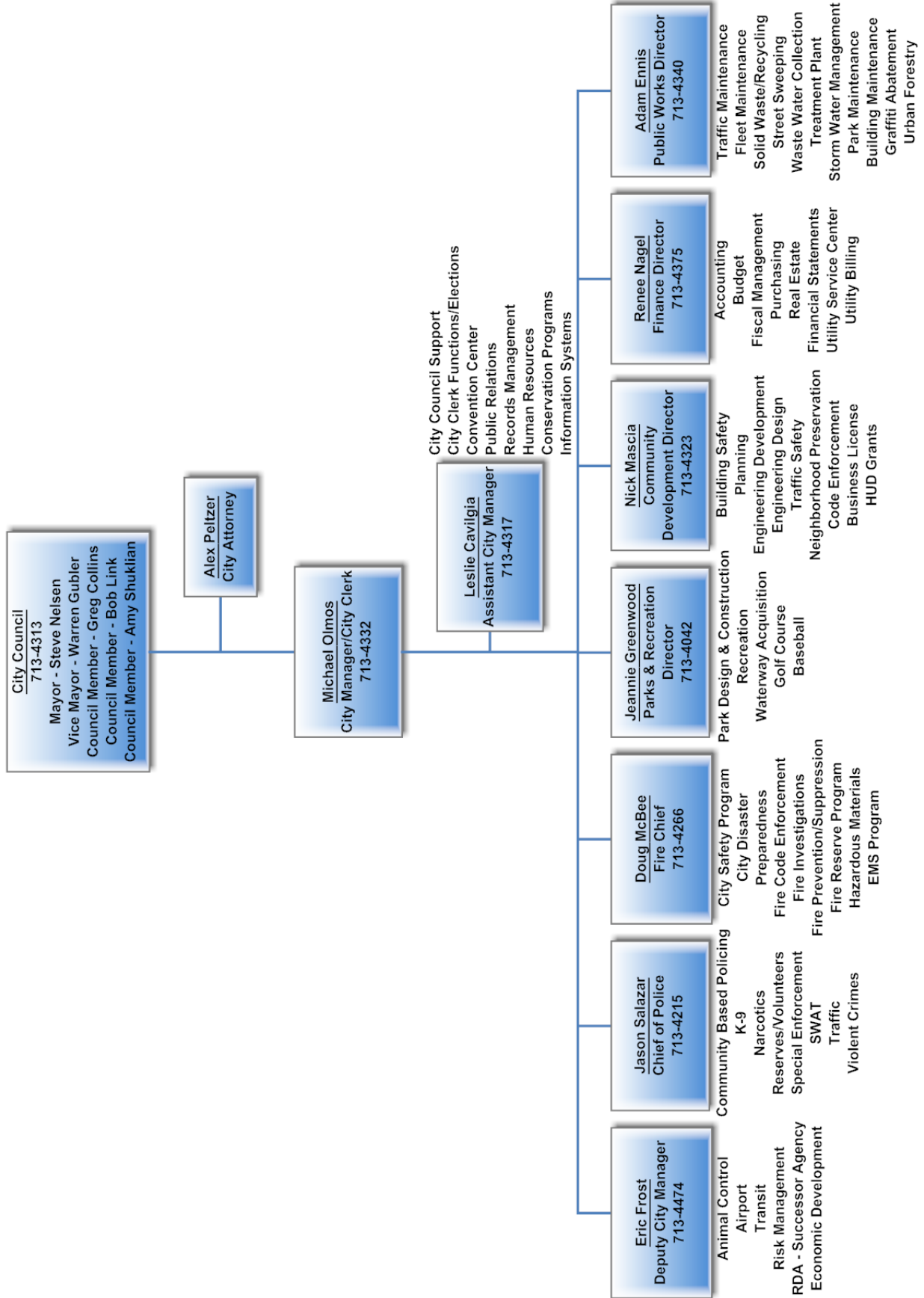
Councilmember Greg Collins



Councilmember Bob Link



Councilmember Amy Shuklian



**CITY OF VISALIA
COMMITTEES AND COMMISSIONS**

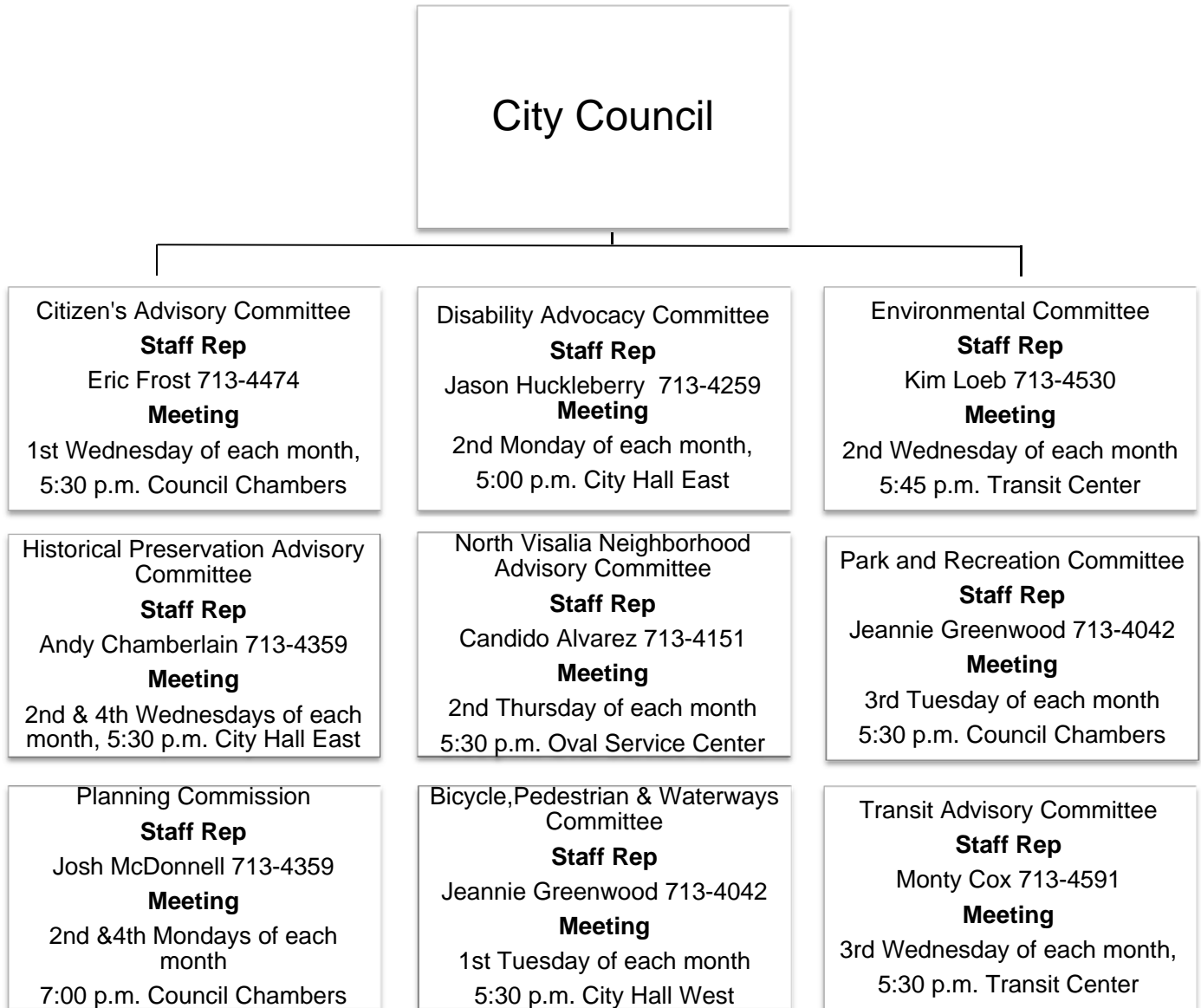


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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Visalia
California**

For the Biennium Beginning

July 1, 2014

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, 2014. 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



June 6, 2016

Dear Mayor and Members of City Council:

The City Manager and Finance Director are pleased to present to you the City of Visalia 2016-2018 Biennial Budget for your consideration. This lengthy and informative document is comprised of a 2-year operating plan, a 6-year capital improvement program, and an appropriation for debt service and other uses. Moreover, it is a reflection of your leadership in shaping the service priorities and goals of the Visalia community while maintaining fiscal prudence and oversight.

This budget message will provide you with an overview of the City's financial program for the next two years and the major priorities and issues that helped shape the budget.

BUDGET HIGHLIGHTS

While the Great Recession officially ended seven years ago, government budgets continue to be difficult to balance due to new challenges. The state of California has shifted responsibility for many programs back to local cities, like Visalia, without the funds necessary to provide the services that local residents need. In fact, over the last 5 years, the state has taken more than \$40 million from our City. That's why it is important that funding which would be required to remain in Visalia is identified. Among the challenges we are faced with today are the rising employee costs due to PERS, health costs, and minimum wages that are outpacing the growth in revenues.

The 2016-2018 Biennial Budget continues to benefit from an on-going economic recovery with revenues growing at a steady pace. We are pleased to present a balanced budget for both years that maintains our services, programs, maintenance, and employees. The total budget for FY 16/17 is \$198 million and FY 17/18 is \$197 million as shown in Table 1- Proposed Appropriation.

**Table 1
Proposed Appropriations**

<u>Fund Type</u>	<u>2016/17 Appropriations</u>	<u>2017/18 Appropriations</u>
General Fund (ex: Police, Fire, Parks, General Government)	\$ 66,617,040	\$ 67,797,190
Capital Projects Funds (ex: Gas Tax , Impact Fees)	6,693,970	13,748,850
Special Revenue Funds (ex: Transportation, MS T & MS R Sales Tax)	32,370,280 *	26,460,090
Business-Type Funds (ex: Wastewater, Solid Waste, Airport, Golf)	75,962,500 *	72,773,960
Internal Service Funds (ex: MIS, Fleet, Risk)	16,246,078	15,856,768
Total	\$ 197,889,868	\$ 196,636,858

* Note: FY 16/17 appropriation for Special Revenue Funds decreases in FY 17/18 due to a large Capital Project to upgrade the traffic signal at Demaree and Goshen in FY 16/17. The project includes widening the intersection, right-away acquisition, and upgrading the railroad tracks. In addition, Business-Type Funds decreased from FY 16/17 due to the capital project to convert Solid Waste to a three can system.

The proposed budget is balanced for both years and recommends a modest transfer to the General Fund Emergency Reserve of \$63 thousand in FY 16/17 and \$16 thousand in 17/18 bringing the total reserves to \$11 million (17.5% of operating expenditures) in FY 17/18. This increase is consistent with Council's goal of increasing the Emergency Reserve balance to 25% of General Fund operating expenditures. While these amounts are modest, they represent critical steps in re-building General Fund reserves that were severely depleted during the Great Recession. During the next two years, staff may recommend additional funds be directed to the General Fund reserves as opportunities arise.

ASSUMPTIONS & PRIORITIES

As directed by Council at the 2016 Council Planning Session, the overarching goals for the biennial budget were the following:

1. Gradually rebuild the organization by adding back resources;
2. Increase funding levels for Capital Improvement Projects;
3. Increase resources directed at maintaining City facilities
4. Replenish Emergency Reserves.

In addition to the above goals, staff also seeks to present a budget that is responsive to community priorities, including addressing service priorities our public has continued to indicate are essential.

Meeting these goals was a difficult task since the initial projection for FY 16/17 & 17/18 was a deficit in March 2016. In order to meet these goals, while maintaining a balanced budget, staff looked for ways to reduce employee and operating costs. As a result of this, the General Fund is balanced and includes an operating expense increase of 4% in FY 16/17 and 3% in FY 17/18. These increases are due to SB 7 taking effect January 2015 which requires the City to pay

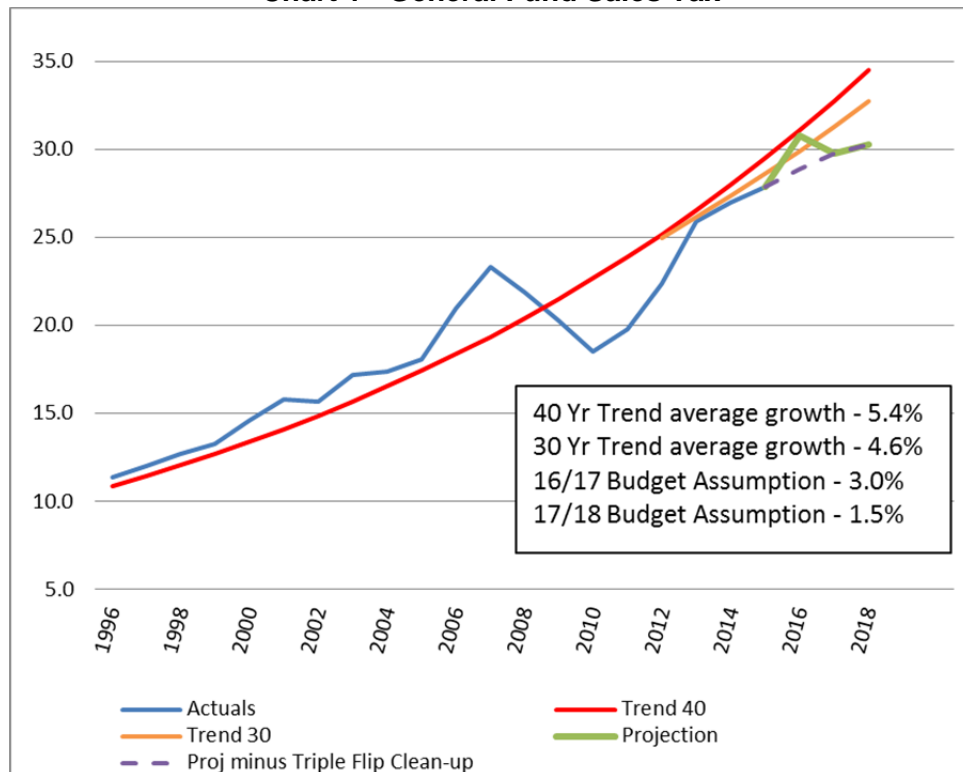
prevailing wages on all maintenance contracts and rising costs for utilities. In addition, parks and trailways are being added each year and are maintained by outside vendors.

While an effort has been made to control expenditures, an increase in personnel and programs has been limited due to expenditures rising faster than revenues. However, this tactic cannot be sustained as population growth, demands, and State mandates continue to increase. In the past, the City has provided a high level of service in Public Safety, Recreation, Parks, Development, and Public Works. This level of service will not be able to be maintained without an additional revenue source.

As the Council is aware, City staff has continued to solicit community input on the types of essential city services our public values. Maintaining 9-1-1 police and fire services, gang prevention efforts, ground water conservation and the condition of local streets, attracting businesses and jobs and addressing homelessness are some of the many priorities our public values. To continue to maintain services Visalians desire, the Council has approved continued planning and consideration of a Local Revenue Measure for November 2016. If placed on the ballot and enacted by voters, like Measure T, all such funds would be required to remain in Visalia and NO money can be taken by the State.

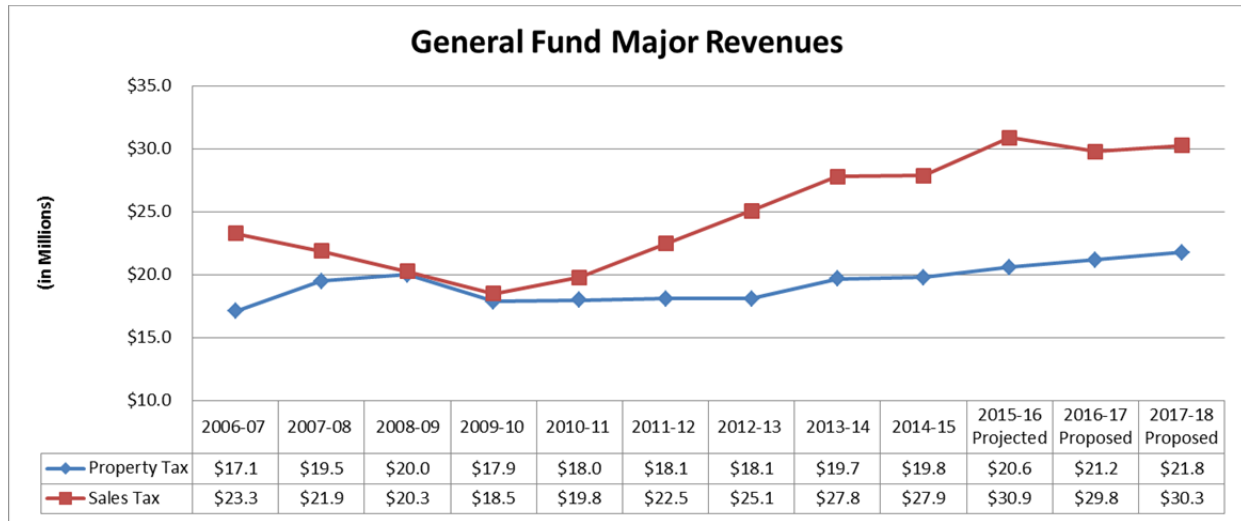
In addition, the City will remain cautiously optimistic that we will continue to see growth in Sales Tax and Property Tax going forward. Especially, as general economic activity in the City continues to increase and new businesses open. Staff is projecting Sales Tax to increase 3% in 16/17 to \$29.8 million and 1.5% in 17/18 to \$30.3 million as shown in Chart 1 - General Fund Sales Tax. The growth assumption was reduced in FY 17/18 due to several financial experts predicting a recession. Past recessions, have been weathered without lay-offs due to the City being fiscally conservative and having sufficient reserves to offset revenue reductions.

Chart 1 - General Fund Sales Tax



In addition, the City's Property Tax is projected to increase by 3% each year due to the improvement in residential and commercial real estate sales and assessed values. Sales Tax and Property Tax are the City's two main General Fund revenues. The total Sales Tax and Property Tax generated is \$51 million or 77% of the General Fund revenues as shown in Chart 2 – General Fund Major Revenues.

Chart 2 – General Fund Major Revenues



CHALLENGES

While the economy continues to be strong, the City cannot afford to let down its guard and dismiss its adherence to the fiscally sound policies and decisions that have brought the City to this point. This is especially true as the City is faced with increases in pension costs, health care, minimum wage, annual operating costs, a potential recession starting in FY 17/18, and aging infrastructure.

In April 2013, the California Public Employee Retirement System (CalPERS) Board approved changes to their amortization and smoothing methodology. These changes will put the City on a path towards paying down its unfunded liabilities over 30 years. It also means that pension contribution rates are expected to increase 8.5% for Miscellaneous Employees and 9.5% for Public Safety employees over a seven year time span (FY 15/16 to 21/22). By the end of the five year ramp-up (FY19/20), the City's annual PERS cost will be an additional \$3 million each fiscal year. The \$3 million increase does not include the additional PERS for wage increases.

The Table 2, Anticipated PERS Increase shows the projected increases in pension costs to the City.

Table 2 - Anticipated PERS Increase

PERS Rate Increase	5 Year Ramp-up							Total Increase
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Public Safety	1.20%	1.30%	1.70%	1.60%	1.70%	1.50%	0.50%	9.50%
Miscellaneous	1.10%	1.40%	1.70%	1.60%	1.70%	0.50%	0.50%	8.50%
Ave Increase Per Employee	1.15%	1.35%	1.70%	1.60%	1.70%	1.00%	0.50%	9.00%

Another employee benefit expected to increase is Health Care costs due to the Health Care Reform Act. Health Care Costs are expected to increase 6% to 8% annually over the next 2 years. This increase will be split with employees per the City's Memorandum of Understanding (MOU).

In April 2016, Governor Brown approved a minimum wage increase to \$15 per hour by 2022. The minimum wage rate is currently \$10 and will increase 50 cents January 1, 2017 and again in 2018. The wage rate will then increase by \$1 each year until it reaches \$15. This increase will affect the Recreation Department and Convention Center the most due to the large volume of hourly employees employed to manage their programs. In addition, the wage increase could affect maintenance contracts if the prevailing wage rates are increased by the same percentage.

In addition, it is also essential for the long-term health of our City that infrastructure needs are addressed, as they substantially affect the economic vitality and quality of services in the community. Like many Cities and States, ongoing investment in infrastructure has been deferred due to the Great Recession and now due to the increased costs of delivering programs and services as employee costs rise. As the many elements of infrastructure age, there is a growing need to maintain, replace, expand, and modernize facilities that are not able to be met.

Budget sustainability requires revenues to exceed expenditures on an annual basis over the long term. As we are faced with these challenges, future budgets will become more and more difficult to balance. Ongoing fiscal discipline will be needed to stay within our means, in addition, to adding a potential new revenue source.

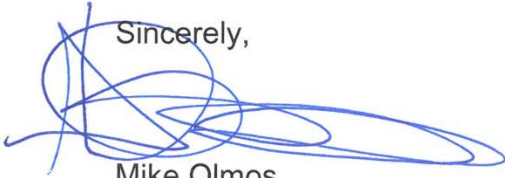
CONCLUSION/ACKNOWLEDGEMENTS

This budget document is the result of continuous budget review and dialogue with department heads and their staffs over the past three months. Departments suggested and discussed many significant changes for FY 2016/17 & FY 2017/18. This budget could not have been produced without their creative ideas, their open discourse, and their professional discipline and desire to serve the community.

We would also like to thank the City staff that prepared this document. The preparation of this budget document could not have been possible without the intense efforts and long hours dedicated by the Finance Department. The Finance Director would particularly like to acknowledge Assistant Finance Director Melody Murch, Financial Analyst Ameer Swearingen and Office Assistant Michelle Lawrence.

Finally, we also want to thank the City Council for their support of the City departments and look forward to working with you in the coming FY 16/17 & 17/18, when we make this proposed budget a reality. While our budget remains tight, there are exciting projects and programs to be implemented during the next two years.

Sincerely,



Mike Olmos
City Manager



Renee Nagel
Finance Director

BUDGET ANALYSIS

The proposed budget for FY 16/17 and 17/18 is comprised of all City funds, including the General Fund, Special Revenue Funds, Capital Funds, Enterprise Funds, and Internal Service Funds. The proposed budget for FY 16/17 is \$198 million and \$197 million in FY 17/18.

The proposed budget recommends adding 8 full-time positions and reclassifying 2 full-time positions to various departments to improve services offered to the citizens of Visalia. The recommended positions are listed in Table 1 FY 16/17 & 17/18 Recommended Positions.

Table 1 – FY 16/17 & 17/18 Recommended Positions

Department	Division	Qty	Position	Comments
General Fund				
NRCD/Water Conservation	1045	0.5	Office Assistant	Replaces 2 hourly positions. Split with Enterprise Fund.
Recreation	3514	1	Recreation Coordinator	Replaces 2 hourly positions and a Sr Office Assistant
Police	2102	2	Police Officers-K9 (reclassification)	Reclass 2 Police Officers to K9 Officers
Police	2104	1	Police Officer- Youth Service Officer	Partial Grant Funded; COV portion split with VUSD
Total		4.5		
Enterprise & Special Revenue Funds				
NRCD/Water Conservation	1045	0.5	Office Assistant	Replaces 2 hourly positions. Split with General Fund.
Transit	4551	1	Office Assistant	Replaces 2 hourly positions
Transit	4551	1	Bldg Maint. Tech	Replace existing construction contract
Solid Waste	4443	1	Solid Waste Operator (Res)	FY 17/18 - Based on Account Growth
Solid Waste	4445	1	Solid Waste Operator (FrontLoad)	FY 17/18 - Based on Account Growth
Wastewater	4332	1	Operations Supervisor	
Total		5.5		

GENERAL FUND

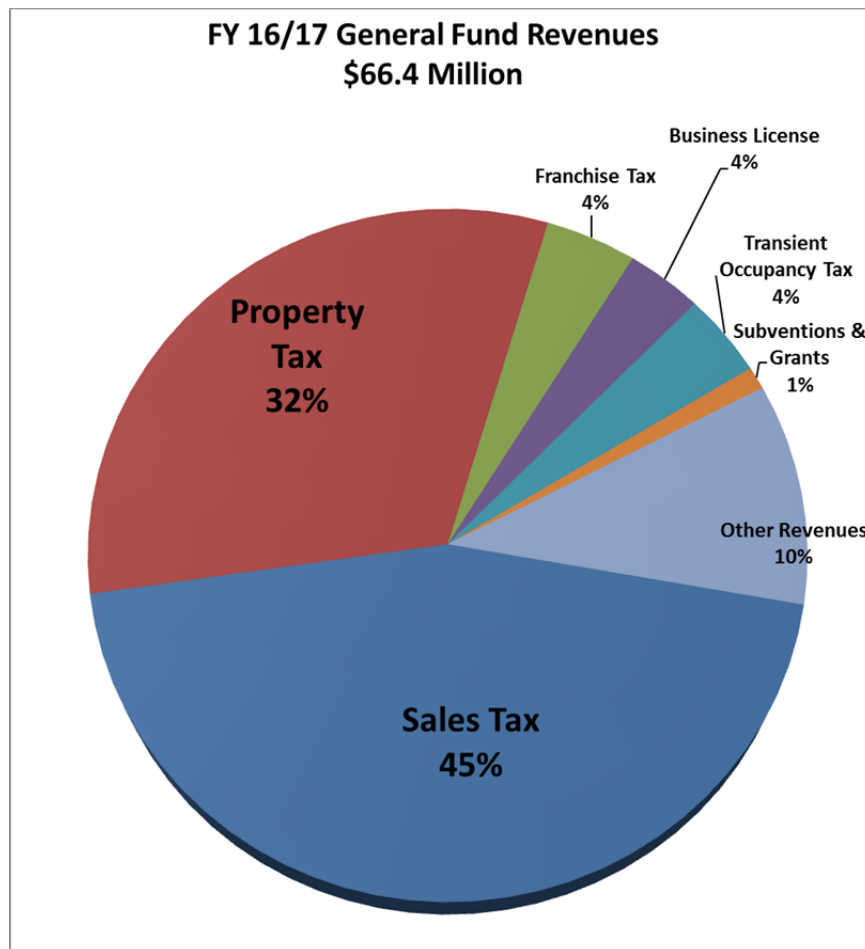
The General Fund, the largest individual fund in the City, is comprised of 6 operating departments. The operating budget for the General Fund is \$66.4 million in FY 16/17 and \$67.6 million in FY 17/18. The General Fund is balanced in both years, and has a projected surplus of \$63 thousand in FY 16/17 and \$16 thousand in FY 17/18.

General Fund Revenues

The General Fund is primarily funded from general tax revenues such as sales tax, transient occupancy tax, and property taxes. Taxes pay for services that have a general benefit to the

community, such as public safety, recreation services, parks, and development services. The largest tax revenue for the City is Sales Tax as shown in Chart 1 – FY 16/17 General Fund Revenues.

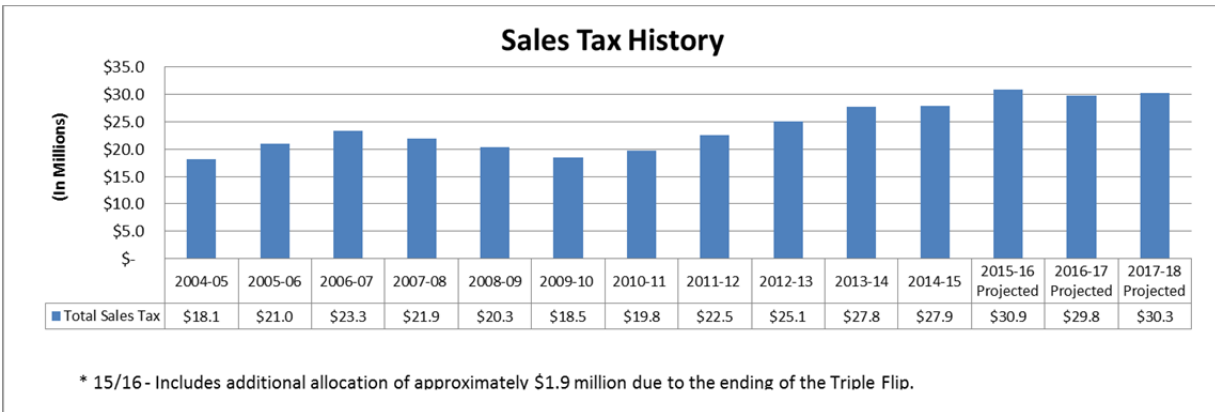
Chart 1 – FY 16/17 General Fund Revenues



Sales Tax is a consumption tax imposed by the State on the sale of goods. Sales tax is levied at the point of sale, based on the sale price, collected by the retailer, and passed on to the State. It is not a tax imposed on a resident's home or property, nor is it applied to food purchased as groceries or prescription medication. Visitors to our City also pay this tax. The State Board of Equalization then allocates 1% of taxable sales occurring in Visalia to the City. Sales Tax is the City's largest General Fund revenue source which generates 45% of the total revenues.

The City is projecting a 3% growth in FY 16/17 and 1.5% in 17/18. The growth assumption was reduced in FY 17/18 due to several financial experts predicting a recession. The City is conservative and will be ready if a recession begins. Using the growth assumption, sales tax will be \$29.8 million in FY 16/17 and \$30.3 million in FY 17/18, as shown in Chart 2, Sales Tax History. Both fiscal years are less than FY 15/16 due to the ending of the Triple Flip in FY 15/16, which will result in an additional allocation of approximately \$1.9 million.

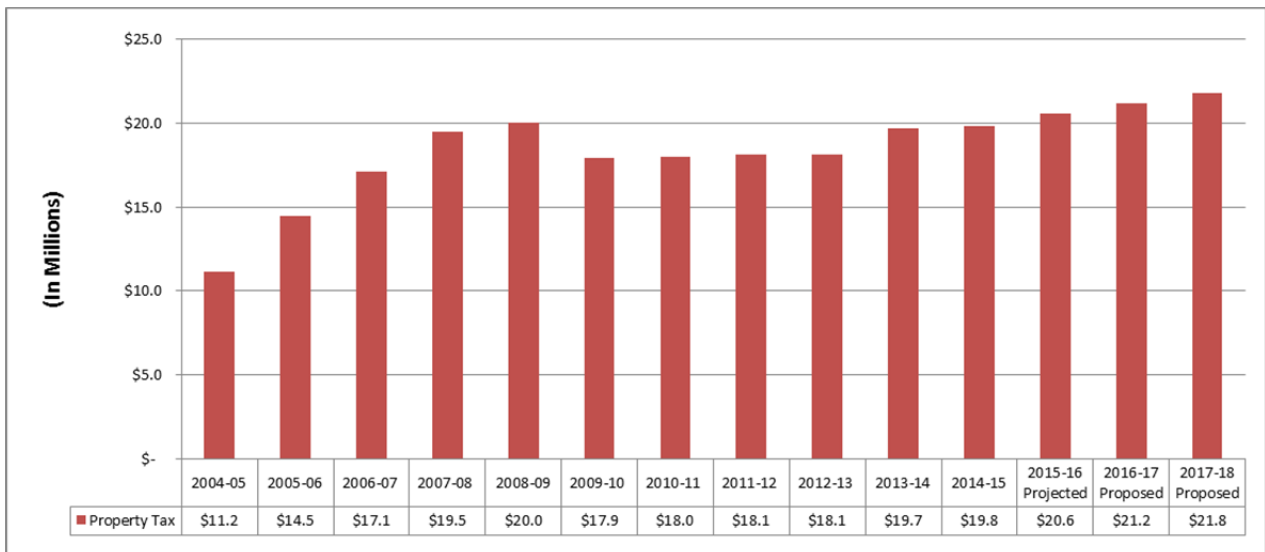
Chart 2 – Sales Tax History



Property Tax is the General Funds second largest revenue source. This tax is imposed on real property (land and permanently attached improvements, such as buildings) and tangible personal property (such as airplanes) located within the City. A total tax of 1% is levied on the assessed value of the property as determined by Tulare County Assessor. The City of Visalia receives 11.57% of the 1% levy on the assessed value.

For the first time, this fiscal year is projected to exceed our peak year FY 08/09 of \$20 million, as shown in Chart 3, Property Tax History. Property taxes were reduced significantly in FY 09/10 due to the Great Recession and have slowly begun to increase each year. Staff is projecting a 3% increase each year as home prices continue to increase and development occurs. Property values will not be affected in FY 17/18 if a recession occurs due to property values typically lagging a year or two.

Chart 3 – Property Tax History



Together Sales Tax and Property Tax represents 77% of General Fund Revenues. The remaining major General Fund revenues are shown in Chart 4, Non Major GF Revenues.

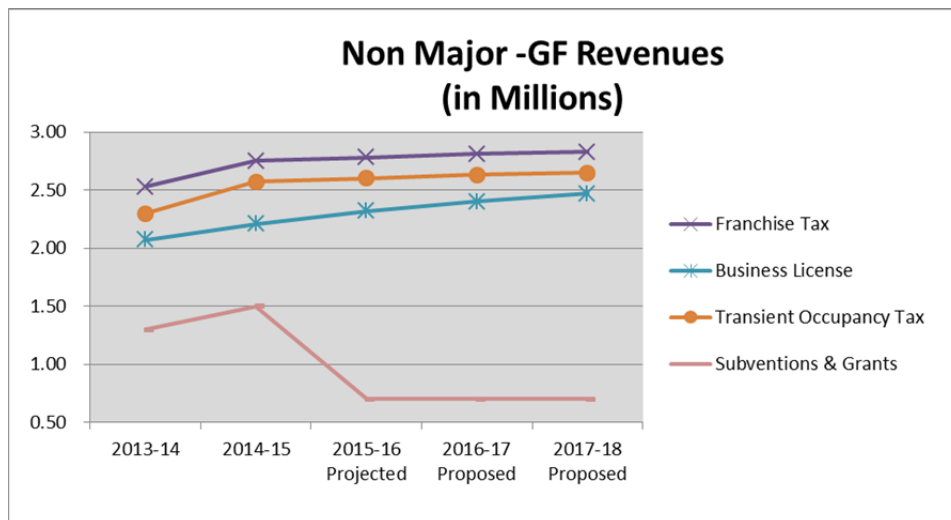
Franchise Fees are imposed on various companies using “public rights-of-way” to conduct their business operation. These fees are charged on utility payments for electricity, gas, cable and water. These utility revenues have remained fairly stable and are expected to increase 1% a year.

Business License Taxes are imposed on businesses conducting business within the City. This revenue has been growing at a 3% and is projected to continue over the next two years.

Transient Occupancy Tax (TOT) also known as a “Bed Tax” is a 10% tax applied to the cost to occupy a room in a hotel, inn, motel, or other lodging facility within the City’s jurisdiction. This revenue has remained fairly stable and is expected to increase 1% a year over the next two years.

Subvention and Grants are difficult to predict because grants may or may not occur. Nevertheless, the grants have averaged about \$1.6 million for the last several years despite the weak economy. Those grants are expected to decrease over the next few years.

Chart 4 – Non Major – GF Revenues



General Fund Expenditures

This fiscal year (15/16) is expected to end with a surplus of \$1.2 million due to an additional allocation for the ending of the Triple Flip and vacancy savings. Unfortunately, revenues exceeding expenditures will not continue into the future due to costs escalating faster than revenues. This is mainly due to new State mandates and take-aways, increasing pension costs, health care, and minimum wage.

Due to the rising costs, staff felt it was important to minimize operating increases to be able to fund additional positions, capital projects, and increase the Emergency Reserve. The General

Fund Expenditures consists of six categories as shown in Table 2– FY 16/17 & /16 General Fund Appropriation.

Table 2 – FY 16/17 & /16 General Fund Appropriation

	Projection 2015/16	Proposed 2016/17	16/17 Growth	Proposed 2017/18	17/18 Growth
Salary & Benefits	46,731,265	49,492,080	6%	50,023,520	1%
Operating Expenses	12,949,771	13,520,350	4%	13,951,030	3%
Services Provided/Allocations	11,139,020	10,778,710	-3%	10,887,820	1%
Minus Reimbursements	(12,815,340)	(13,182,970)	3%	(13,166,790)	0%
Total Operating Expenditures	58,004,717	60,608,170	4%	61,695,580	2%
Capital	1,255,787	652,500	-92%	800,000	18%
Capital - Grant Funded	630,214				
Fund Transfers/Debt	5,660,340	5,107,710	-11%	5,137,390	1%
Total Appropriation	65,551,058	66,368,380		67,632,970	

Salary & Benefits – The largest expense in the General Fund is salary and benefits. Salary and benefits is 75% of the General Funds total expenses. The total budget for salary and benefits for FY 16/17 is \$49.5 million and \$50 million for FY 17/18.

FY 16/17 increases from FY 15/16 by \$2.8 million (6%). The increase is for the following items:

- \$0.8 M 2% cost of living adjustment approved by Council during negotiations.
- \$0.2 M 0.5% additional hourly/full time employees and position changes.
- \$0.4 M 1.35% (Average) PERS ramp-up increase.
- \$0.1 M 3% Health Insurance increase (6% - Employees pay half of increase).
- \$1.0 M Extra pay-period that occurs every 14 years (fully staffed).
- \$0.3 M Vacancies - Average vacancy rate is \$0.3 to 0.5 million.

FY 17/18 increases from FY 16/17 by \$0.5 million (1%). This increase is less than the total changes due to the extra pay-period in FY 16/17. Increases projected are the following:

- \$1.0 M 2.5% increase due to salary changes (reclassifications/position changes).
- \$0.4 M 1.7% (Average) PERS ramp-up increase.
- \$0.2 M 4% Health Insurance increase (8% - Employees pay half of increase).

Please note that FY 17/18 does not include a cost of living adjustment for employees. Any cost of living adjustments will be negotiated with employee bargaining units.

Operating Expenses – Majority of operating expenses are utility costs such as electricity & water, contracts for park maintenance and tree trimming, and day to day operating expenses. The Operating Expenses for the General Fund increased by 4% (\$0.6 million) in FY 16/17 and 3% (\$0.4 million) in FY 17/18. As costs increase with contracts due to prevailing wage requirements (SB 7) and utilities, it will become harder to keep the operating expenditures from rising in the future. Additional parks and trailways are being added each year and are maintained by outside vendors.

Services Provided/Allocations – These expenses are for services performed by other departments. For example: Human resources, Payroll, Finance, and Information Technology sole purpose is to service all City departments. Their cost is charged through a Service Provided or Allocation to the department they serviced.

Reimbursements – This is money received from various departments and funds for services performed (charged to departments through services provided or allocations).

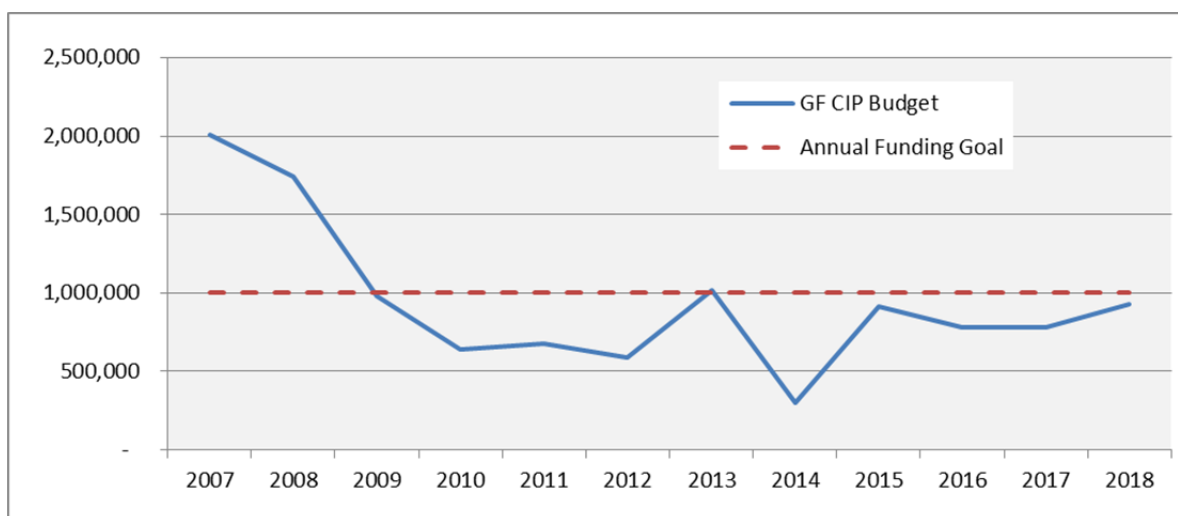
Capital – The General Fund has proposed capital expenditures of \$652,500 in FY 16/17 and \$800,000 in FY 17/18. In addition to the General Fund capital projects, a transfer of \$125,000 each year to the Building Maintenance Fund is included to fund much needed roof repairs on City buildings. A brief summary of the proposed General Fund capital budget is shown in Table 3: Summary of Proposed General Fund CIP Budget. To present a balanced budget, only the most necessary and urgent capital projects are recommended for funding.

Table 3: Summary of Proposed General Fund CIP Budget

	2016-17	2017-18	2-year Total
Proposed General Fund Capital	\$ 652,500	\$ 800,000	\$ 1,452,500
Transfer to Building Maintenance	125,000	125,000	250,000
Net Appropriation	\$ 777,500	\$ 925,000	\$ 1,702,500

While the presentation of a balanced budget requires limited spending on capital in the next 2-years, it is important to note that maintenance and replacement of capital assets cannot be deferred forever. Prior to the recession, which began in 2008, the General Fund investment in capital was averaging \$1.5 million each year. Since that time, staff has set the annual spending goal at \$1 million, but limited resources have kept the current 5-year average spending (11/12-15/16) to \$720 thousand. Funding of the current recommended CIP projects will increase the General Funds 5-year average to \$739 thousand. Chart 5 - GF CIP Adopted Budget (Net of Grants) shows the relation of the current General Fund capital appropriation to past years.

Chart 5- GF CIP Adopted Budget (Net of Grants)



There were 57 capital projects proposed in the General Fund. Of these, 25 are recommended for funding in the 2-year portion of the budget. Capital projects are recommended for funding based upon the rating given to each project by the General Fund committee. This committee meets to discuss each project during the capital budget preparation process and is made up of representatives from each City department. All projects are given ratings, however, only projects receiving a rating of 2B or higher are typically recommended for funding. Projects which receive a rating of 3A or 3B may be desirable, but have not demonstrated a financial benefit (staff time savings, energy efficiency, etc.) or possible negative consequences if they are not funded (health and safety risks, legal and contractual obligations, etc.). For this reason, when the General Fund committee assigns a rating of 3A or 3B, they are recommending that the project not be funded at that time.

Fund Transfers/Debt – The General Fund transfers money to other Funds to contribute towards approved programs or services that are not in the General Fund and for debt. The proposed interfund transfer/debt is \$5.1 million in FY 16/17 and FY 17/18. The decrease of 11% from FY 15/16 is due to the one-time transfer of \$0.6 million to the Convention Center Refurbishment project to reduce the financing. This money was obligated by City Council from the additional one-time payment of approximately \$1.9 million due to the ending of the Triple Flip.

The total debt for the General Fund increases from FY 15/16 due to the debt issuance for the Visalia Emergency Communications Center (VECC) and Convention Center Refurbishment being issued in the middle of the fiscal year (September 2015), as shown in Table 4 – General Fund Debt.

Table 4 – General Fund Debt

	Projected 2015/16	Proposed 2016/17	Proposed 2017/18
General Fund Debt			
Animal Control Facility	567,330	567,330	567,330
VECC Facility	474,580	590,990	589,400
Convention Center Refurbish (2015)	338,970	422,090	420,986
Convention Center/City Hall East	795,580	792,600	796,300
Total General Fund Debt	\$ 2,176,460	\$ 2,373,010	\$ 2,374,016
*Note: The VECC bond is paid for from Measure T (9.6%), Police Impact Fees (26.3%), Convention Center (26.7%), and General Fund (37.4%). The payment is approx. \$1.6m a year for 15 years.			

General Fund Emergency Reserve

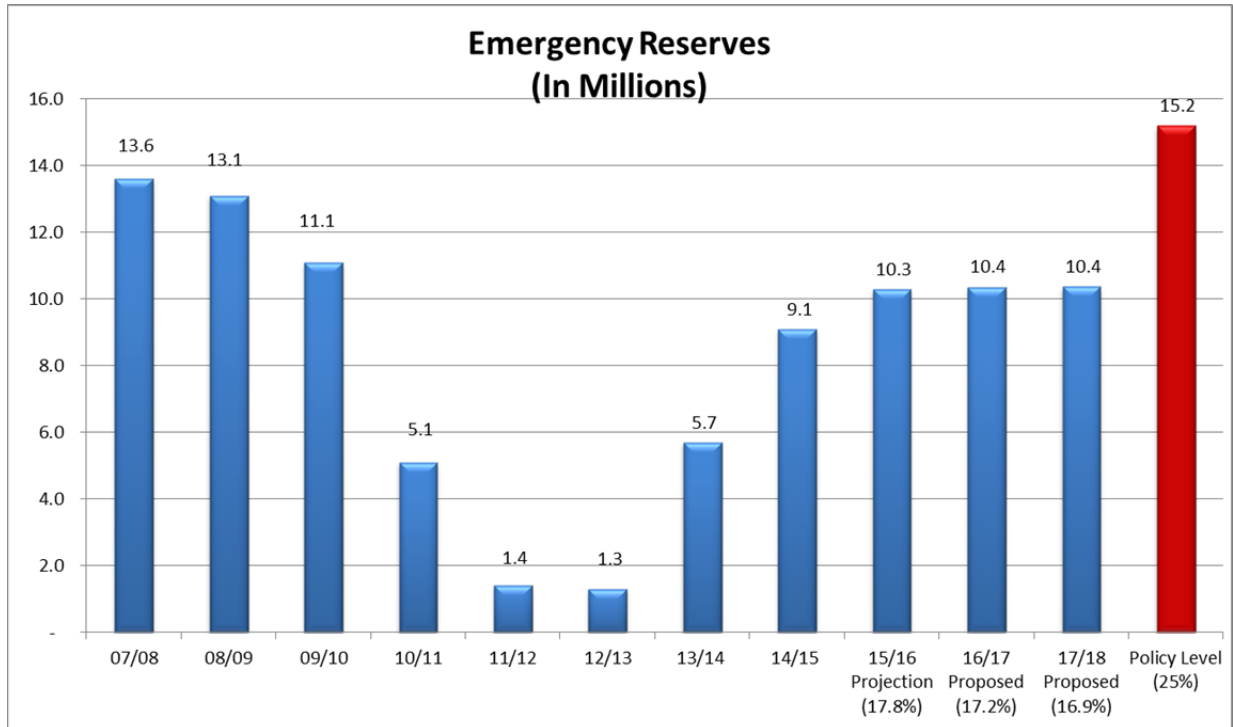
In order to fund operations during a natural disaster, economic recession, or an unexpected event, the City Council established a financial policy of maintaining an emergency reserve of 25% of the General Fund’s annual operating expenditures.

The committed balance has been appropriately used to provide relief to offset the downturn in revenue during the Great Recession. At its peak in FY07/08, the Fund Balance was \$13.6

million. During the tough years, the General Fund used \$12.3 million over five years to avoid excessive layoffs.

The recommended budget for FY 16/17 & 17/18 is balanced and recommends transferring the surplus of \$63 thousand in FY 16/17 and \$16 thousand in FY 17/18 to the Emergency Reserve. This would bring the total to \$10.4 million or 16.9% of expenditures at the end of FY 17/18, as shown in Chart 6 – Emergency Reserves. According to the policy, the reserve should now be at \$15.2 million.

Chart 6 – Emergency Reserve



Replenishing the reserves have been a Council and organizational priority and will need to continue. Future surpluses will be much less due to employee cost increases such as CalPERS, health insurance, and minimum wages that have begun to rise. Reaching \$11 million is an accomplishment, however, we need to fully replenish reserves to position the City for the next economic downturn.

Future Financial Outlook

As employee costs continue to increase faster than revenues, future budgets will become increasingly difficult to balance as shown in Table 5: Preliminary Forecast for FY 18/19 – 21/22.

Table 5 - Preliminary Forecast for FY 18/19 – 21/22

Revenues	Estimated	Projected					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(All Amounts in Millions)							
Sales Tax	29.0	29.8	30.3	31.2	32.1	33.1	34.1
Property Tax	10.0	10.3	10.6	10.9	11.1	11.4	11.7
Property Tax - Triple Flip	1.9	Moved to Sales Tax					
Property Tax - VLF Swap	9.8	10.1	10.4	10.7	10.9	11.2	11.5
Allowance for Delinquencies	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Transit Occupancy Tax	2.6	2.6	2.7	2.7	2.7	2.8	2.8
Franchise Tax	2.8	2.8	2.8	2.8	2.9	2.9	2.9
Business License Fees	2.3	2.4	2.5	2.5	2.6	2.6	2.6
Real Property Tax Transfer	0.4	0.4	0.4	0.4	0.4	0.4	0.4
All Other Revenues	7.7	7.7	7.7	8.0	8.2	8.2	8.3
Total	66.8	66.4	67.7	69.5	71.2	72.9	74.6
Expenditures							
Full-time Employee Wages	26.4	29.1	30.1	30.9	31.8	32.8	33.7
Group Health Insurance	5.1	5.4	5.5	5.5	5.6	5.7	5.8
Public Safety PERS	4.6	5.0	5.4	6.0	6.4	6.6	6.8
Misc. PERS	2.3	2.6	2.9	3.2	3.5	3.6	3.7
Overtime	1.5	1.6	1.6	1.7	1.8	1.8	1.9
Other Expenditures	30.9	30.1	29.4	29.7	30.0	30.3	30.6
Total	70.8	73.8	74.9	77.0	79.2	80.9	82.6
Less: Reimbursements	(12.8)	(13.2)	(13.2)	(13.2)	(13.2)	(13.2)	(13.2)
Total Operating	58.0	60.6	61.7	63.8	66.0	67.7	69.4
Debt	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Transfer Out	5.1	4.5	4.5	4.5	4.6	4.6	4.7
Capital Program	1.9	0.7	0.8	1.0	1.0	1.0	1.0
Projected Surplus/(Deficit)	1.2	0.1	0.0	(0.4)	(1.0)	(1.0)	(1.1)

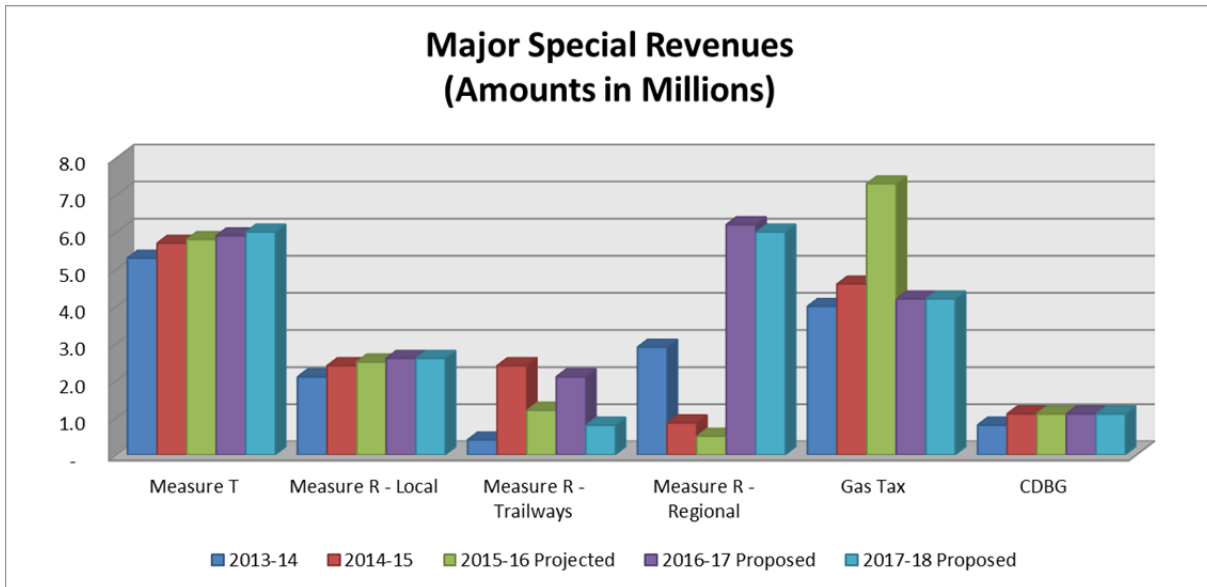
The forecast shows the City having a deficit starting in FY 18/19 due to expenditures increasing at a faster pace than revenues. If additional revenue sources are not added, staff will have to look for ways to reduce the deficit by reducing operating costs, evaluating vacant positions, and reviewing current fees. This will be a difficult task since operations and staffing levels have increased at a minimal level compared to service demands. In addition, capital projected demands continue to increase as technology, equipment, and maintenance is deferred.

Special Revenue Funds

Special Revenue Funds account for revenues restricted by ordinance, contract, or state statute. This category includes Measure T, Measure R, Gas Tax Fund, and CDBG funds. The Special Revenue Funds annual proposed budget for FY 16/17 is \$32.4 million and 17/18 is \$26.5 million. These revenues are shown in Chart 7, Major Special Revenues.

Except for Gas Tax, Measure R Regional and Trailways monies, the special revenues have collectively remained fairly constant.

Chart 7 – 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.

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 and is on a reimbursement basis. The large increases in Regional for the two year budget include 2 out of the 7 total Measure R Regional projects.

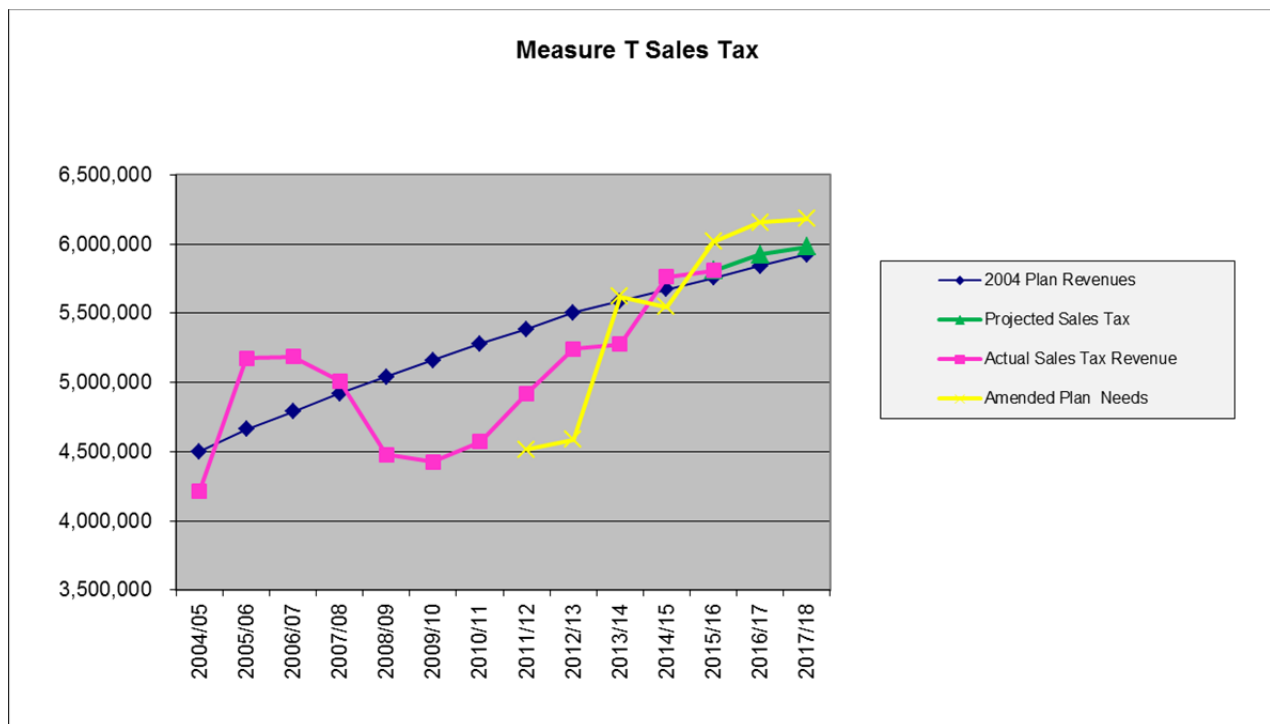
- Caldwell Widening from Santa Fe to Lovers Lane (\$12.1 million): This project will widen Caldwell Avenue between Santa Fe Avenue and Lovers Lane from an undivided two-lane road to a four-lane divided road with a median. It will install sidewalks, curb and gutters, street lights and traffic signals. Project funding includes prior year Measure R Regional Funds.
- Near Term Lovers Lane Interchange at SR 198 - (\$17.3 million): The near term improvements to the existing interchange at Lovers Lane and State Route 198 includes work to provide operational improvements to the area. The project includes demolition of existing curb, gutter, pavement, embankments, and other miscellaneous features. The project will install new curb, gutter, pavement, and widen Lovers Lane under the freeway to provide additional sidewalk and turn lanes. It will also modify the existing hook ramps located in the north east quadrant, to provide additional improvements. This budget does not include possible modifications to the existing Cal Water well, which could go up to \$3M. (Multi-funded: Project total of \$17.3m funded with \$15.7m Measure R Regional, \$486k prior year funds received from Wal-Mart (281), and \$937k prior year Measure R local (131).)

Measure T is a ¼ cent sales tax override but is collected only in the City of Visalia for public safety. The measure uses a detailed, 20 year plan which includes hiring of personnel, construction of capital projects and equipment purchases. Plan elements implemented to date are as follows:

- Two Police precincts built
- 23 Police Officers hired and vehicles purchased (reduced from 28 due revenue shortfalls and as directed by the City Council at their June 20, 2011 meeting)
- 13 Firefighters hired
- Added 1 Administrative Captain and 1 Battalion Chief
- Built Fire Station 53, 55 and Training Facility
- Purchased New Fire engine
- Purchased New Fire apparatus

While the Measure T plan elements are on track, sales tax revenues are less than the original plan projection. Chart 8 - Measure T Revenues, compares the revenues originally projected in the plan versus the revenues collected and projected through FY 2017/18.

Chart 8 – Measure T Revenues



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. FY 15/16 has a huge increase in revenues due to the City receiving an advance of the Federal fiscal year 14/15 Surface Transportation Program (STP) funds of \$3 million. The City is allocated \$1.5 million of STP funds annually and receives these funds on a reimbursement basis.

A major concern is that the Gas Tax revenue stream is losing money. As gas prices have fallen the excise portion of the gas tax has been adjusted downward to maintain the revenue neutral status of the funding. The result of these adjustments is a loss of roughly \$1 million in annual Gas Tax revenue. Beginning in 17/18, \$1.2 million in street maintenance annually has been deferred.

Community Development Block Grant monies come from the US Department of Housing & Urban Development (HUD). These funds are used to help low income households or areas in Visalia. In past years, this revenue source remained fairly unchanged.

Capital Project Funds

Capital Project Funds consists of Impact Fee Funds and Transportation Grant Funds. The Impact Fee funds receive fees paid by developers for new parks, streets, storm, and sewer infrastructure needed to accommodate future growth.

These funds struggled during the recession but have seen strong growth as development has increased over the last couple of years. Residential and commercial development is projected to increase in FY 16/17 & 17/18. Staff is projecting these funds to continue to improve over time.

Transportation Impact Fee (TIF) Program: This fund's revenues are derived from developer impact fees that are to be used for transportation projects. Impact fees are a charge on new development to help fund and pay for the construction or needed expansion of offsite capital infrastructure improvements to accommodate increased demand created by growth.

The City's TIF Fund had a large deficit resulting from the economic downturn and the temporary reduction in Transportation Impact Fees put in place in 2010 which was meant to provide a temporary Economic Stimulus. To realign the TIF program, Council approved the fees to increase by 11% in June 2015. Due to the increased development and the impact fee increase, the deficit has reduced, resulting in less deferred projects. The amount of deferred projects has been reduced by \$3.3 million; from \$20.1 million in the last 2-year budget to \$16.7 million in the proposed 2-year budget.

The recommended budget for all impact fee projects is \$7.1 million in FY 16/17 and \$13.5 million in FY 17/18. The following list highlights some capital projects recommended in this budget for these funds:

- **Developer Reimbursement (\$1.1 million):** Reimburse developers for additional costs incurred when constructing required arterial & collector streets with their development. This project is completely funded with Transportation Impact Fees.
- **Traffic Signal at Riggin Avenue and Shirk Street. (\$2.8 million):** Project will install a traffic signal and the associated roadway improvements at the intersection of Riggin Avenue and Shirk Street. The existing Southern California Edison (SCE) transmission poles will need to be relocated to accommodate the widening of Riggin Avenue and Shirk Street near the intersection. The traffic data collected by the Annual Traffic Data Collection contract will be analyzed to determine which traffic signals meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. The installation of this traffic signal is dependent on development in the Industrial Park.

Project funded 100% from Transportation Impact Fee (241).

- **Riverway Sports Park Phase 5 (\$8.6 million):** This project will develop Phase 5 of the Riverway Sports Park including four lighted adult/youth softball fields with a concession/restroom and additional parking and picnic amenities. This phase will include additional irrigation system and a new pump system. This project will accommodate future growth in adult and youth softball and is completely funded by Park Impact Fees.
- **Demaree/Goshen Traffic Signal Modification Project Funding (\$5.67 million):** This project will widen the intersection of Demaree Street at Goshen Avenue. It includes upgrading the railroad tracks and equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will need to be purchased. The funding for this project has been split between the Measure R Local (131) and Transportation Impact Fee (241) funds.

Enterprise Funds

Enterprise funds, on a combined basis make up approximately 38% of the City total budget. The Enterprise Funds consist of 10 distinct operations funded from user fees and charges. Enterprise operations function like private sector businesses. They generally require a significant investment in equipment and infrastructure to deliver services they charge for. The Enterprise Funds proposed budget in FY 16/17 is \$76.0 million and in FY 17/18 is \$72.8 million. The three largest Enterprise Funds are Solid Waste, Wastewater, and Transit making up 79% as shown in the Chart 9 Enterprise Revenue and Chart 10 Enterprise Expenditures.

Chart 9 – Enterprise Revenues

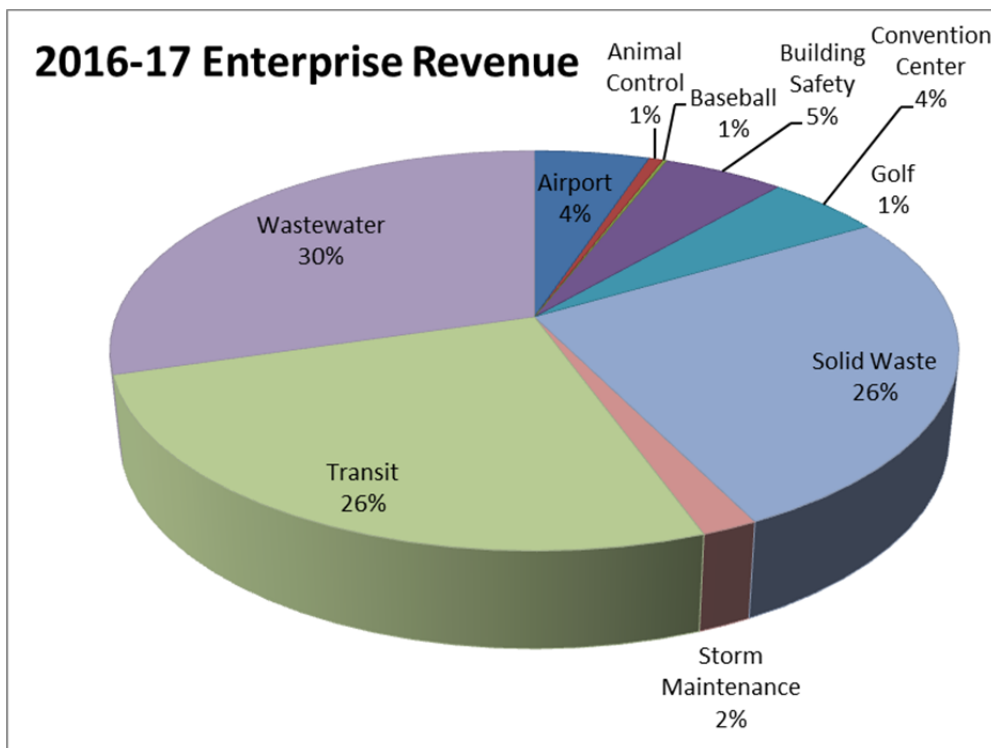
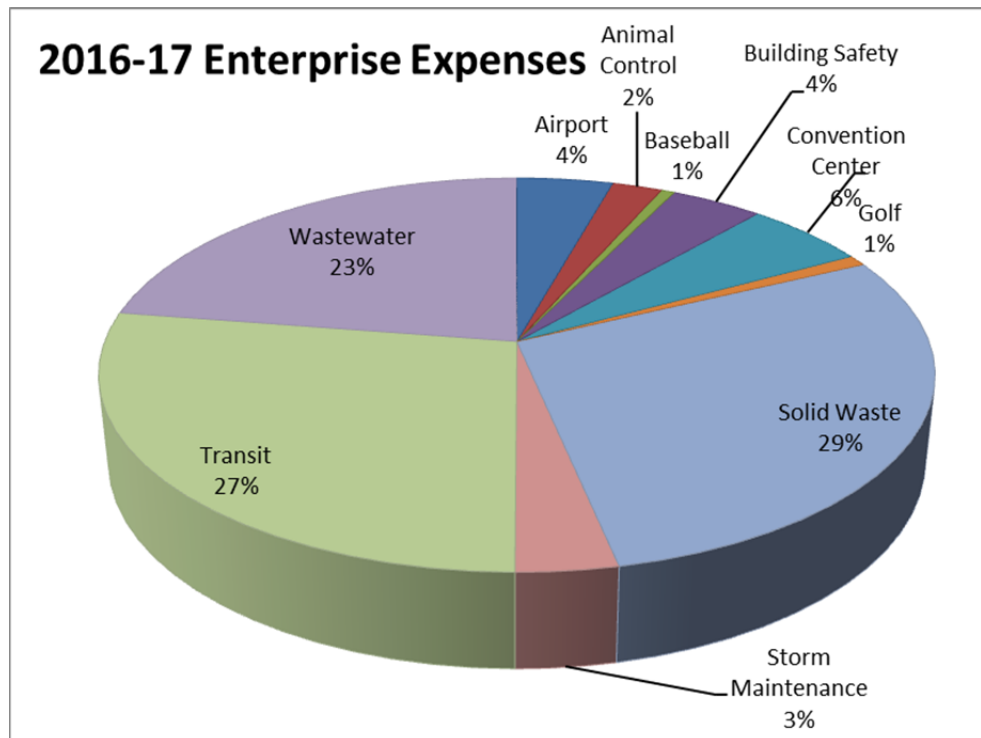


Chart 10 – Enterprise Expenditures



Airport receives majority of its revenues from airport user fees, such as hangar rentals and fuel sales. These revenues are used to fund the Airport’s operating expenses of \$2.5 million annually in FY 16/17 & 17/18.

The primary source for capital projects is Federal Aviation Administration Airport Improvement Program (FAA-AIP) grants. Based upon the Airport master plan, the City submits projects to the FAA for funding. The recommended capital for FY 16/17 is \$1.9 million and \$1.8 million in 17/18.

Animal Services collects revenues from animal licensing and permit fees. The City has recently transitioned to a City-run Visalia Animal Care Center instead of contracting services with Valley Oak SPCA. This change will result in decreased operating costs, over those proposed by the Valley Oak SPCA (VOSPCA) and the capturing of revenues that have previously been kept by VOSPCA. Those revenues include, but are not limited to an annual contract for services with the City of Dinuba and surrender and other kennel fees. In addition, revenues are expected to increase due to more aggressive licensing and animal enforcement activities.

Over the past year, licensing revenue has increased by 12% and we will surpass \$0.2 million in revenue for the first time. In addition, staff has implemented several more processes that increase the number of dogs that are licensed. An hourly Animal Services worker has been focusing entirely on enforcement and licensing collections, which has resulted in the bulk of the increase in licensing revenue. Additionally, the animal control officers have been brought “in house” as City employees and they have increased enforcement efforts. Those efforts have resulted in additional revenue from Administrative Citations and Animal Licensing. Additionally,

an Animal Licensing campaign began in October 2012 with bus ads and Public Service Announcements.

As a result of the new processes, FY 16/17 revenues are projected to be \$0.4 million which is \$92,400 more than what is projected for this fiscal year. Even with all the changes to increase revenues and decrease expenses, this operation requires an operating transfer from the General Fund. The fund has an operating loss in FY 16/17 of \$0.77 million and \$0.78 million in FY 17/18.

The City has recently built a new Animal Care Facility that opened in May 2015. The \$6.6 million facility has a 15 year loan with an annual debt payment of \$0.57 million that will be paid back by the General Fund in FY 27/28.

Baseball (Rawhide) has two sources of revenue, ticket sale surcharges and a share of the concessions. This revenue is insufficient to cover operating costs. As a result, the fund has an operating loss which is anticipated. Much like the Convention Center, the operation requires an operating transfer from the General Fund. Baseball needs this operating transfer to cover its operating loss projected to be \$0.2 in FY 16/17 and in FY 17/18.

The operating loss is consistent with past years, nevertheless, professional baseball is valued as an intangible amenity for the community beyond its financial performance alone.

Building Safety revenues are projected to be \$3.81 million in FY 16/17 and \$3.85 million in FY 17/18. Revenues continue to increase due to the improved economy and increased building activity. Residential and commercial building permits had been at historical lows but have been increasing over the last two years and are projected to continue to grow for FY 16/17 & 17/18. Total permits issued this fiscal year is projected to be 5,100, an increase of 11% from last year.

Over the last few years, the division implemented cost control measures to help deal with the poor economy and decreased building activity. Last fiscal year, the fund was able to continue to accumulate cash and add \$1.3 million to its fund balance. The fund has been able to add staff over the last 2 years. Staff is currently working on upgrading the permit system, which will enhance customer service. Since the fund is doing so well, it is also paying for ½ of an office systems analyst to assist with the new project. As revenues continue to improve and permit activity increases, staff will continue to rebuild the division to provide better customer service.

Convention Center revenues come from rental fees and from a General Fund contribution. The Convention Center just completed a renovation to enhance and modernize the Convention Center. This year the revenues for FY 16/17 are projected to increase by 9% and expenditures by 1% reducing the General Fund transfer to operations. However, the main reason for the increase in revenues over FY 15/16 is due the renovation reducing revenues as fewer events were held during the construction.

In 2014 the City refunded the 2005 Certificates of Participation. The City refinanced its outstanding debt on the Convention Center to take advantage of historically low interest rates which results in an overall debt service savings. This allowed for the City to borrow additional funds for the renovation and the VECC. The refinanced 2014 COP is an 11 year loan split between the General Fund (16%) and the Convention Center (84%). The annual debt payment for the Convention Center's portion of the 2014 COP is approximately \$0.7 million a year.

The 2015 COP, which includes \$5 million for the Convention Center renovations, is a 15 year loan that has an annual payment of approximately \$0.4 million.

Golf is managed by an outside vendor, CourseCo. The Golf Course charges fees for the use of the golf course. Rounds are projected to increase over the next two years. Revenues are expected to increase by 1% in FY 16/17 and FY 17/18.

This fund's capital revenues come from a "CIP surcharge" fee paid by golf course users per round of golf. All revenue derived from the CIP surcharge is to be used for improvements, equipment, and interest on non-legacy debt. Capital for Golf is \$284,000 in FY 16/17 and \$565,000 in FY 17/18.

Solid Waste revenues are derived from refuse collection fees. The Solid Waste revenues collected are to pay for operating expense and capital projects. The recommended operating and capital budget for Solid Waste is \$25.2 million in FY 16/17 and \$21.3 million in FY 17/18. The \$3.9 million dollar difference is mainly due to the upcoming 3-can conversion project.

The budget recommends adding two Solid Waste Operators to the Solid Waste operations to accommodate growth in the number of accounts serviced.

Storm Maintenance receives monies generated from storm sewer user fees. The fees for this fund are collected with the monthly utility bill and share a portion of the monthly flat storm sewer rate.

The current revenues of this fund are not meeting storm sewer maintenance needs. In April of 2013, Resolution 2013-25 was adopted making local storm channel maintenance an eligible use of the Kaweah Lake Enlargement/Storm Sewer Maintenance portion of the monthly storm sewer fee. This has allowed approximately \$250k per year to be shifted from the Kaweah Lake fund to the Storm Sewer Maintenance Fund. This funding has provided for an increase in staffing for Storm Maintenance adding 3 positions in FY 13/14. Unfortunately, the funding shift is insufficient to cover the shortfall of capital funding in the Storm Sewer Maintenance Fund.

Transit operation remains financially sound because of significant federal and state funding it receives. Without these funds, Transit would not be able to operate or replace its capital assets. Further, operating grants pay approximately 80% of its operating costs. As long as Transit continues to receive adequate operating and capital funding from federal and state grants, the fund will remain healthy.

The City is required under the Transportation Development Act to maintain a fare revenue to operating expense ratio of 20%. The City is projected to meet and exceed the fare revenue to operating expense goal of 20% for FY 16/17 & 17/18 as it has in past years. The projected fare revenue expense ratio is 24% for both years.

The budget recommends adding two positions to the Transit operations. An Office Assistant to replace two hourly positions and a Building Maintenance Technician to replace the current maintenance contract.

Wastewater is the largest enterprise fund. Wastewater's revenues are 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. Revenues are projected to increase by 2% for community growth.

The Wastewater plant must comply with Federal mandate to improve the quality of its effluent discharges. The City is converting the plant to full tertiary treatment, utilizing Membrane Bioreactor technology and includes the development of a recycled water distribution network. The project is estimated to cost \$140 million.

To fund this project the City will use a combination of Wastewater fund cash and bond financing from the Clean Water State Revolving Fund (CWSRF) to be repaid over a period of 20 years at an interest rate of 2.1%. The portion of construction costs paid from CWSRF bond funding will be reimbursed from bond proceeds after the construction costs are paid by the Wastewater fund. This will require the fund to maintain an estimated available cash balance of \$20 million to accommodate the cash flow of the project. In addition, this project was recently awarded a \$15 million Federal grant that will be used to reduce the bond financing.

The budget recommends adding an Operations Supervisor to provide direct field supervision of all plant operations.

Internal Service Funds

Internal Service Funds provide services exclusively to other City operations. These services are building maintenance, information services, vehicle maintenance and replacement, and insurance (health, property, workers comp.). All funding for the internal service funds is derived from charges to City departments. The Internal Service Funds proposed budget in FY 16/17 is \$16.2 million and in FY 17/18 is \$15.9 million. The FY 16/17 budget is higher due to several capital projects that are scheduled to replace various vehicles and equipment for the General Fund.

FINANCIAL CHALLENGES FACING THE CITY OF VISALIA

RETIREMENT COSTS

The City participates in the California Public Employees retirement System (CalPERS), which administers the retirement plans for most public agencies in the state. Each year, CalPERS establishes the required contributions to the plans based on actuarial valuations designed to cover current costs as well as a portion of any unfunded liabilities.

Beginning in the early 2000s, two factors caused contribution rates to increase significantly: the recession of 2000-2001, and benefit enhancements. Since then retirement costs have increased steadily. When the economy crashed in 2008, CalPERS sustained losses of nearly \$100 billion, which represented a 38% loss in assets accumulated to pay benefits. This extraordinary loss has created large funding gaps in virtually all retirement plans administered by CalPERS, including the City of Visalia's plan.

In April 2013, the California Public Employee Retirement System (CalPERS) Board approved changes to their amortization and smoothing methodology. These changes will put the City on a path towards paying down its unfunded liabilities over 30 years. It also means that pension contribution rates are expected to increase 8.5% for Miscellaneous Employees and 9.5% for Public Safety employees over a seven year time span (FY 15/16 to 21/22). By the end of the five year ramp-up (FY19/20), the City's annual PERS cost will be an additional \$3 million. The \$3 million increase does not include the additional PERS for wage increases. Table 6 –

CalPERS Increase compares the rate for FY 16/17 to FY 19/20. The percentages shown do not include the 4% contributed by Miscellaneous employees or the 3% contributed by Public Safety.

Table 6 – CalPERS Increase

Per Employee	16/17 PERS Rate	19/20 PERS Rate	Total Increase
Misc Employees	18.5%	23.5%	5.0%
Public Safety Employees	31.9%	36.9%	5.0%

In an effort to address rising pension costs, the State Legislature adopted the Public Employee Pension Reform Act (PEPRA), which has substantially reduced the benefits of new employees hired after December 31, 2012. It also requires new employees to pay 50% of the “normal” retirement costs. Over the long-term, as existing employees retire and are replaced by new employees, PEPRA will result in reduced employer retirement costs. However, we do not expect any significant saving over the next five years.

HEALTH CARE PREMIUMS

The City has a self-insured health plan. The health plan collects premiums from employees, retirees and an employee’s departments. These premium payments are expected to rise somewhat over the next couple of years. The City is projecting an 6% increase for FY 16/17 & 8% in 17/18. The actual increase paid by the City will be 3% in 16/17 and 4% in 17/18 due to the employees sharing premium cost increases and decreases. Despite the rising costs the City has made great efforts in trying to control the costs with the retiree phase out and the health clinic.

Part of the increase is due to the Affordable Care Act (ACA) that was signed into law in 2010. The ACA continues to be implemented in various phases. The ACA will remain to be a challenge because the mandated benefits are included in our current rates that will affect future costs.

MINIMUM WAGE INCREASE

In April 2016, Governor Brown approved a minimum wage increase to \$15 per hour by 2022. The minimum wage rate is currently \$10 and will increase 50 cents January 1, 2017 and again in 2018. The wage rate will then increase by \$1 each year until it reaches \$15. This increase will affect the Recreation Department and Convention Center the most due to the large volume of hourly employees employed to manage their programs. In addition, the wage increase could affect maintenance contracts if the prevailing wage rates are increased by the same percentage.

MAINTAINING INFRASTRUCTURE

Over the years funding has been limited in all funds and continues to be limited in the General Fund as employee costs increase. This has affected our maintenance of infrastructure and has become a major challenge.

As noted in the recommended six-year Capital Improvement Plan, deferred projects total well over \$38 million. City facilities have had minimal maintenance performed over the last decade, departments are out growing facilities, and maintenance on transportation infrastructure has been reduced.

Transportation infrastructure within the City of Visalia is the City's largest asset, with 512 miles of streets to maintain. The expenditures for road maintenance are less than needed for adequate on-going maintenance. This reasoning is based upon the fact that the City has recorded \$159 million in street expenditures but is averaging \$3.26 million a year in road maintenance activities or about 2.1%. Engineers believe that a useful life of a road is somewhere between 25 and 30 years. Using 30 years as the standard, 3.33% of the road's value should be spent each year to maintain roads or \$5.28 million.

CONCLUSION

This budget is a product of the City Council's sound leadership, prudent fiscal stewardship, and consistent policy direction. While Council has been fiscally prudent with the City's revenues, budget challenges remain, as noted in this report. The City will continue to seek ways to improve efficiencies, enhance services, and acquire additional funding for operations, capital, and maintenance. Moreover, it represents the City's continued commitment to provide a high level of municipal services to its constituents and fair compensation with reasonable benefits for employees without compromising financial policies.

FINANCIAL SUMMARIES

BUDGET SUMMARY COMPARISON – 16/17-17/18

	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2016-17							
SOURCES:							
Revenues	\$ 66,549,690	\$ 7,631,683	\$ 29,490,570	\$ -	\$ 74,877,610	\$ 14,542,080	\$193,091,633
Available Resources - Planned Use/(Return)	67,350	(937,713)	2,879,710	-	21,083,310	1,703,998	24,796,655
2016-17 SOURCES	66,617,040	6,693,970	32,370,280	-	95,960,920	16,246,078	217,888,288
USES:							
Operations	73,934,830	937,550	12,274,340	-	64,814,610	23,264,218	175,225,548
Reimbursements	(13,182,970)	-	(90,330)	-	(6,130,610)	(8,973,440)	(28,377,350)
Net Operations	60,751,860	937,550	12,184,010	-	58,684,000	14,290,778	146,848,198
Debt Service	-	-	596,000	1,655,790	1,655,280	-	3,907,070
Capital Projects	754,700	5,342,000	19,320,200	-	39,610,820	2,105,300	67,133,020
Transfers In	-	-	(1,089,490)	(1,655,790)	(3,989,180)	(150,000)	(6,884,460)
Transfers Out	5,110,480	414,420	1,359,560	-	-	-	6,884,460
Add Back Depreciation	-	-	-	-	-	-	-
2016-17 USES	66,617,040	6,693,970	32,370,280	-	95,960,920	16,246,078	217,888,288
NET SOURCES AND USES	-	-	-	-	-	-	-
2017-18							
SOURCES:							
Revenues	67,766,490	7,722,670	28,583,900	-	75,694,290	14,815,180	194,582,530
Available Resources - Planned Use/(Return)	30,700	6,026,180	(2,123,810)	-	(2,920,330)	1,041,588	2,054,328
2017-18 SOURCES	67,797,190	13,748,850	26,460,090	-	72,773,960	15,856,768	196,636,858
USES:							
Operations	75,026,590	937,750	12,207,750	-	65,562,580	23,549,188	177,283,858
Reimbursements	(13,166,790)	-	(109,000)	-	(6,148,770)	(9,032,170)	(28,456,730)
Net Operations	61,859,800	937,750	12,098,750	-	59,413,810	14,517,018	148,827,128
Debt Service	-	-	629,000	1,528,180	-	-	2,157,180
Capital Projects	800,000	12,397,800	13,576,200	-	17,413,800	1,464,750	45,652,550
Transfers In	-	-	(1,083,200)	(1,528,180)	(4,053,650)	(125,000)	(6,790,030)
Transfers Out	5,137,390	413,300	1,239,340	-	-	-	6,790,030
Add Back Depreciation	-	-	-	-	-	-	-
2017-18 USES	67,797,190	13,748,850	26,460,090	-	72,773,960	15,856,768	196,636,858
NET SOURCES AND USES	-	-	-	-	-	-	-

PAST BUDGET SUMMARY COMPARISON – 14/15-15/16

	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2014-15							
SOURCES:							
Revenues	\$ 61,331,150	\$ 7,758,500	\$ 25,997,540	\$ -	\$ 89,779,750	\$ 13,782,300	\$198,649,240
Available Resources -							
Planned Use/(Return)	4,770,700	1,724,000	(191,200)	-	23,215,870	2,949,782	32,469,152
2014-15 SOURCES	66,101,850	9,482,500	25,806,340	-	112,995,620	16,732,082	231,118,392
USES:							
Operations	68,442,900	838,800	11,261,200	-	59,506,280	21,317,310	161,366,490
Reimbursements	(13,063,000)	-	(208,100)	-	(5,084,660)	(7,600,310)	(25,956,070)
Net Operations	55,379,900	838,800	11,053,100	-	54,421,620	13,717,000	135,410,420
Debt Service	-	-	534,000	645,740	1,995,400	-	3,175,140
Capital Projects	6,608,150	8,643,700	13,856,100	-	60,184,800	3,240,082	92,532,832
Transfers In	-	-	(783,500)	(645,740)	(3,606,200)	(225,000)	(5,260,440)
Transfers Out	4,113,800	-	1,146,640	-	-	-	5,260,440
Add Back Depreciation	-	-	-	-	-	-	-
2014-15 USES	66,101,850	9,482,500	25,806,340	-	112,995,620	16,732,082	231,118,392
NET SOURCES AND USES	-	-	-	-	-	-	-
2015-16							
SOURCES:							
Revenues	62,792,400	6,347,400	25,773,840	-	71,669,300	14,072,000	180,654,940
Available Resources -							
Planned Use/(Return)	17,105,100	2,022,200	26,700	-	(3,290,170)	2,901,600	18,765,430
2015-16 SOURCES	79,897,500	8,369,600	25,800,540	-	68,379,130	16,973,600	199,420,370
USES:							
Operations	69,575,700	840,100	10,922,500	-	59,473,230	21,790,010	162,601,540
Reimbursements	(13,086,000)	-	(209,400)	-	(5,126,960)	(7,600,310)	(26,022,670)
Net Operations	56,489,700	840,100	10,713,100	-	54,346,270	14,189,700	136,578,870
Debt Service	-	-	563,300	2,036,740	1,704,400	-	4,304,440
Capital Projects	18,281,700	7,529,500	13,962,200	-	15,854,760	2,908,900	58,537,060
Transfers In	-	-	(890,700)	(2,036,740)	(3,526,300)	(125,000)	(6,578,740)
Transfers Out	5,126,100	-	1,452,640	-	-	-	6,578,740
Add Back Depreciation	-	-	-	-	-	-	-
2015-16 USES	79,897,500	8,369,600	25,800,540	-	68,379,130	16,973,600	199,420,370
NET SOURCES AND USES	-	-	-	-	-	-	-

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 located in the various Operating Budgets and not in the Capital Improvement Program.

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 Improvement District, Orchard Walk Underground Utilities District, and the Property and Business Improvement District (PBID) are classified as Agency funds. In the Budget, Los Rios, Village West, and Orchard 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. The following groupings occur in the CAFR: Community Development – 311, 318, 321, 324, 326, 331, 338; Transportation Grants – 281, 282, 283, 284, 285; Golf Course – 421, 423; Wastewater & Storm Sewer Maintenance – 222, 231, 232, 431, 433,

434, 435, 481; Waterways – 251, 261; Special Services Districts - 271, 272, 273; Community Service Grant – 394, 631, 633, 634; Measure R Regional – 132, 133; Public Safety Impact – 105, 106; Government Facilities – 102, 103, 104; Risk Management – 551, 553.

Fund Summary - Fiscal Year 2017-18		Sources										Uses										Beg. Avail. Fund/Cash Balance 07/01/15	Ending Avail. Fund/Cash Balance 06/30/16																				
Funds		Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures																																
Capital Project																																											
101	Soitball Development	2,500	100	-	-	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	2,400	4,800	7,200																				
102	Civic Center Imp Fee	352,760	11,670	-	-	-	-	-	-	11,670	-	-	-	-	-	-	-	-	-	-	341,090	4,501,040	4,842,130																				
103	Corp Yard Impact Fee	52,200	1,500	-	-	-	-	-	-	1,500	-	-	-	-	-	-	-	-	-	-	50,700	380,600	431,300																				
104	Library Impact Fee	28,590	3,770	-	-	-	-	-	-	3,770	-	-	-	-	-	-	-	-	-	-	24,820	(190,500)	(165,680)																				
105	Police Impact Fee	354,700	1,130	-	-	-	-	-	-	413,300	-	-	-	-	-	-	-	-	-	-	(59,730)	241,330	181,600																				
106	Fire Impact Fee	254,800	31,130	-	-	-	-	-	-	37,500	-	-	-	-	-	-	-	-	-	-	186,170	(1,468,830)	(1,282,660)																				
111	Gas Tax	4,196,920	823,150	-	-	-	-	-	-	3,610,300	-	-	-	-	-	-	-	-	-	-	(236,530)	164,833	(71,697)																				
211	Recr Facilities	1,579,700	31,210	-	-	-	-	-	-	8,640,000	-	-	-	-	-	-	-	-	-	-	(7,091,510)	9,210,510	2,119,000																				
221	Storm Sewer Constr	900,500	34,090	-	-	-	-	-	-	110,000	-	-	-	-	-	-	-	-	-	-	756,410	(1,646,490)	(890,080)																				
	Total Capital Project	7,722,670	937,750	-	-	-	-	-	-	12,397,800	-	-	-	-	-	-	-	-	-	-	(6,026,180)	11,197,293	5,171,113																				
Debt Service																																											
395	East RDA Bond	-	-	-	247,270	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																				
398	2014 COP	-	-	-	127,410	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
399	2015 COP	-	-	-	1,153,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
	Total Debt Service	-	-	-	1,528,180	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
Proprietary																																											
222	Storm Sewer Deficiency	377,700	44,840	-	-	-	-	-	-	280,000	-	-	-	-	-	-	-	-	-	-	324,840	52,860	(2,315,780)																				
231	Wastewater Trunkline	1,221,000	86,330	-	-	-	-	-	-	620,000	-	-	-	-	-	-	-	-	-	-	706,330	514,670	5,945,440																				
232	Sewer Connection	544,400	280	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	280	544,120	(2,383,880)	(1,839,760)																				
401	Building Safety	3,848,510	2,479,350	(24,700)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,401,160	4,572,830	5,973,990																				
405	Visalia Baseball	121,400	329,070	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,200	6,200	12,400																				
406	Animal Control	447,950	1,231,860	-	-	-	-	-	-	567,400	-	-	-	-	-	-	-	-	-	-	1,550	1,050	2,600																				
411	Airport	3,660,400	2,508,830	(188,700)	-	-	-	-	-	1,806,000	-	-	-	-	-	-	-	-	-	-	3,654,830	5,570	(20,690)																				
413	Conv Center	3,679,760	5,677,410	-	-	-	-	-	-	103,000	-	-	-	-	-	-	-	-	-	-	4,083,620	(403,860)	(806,720)																				
421	Golf City	-	463,860	-	-	-	-	-	-	565,000	-	-	-	-	-	-	-	-	-	-	(378,570)	(650,290)	(4,887,820)																				
423	Golf Operations	2,515,860	2,244,770	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,227,500	288,360	352,320																				
431	WWTP	21,031,380	12,194,960	(145,590)	-	-	-	-	-	2,227,700	-	-	-	-	-	-	-	-	-	-	12,073,500	8,957,880	35,771,050																				
439	Utility Service Center	-	2,587,850	(2,587,850)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	132,940	132,940																				
441	Solid Waste	18,507,110	18,195,370	(2,591,930)	-	-	-	-	-	5,742,400	-	-	-	-	-	-	-	-	-	-	(1,113,910)	(1,724,820)	4,152,430																				
451	Transit	18,425,320	15,695,100	(630,000)	-	-	-	-	-	5,589,700	-	-	-	-	-	-	-	-	-	-	17,971,310	454,070	10,147,700																				
481	Storm Sew Maint	1,313,500	1,822,700	-	-	-	-	-	-	480,000	-	-	-	-	-	-	-	-	-	-	1,459,400	(145,900)	913,380																				
	Total Proprietary	75,694,290	65,562,580	(6,148,770)	1,667,280	17,413,800	(4,053,650)	-	(8,038,460)	66,392,780	-	-	-	-	-	-	-	-	-	-	9,301,510	52,067,070	61,368,581																				
Internal Service																																											
501	Fleet Maintenance	13,250	4,968,460	(4,867,730)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,530	(40,280)	567,750																				
502	Vehicle Replace	10,000	1,026,020	(989,200)	-	-	-	-	-	886,200	-	-	-	-	-	-	-	-	-	-	(983,450)	80,430	2,267,230																				
503	PD Meas T	5,000	87,110	(85,010)	-	-	-	-	-	53,550	-	-	-	-	-	-	-	-	-	-	(85,010)	34,360	483,510																				
504	Fire Meas T	5,000	65,770	(64,700)	-	-	-	-	-	64,700	-	-	-	-	-	-	-	-	-	-	(64,700)	68,630	431,630																				
511	Information Services	3,100	2,624,965	(2,686,320)	-	-	-	-	-	175,000	-	-	-	-	-	-	-	-	-	-	(476,555)	479,655	(915,945)																				
531	Buildings Maintenance	-	-	-	-	-	-	-	-	350,000	-	-	-	-	-	-	-	-	-	-	225,000	327,200	102,200																				
551	Risk Prop Ins	1,838,830	2,432,593	(325,930)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,106,663)	(267,833)	(131,263)																				
552	Risk Personnel Ins	11,495,000	11,113,260	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,113,260	381,740	933,140																				
553	Risk Work Comp	1,445,000	1,231,010	(1,280)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,229,730	215,270	7,164,710																				
	Total Internal Service	14,815,180	23,549,188	(9,032,170)	-	-	-	-	-	1,464,750	-	-	-	-	-	-	-	-	-	-	(1,788,560)	726,972	11,127,962																				
	Grand Total - 2017-18	194,582,530	177,283,858	(28,456,730)	3,814,460	45,652,550	(6,790,030)	6,790,030	(9,807,020)	188,487,118	6,095,412	89,420,366	95,562,678																														

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 – 001, 002, 003, 004, 006, 007, 008, 009, 010, 011, 012

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 101

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 102, 103 and 104

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 105 (Police) and 106 (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.

Gas Tax – Fund 111

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 2103, 2105, 2106, 2107 and 2107.5 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 211

Established to account for the acquisition and development of parks 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 241

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 281

Established to account for the expenditures for streets, roads, transit, and bike facilities. Revenues are derived from a 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.

Parking District – Fund 611

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.

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 121

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 122

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 131

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 132

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 133

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 221

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 222

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

Kaweah Lake and Local Storm Water Maintenance – Fund 223

Kaweah Lake Project and Local Storm Water Maintenance revenues are derived from a portion of the monthly storm sewer user's fees. This fund receives \$.48 of the \$2.47 monthly storm sewer fee and funds are to be only used for the enlargement & maintenance of Kaweah Lake and has been expanded to include the maintenance of local storm water channels by a successful ballot election that concluded on March 18, 2013.

Groundwater Recharge – Fund 224

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 231

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 232

Established to account 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 251

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

Waterways Maintenance – Fund 261

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

Special Service District: Northeast – Fund 271

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 272

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 273

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 - 284

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 - 285

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

Northeast Area Capital Improvement – Fund 291

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 621, 622, 623 and 624

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 the recovery of narcotics law enforcement costs associated with the seized funds.

CASP Program – Fund 138

Established to account for the additional \$1 assessed to all business licenses as required by the State of California SB 1186. SB 1186 adds new rules and protections for business owners related to access compliance requirements set forth under the ADA, the California Building Code, and SB 1608.

Community Service Grants – Funds 631 and 634

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 311

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 318

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

HOME Program – Fund 321

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.

CDBG/Housing Revolving – Fund 324

This fund accounts for the administrative activities of the CDBG and housing related funds. All costs are allocations to the various project funds.

Substandard Housing and Abatement – Fund 326

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 331

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

Vehicle Abatement – Fund 338

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

Property Based Improvement District (PBID) – Fund 373, 374

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

Redevelopment Successor Agency's

Funds were established to account for the transferring of all assets and liabilities from the City of Visalia's Redevelopment Districts as set forth in State law ABx1 26, which dissolved all redevelopment in California. The Successor Agency's purpose is to continue to pay the debt of the former

Redevelopment District, dispose of the assets, and file reports. Essentially, the Successor Agency's are to wind down all redevelopment activity returning the tax increment to the underlying taxing agencies.

East – Successor Agency – Fund 361

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

Mooney – Successor Agency – Fund 363

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

Downtown – Successor Agency – Fund 365

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

Central – Successor Agency – Fund 367

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

20% Housing Successor Agency – Funds 362, 364, 366 and 368

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

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 394

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 397

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

Visalia Public Financing Authority Bond (VPFA) – Fund 396

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

DEBT SERVICE FUNDS – WITHOUT CITY COMMITMENT

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

Los Rios – Fund 381

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 382

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 383

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

BUSINESS TYPE FUNDS

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

Building Safety – Fund 401

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

Baseball – Fund 405

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

Animal Control – Fund 406

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

Airport – Fund 411

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 413

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 421 and 423

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

Solid Waste – Fund 441

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 431, 433, 434 and 435

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.

Utility Billing – Fund 439

Established to account for the City's utility billing operations.

Transit – Fund 451

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 481

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 501

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 502

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 503

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 504

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 511

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.

Risk Management – Fund 551

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 552

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

Workers Compensation – Fund 553

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

Post Employment Benefits – Fund 554

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

Compensated Absences – Fund 571

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

FUND SUMMARIES

GENERAL FUND SUMMARY

GENERAL FUND SUMMARY	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
NON-DEPARTMENTAL	53,285,515	54,489,700	54,818,400	57,697,770	57,399,680	58,539,680
ADIMINISTRATION	97,462	269,925	104,200	176,507	130,100	130,100
COMMUNITY DEVELOPMENT	3,168,797	3,315,132	2,851,600	3,460,060	3,528,400	3,541,200
FINANCE	165,737	443,599	99,500	283,610	412,450	413,450
FIRE	581,162	677,106	531,600	958,510	591,000	613,900
RECREATION	1,414,305	1,581,973	1,458,200	1,603,350	1,673,550	1,696,250
POLICE	2,953,727	2,905,572	3,002,400	2,483,040	2,638,850	2,652,850
PUBLIC WORKS	59,771	184,615	64,000	86,520	59,860	61,860
TRANSPORATION & GENERAL SERVICES	45	22	-	10	-	-
TOTAL REVENUES	61,726,521	63,867,644	62,929,900	66,749,377	66,433,890	67,649,290
REIMBURSEMENTS						
NON-DEPARTMENTAL	328,284	127,480	328,700	127,500	187,500	189,500
ADIMINISTRATION	3,636,497	3,422,636	3,696,000	3,146,740	3,031,700	3,001,810
COMMUNITY DEVELOPMENT	3,507,558	3,539,696	3,051,600	3,078,200	3,012,560	2,971,920
FINANCE	3,138,542	1,508,147	1,739,600	1,681,370	1,855,940	1,855,940
FIRE	9,996	9,657	10,000	-	-	-
RECREATION	105,911	115,420	106,000	120,000	14,950	14,950
POLICE	7,603	8,207	8,700	8,700	8,500	8,500
PUBLIC WORKS	4,709,526	4,031,824	4,145,400	4,521,280	4,881,820	4,934,170
TRANSPORATION & GENERAL SERVICES	-	42,394	-	131,550	190,000	190,000
TOTAL REIMBURSEMENTS	15,443,917	12,805,461	13,086,000	12,815,340	13,182,970	13,166,790
TOTAL RESOURCES	77,170,438	76,673,105	76,015,900	79,564,717	79,616,860	80,816,080
EXPENDITURES						
SALARIES AND BENEFITS						
ADIMINISTRATION	2,035,742	1,899,324	1,981,300	1,911,606	2,176,230	2,164,470
COMMUNITY DEVELOPMENT	4,777,338	4,943,305	5,173,900	5,089,310	5,240,680	5,348,900
FINANCE	1,289,526	1,451,652	1,534,600	1,583,680	1,638,580	1,657,410
FIRE	9,028,367	9,467,225	9,883,500	10,008,282	10,201,860	10,249,810
RECREATION	1,601,793	1,720,341	1,818,900	1,895,540	1,956,430	1,996,710
POLICE	21,128,992	21,663,185	22,845,100	22,043,273	23,826,280	24,059,100
PUBLIC WORKS	3,576,420	3,614,077	3,949,900	3,864,044	4,098,600	4,186,970
TRANSPORATION & GENERAL SERVICES	242,116	326,844	344,500	335,530	353,420	360,150
TOTAL SALARIES AND BENEFITS	43,680,294	45,085,953	47,531,700	46,731,265	49,492,080	50,023,520

GENERAL FUND SUMMARY	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
OPERATING EXPENDITURES						
NON-DEPARTMENTAL	731,837	625,988	549,200	747,100	643,000	651,000
ADIMINISTRATION	2,270,477	2,278,781	2,473,200	2,412,410	2,653,370	2,698,550
COMMUNITY DEVELOPMENT	303,828	303,075	310,200	329,520	343,250	348,500
FINANCE	2,161,820	882,572	851,600	914,390	972,080	974,000
FIRE	867,883	883,391	971,100	963,692	985,970	1,015,780
RECREATION	790,158	960,353	886,100	970,374	1,049,580	1,062,780
POLICE	1,956,834	2,012,022	2,075,100	2,018,550	1,954,810	2,181,450
PUBLIC WORKS	4,226,237	3,948,615	4,418,400	4,265,755	4,659,840	4,760,170
TRANSPORATION & GENERAL SERVICES	253,640	244,770	242,300	327,980	258,450	258,800
TOTAL OPERATING EXPENDITURES	13,562,714	12,139,567	12,777,200	12,949,771	13,520,350	13,951,030
SERVICES PROVIDED						
ADIMINISTRATION	97,247	109,429	146,800	146,592	193,220	197,630
COMMUNITY DEVELOPMENT	342,501	166,212	305,400	184,580	175,350	176,650
FINANCE	135,440	3,408	8,500	4,500	4,900	5,200
FIRE	503,976	423,359	350,600	514,550	522,600	529,400
RECREATION	30,999	46,394	27,500	40,600	40,750	40,950
POLICE	1,329,952	1,269,259	1,303,900	1,192,400	1,214,300	1,266,300
PUBLIC WORKS	837,483	846,303	588,700	795,631	822,700	839,500
TRANSPORATION & GENERAL SERVICES	-	10,164	-	11,300	11,970	12,310
TOTAL SERVICES PROVIDED	3,277,598	2,874,528	2,731,400	2,890,152	2,985,790	3,067,940
ALLOCATIONS						
NON-DEPARTMENTAL	17,858	69,881	17,800	66,700	73,480	73,480
ADIMINISTRATION	290,426	361,916	287,700	408,890	392,430	392,430
COMMUNITY DEVELOPMENT	1,679,788	1,832,241	1,685,300	1,824,930	1,519,840	1,519,840
FINANCE	71,156	7,720	17,300	13,160	16,570	17,040
FIRE	898,882	1,118,197	911,100	1,108,200	1,114,040	1,114,040
RECREATION	604,577	651,838	609,800	741,998	643,610	643,610
POLICE	2,666,753	3,278,657	2,436,000	3,394,430	3,336,030	3,360,280
PUBLIC WORKS	478,584	546,216	412,900	666,740	663,730	665,970
TRANSPORATION & GENERAL SERVICES	(33,663)	38,194	25,100	23,820	33,190	33,190
TOTAL ALLOCATIONS	6,674,361	7,904,860	6,403,000	8,248,868	7,792,920	7,819,880
TOTAL EXPENDITURES	67,194,967	68,004,908	69,443,300	70,820,057	73,791,140	74,862,370
CAPITAL IMPROVEMENTS	714,630	1,326,465	677,500	1,255,787	652,500	800,000
CAPITAL - GRANT FUNDED	-	-	-	630,214	-	-
PRIOR YEAR ROLLOVER	2,184,949	-	-	7,777,654	-	-
CIP ROLLOVER REVENUE/GRANTS	(2,184,949)	-	-	(7,777,654)	-	-
INTERFUND TRANSFERS	4,820,800	4,838,475	5,126,100	5,660,340	5,110,480	5,137,390
SURPLUS(SHORTFALL)	4,440,041	2,503,257	769,000	1,828,533	62,740	16,320

GENERAL FUND REVENUES

GENERAL FUND REVENUES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
NON DEPARTMENTAL						
SALES & USE TAXES	20,314,545	21,111,143	21,835,300	27,100,000	29,843,000	30,290,600
TOTAL SALES TAXES	20,314,545	21,111,143	21,835,300	27,100,000	29,843,000	30,290,600
PROP-CURRENT SECURED	8,274,465	8,794,463	8,627,000	8,760,400	9,023,200	9,293,900
PROP-CURRENT UNSECURED	495,449	515,790	476,600	531,300	547,200	563,600
PROP-PRIOR SEC & UNSEC	596,346	-	458,800	317,000	326,500	336,300
PYMT IN LIEU OF TAXES	21,308	21,454	21,800	21,500	22,100	22,800
PROP-CURR SEC-SUPPLEMTL	121,092	94,620	61,400	97,500	100,400	103,400
REAL PROP TRANSFER TAX	402,044	367,470	313,700	378,500	389,900	401,600
PROP-AIRCRAFT	68,702	111,337	78,000	112,500	115,900	119,400
PROPERTY TAX TRUST FUND	839,754	436,475	676,300	436,480	449,600	463,100
ERAF S & U TAX "TRIPLE	7,489,125	6,802,182	7,439,200	3,774,490	-	-
PROP TAX "VLF SWAP"	8,892,893	9,444,489	9,252,200	9,822,300	10,117,000	10,420,500
HOMEOWNERS PROP TAX REL	105,176	104,297	104,700	104,300	107,400	110,600
TOTAL PROPERTY TAXES	27,306,354	26,692,577	27,509,700	24,356,270	21,199,200	21,835,200
FRANCHISE TAX	2,528,457	2,750,925	2,454,200	2,778,430	2,806,200	2,834,300
TRANSIENT LODGING	2,301,303	2,573,234	2,268,100	2,598,970	2,625,000	2,651,300
TOTAL OTHER TAXES	4,829,760	5,324,159	4,722,300	5,377,400	5,431,200	5,485,600
MOTOR VEH LIC IN LIEU T	-	26,552	-	-	-	-
FEDERAL GRANTS	370,538	427,994	-	-	-	-
STATE GRANTS	53,175	-	-	-	-	-
COUNTY GRANTS	(44,579)	27,266	-	47,000	-	-
ENTITLEMENT GRANTS	40,833	-	-	-	-	-
OTHER GRANTS	60,272	-	-	-	-	-
REIMB-MANDATED COSTS SU	7	12,892	-	-	-	-
TOTAL SUBVENTIONS AND GRANTS	480,246	494,704	-	47,000	-	-
A/R-B/L PENALTY	(100)	(150)	-	-	-	-
ADMINISTRATIVE FINES	40,723	(2,717)	20,000	-	-	-
PENALTY/OCCUPANCY	2,618	516	3,000	-	-	-
PENALTY/LATE CHARGE	-	(2)	-	-	-	-
POST-OCCUP DEFCD ADM FEE	2,220	-	2,800	-	-	-
TOTAL FEES AND FINES	45,461	(2,353)	25,800	-	-	-
INVESTMENT EARNINGS	-	391,438	-	-	-	-
INTEREST EARNINGS	23,099	22,475	24,000	24,000	24,700	25,400
INTERFUND LOAN INTEREST	122,282	231,278	102,600	230,000	236,900	236,900
BUILDING LEASE	-	-	100	-	-	-
INTEREST EARNINGS	-	-	-	100	100	100
TOTAL USES OF MONEY AND PROPERTY	145,381	645,191	126,700	254,100	261,700	262,400
ADMIN FEE - RECREATION	2,220	1,455	2,800	1,500	1,500	1,500
PD-FINGERPRINTS TAXABLE	-	-	-	-	-	-
ROTATIONAL TOW FEES	-	-	-	-	-	-
TOTAL CHARGES FOR CURRENT SERVICES	2,220	1,455	2,800	1,500	1,500	1,500

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
GENERAL FUND REVENUES	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
ST MAINT FEE IN LIEU SU	539,136	561,720	561,700	561,700	614,980	614,980
SERVICES PROVIDED-GRPIN	73	-	-	-	-	-
PASSPORT SERVICE FEES	-	75	-	-	-	-
REBATE REVENUE	46	413	-	10,000	10,300	10,600
MISC REVENUE	18,876	70,526	30,000	30,000	30,900	31,800
BAD CHECK FEE	50	-	-	-	-	-
CASH (OVER)/SHORT	(33)	5	100	100	100	100
HANDLNG FEE-PYRL GARNSH	1,098	1,819	-	1,200	1,200	1,200
VI-CYCLES	-	100	-	-	-	-
PYRL VOLUNTARY DED FEES	2,509	(11,673)	-	1,500	1,500	1,500
REIMBURSEMENT-OFFICE SUB	7,240	9,362	4,000	4,000	4,100	4,200
DONATIONS/CONTRIBUTIONS	13,500	15,000	-	-	-	-
REIMB CITY EXPENSES	15,853	530	-	-	-	-
SUBROGATION RECOVERY	10,200	-	-	-	-	-
EMPLOYEE DENTAL	-	(275)	-	-	-	-
INCENTIVE REVENUE	21,436	20	-	-	-	-
PROCEEDS FROM BOND SALE	-	244,863	-	-	-	-
MISC REVENUE	733	-	-	-	-	-
SALE OF LAND	11,070	11,694	-	-	-	-
TONER/PHONE RECYCLING	-	139	-	-	-	-
TOTAL MISCELLANEOUS	641,787	904,318	595,800	608,500	663,080	664,380
TOTAL NON DEPARTMENTAL	53,765,754	55,171,194	54,818,400	57,744,770	57,399,680	58,539,680
ADMINISTRATION						
OTHER GRANTS	5,325	-	-	-	-	-
REIMB-MANDATED COSTS SU	165	46,866	-	8,170	-	-
TOTAL SUBVENTIONS AND GRANTS	5,490	46,866	-	8,170	-	-
ADMINISTRATIVE FINES	-	54,250	10,000	85,000	85,000	85,000
TOTAL FEES AND FINES	-	54,250	10,000	85,000	85,000	85,000
RENTS & CONCESSIONS	250	150	-	-	-	-
INTEREST EARNINGS	-	12,659	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	250	12,809	-	-	-	-
PASSPORT SERVICE FEES	50,325	109,764	39,000	40,975	-	-
PUBLIC RECORD REQUEST	126	20	-	-	-	-
REBATE REVENUE	162	625	-	212	100	100
MISC REVENUE	10,698	5,196	12,200	2,570	3,500	3,500
CASH (OVER)/SHORT	-	(19)	-	-	-	-
HANDLNG FEE-PYRL GARNSH	-	(696)	1,100	-	-	-
VI-CYCLES	525	225	500	-	-	-
PYRL VOLUNTARY DED FEES	2,507	1,401	5,200	1,180	2,000	2,000
DONATIONS/CONTRIBUTIONS	5,875	4,090	2,400	2,400	3,500	3,500
REIMB CITY EXPENSES	(14,112)	-	-	-	-	-
MISC REVENUE	35,616	35,394	33,800	36,000	36,000	36,000
TOTAL MISCELLANEOUS	91,722	156,000	94,200	83,337	45,100	45,100
TOTAL ADMINISTRATION	97,462	269,925	104,200	176,507	130,100	130,100

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND REVENUES						
FINANCE						
REIMB-MANDATED COSTS SU	165	53,743	-	11,000	10,000	10,000
TOTAL SUBVENTIONS AND GRANTS	165	53,743	-	11,000	10,000	10,000
INVESTMENT EARNINGS	4,408	3,958	-	-	-	-
RENTS & CONCESSIONS	65,681	80,195	75,000	80,000	81,000	82,000
INTEREST EARNINGS	22,040	21,905	3,000	15,000	15,000	15,000
ALLOCATED INVESTMENT GA	(825)	(408)	-	-	-	-
ALLOC INTEREST FAIR MAR	(1,377)	(1,785)	-	-	-	-
EARNINGS CREDIT - CBB	16,335	16,307	13,200	16,430	16,430	16,430
FACILITIES RENTAL	750	1,000	-	200	200	200
INTEREST EARNINGS	534	5,586	300	5,500	5,500	5,500
TOTAL USES OF MONEY AND PROPERTY	107,546	126,758	91,500	117,130	118,130	119,130
SPEC ASSESS SERVICE FEE	940	1,466	100	100	100	100
TOTAL CHARGES FOR CURRENT SERVICES	940	1,466	100	100	100	100
PASSPORT SERVICE FEES	-	-	-	26,000	80,000	80,000
REBATE REVENUE	72	223	-	160	30	30
MISC REVENUE	51,605	1,393	4,200	1,250	1,250	1,250
BAD CHECK FEE	1,650	1,450	2,000	1,200	1,200	1,200
CASH (OVER)/SHORT	(50)	-	-	-	-	-
DAMAGE REPAIR REVENUE	-	-	-	30	-	-
PYRL VOLUNTARY DED FEES	1,709	1,723	1,700	1,740	1,740	1,740
REIMB CITY EXPENSES	2,100	2,100	-	-	-	-
MISC REVENUE	-	254,743	-	125,000	200,000	200,000
TONER/PHONE RECYCLING	-	-	-	-	-	-
TOTAL MISCELLANEOUS	57,086	261,632	7,900	155,380	284,220	284,220
TOTAL FINANCE	165,737	443,599	99,500	283,610	412,450	413,450
TAGS TRANSPORTATION & GEN SERV						
REBATE REVENUE	18	22	-	10	-	-
MISC REVENUE	27	-	-	-	-	-
TOTAL MISCELLANEOUS	45	22	-	10	-	-
TOTAL TAGS TRANSPORTATION & GEN SERV	45	22	-	10	-	-
COMMUNITY DEVELOPMENT						
BUS LIC TAX-GENERAL	2,067,132	2,208,134	2,019,800	2,318,541	2,395,100	2,467,000
ADMIN FEES-BUS TAX	(20,328)	31,417	20,000	40,000	41,000	42,000
BL-APPLICATION FEE	34,879	31,817	31,600	35,000	36,000	36,000
TOTAL OTHER TAXES	2,081,683	2,271,368	2,071,400	2,393,541	2,472,100	2,545,000
MINOR PLANNING PERMITS	-	-	-	490	500	500
COS PARKING PERMIT #1	135	100	200	130	100	100
PROGRAMMATIC SIGN PERMI	513	1,377	600	600	700	800
SUBDIVISION SIGN PROGRAM	170	-	200	620	600	600
TOTAL LICENSE AND PERMITS	818	1,477	1,000	1,840	1,900	2,000
VEHICLE CODE FINES	162,713	129,632	125,000	110,000	126,000	127,000
APPEAL FEE - CODE ENFOR	807	350	500	240	200	200
A/R-B/L PENALTY	106,253	47,420	45,000	53,130	53,100	53,100
ADMINISTRATIVE FINES	58,532	39,998	50,000	12,100	17,000	17,000
ADMIN FEE-CODE ENFORCEM	756	3,517	700	320	300	300
UNIFORM FIRE CODE FEE	14,316	22	-	-	-	-
COMPLIANCE INSPECTION F	133,109	(54,650)	92,000	34,760	34,800	34,800
DEMOLITION & ABATEMENT	-	38,320	-	24,000	-	-
TOTAL FEES AND FINES	476,486	204,609	313,200	234,550	231,400	232,400

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND REVENUES						
INTEREST EARNINGS	-	4,063	-	-	-	-
INTEREST EARNINGS	-	15,075	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	-	19,138	-	-	-	-
ENCROACHMENT PERMITS	27,106	25,806	20,000	25,210	26,000	26,000
MINOR CONDITIONAL USE P	4,840	6,140	4,000	8,000	8,500	6,500
TEMP USE PERMIT	11,962	9,932	8,000	8,000	8,000	8,000
VAR APPLICATION FEE	7,367	14,765	5,000	20,000	15,000	14,000
CHANGE OF ZONE/SPCL EXC	1,740	3,532	-	12,000	12,000	4,000
COND USE PERMIT APP	45,116	38,860	39,800	42,600	43,000	38,000
HOME OC/TEMP USE PERMIT	25,102	25,075	27,000	19,830	25,200	25,500
DRAFT ENVIRON IMP FEE	(1,702)	-	-	-	-	-
ENV ASSESSMENT EVAL FEE	11,266	6,673	7,000	8,950	9,000	9,000
ANNEXATIONS	10,766	7,605	15,000	7,610	7,600	7,600
LOT LINE ADJUSTMENT FEE	5,988	6,355	5,000	14,000	16,000	14,500
GEN PLAN AMEND/SPEC PLN	201	-	4,300	-	-	-
ADMINISTRATIVE ADJUST F	2,144	3,036	2,800	3,300	3,300	3,300
APPROVED CUP AMENDMENT	7,260	9,824	4,800	3,750	3,800	3,800
TIME EXTENSIONS	626	204	1,000	1,000	1,000	1,000
TEXT AMENDMENTS	-	3,532	3,500	3,500	3,500	3,500
SUBDIV CHKING & INSPCT	164,006	297,666	70,000	190,850	195,000	180,000
PAR MAP CHKG&INSPC FEE	16,225	46,848	9,000	74,280	74,300	70,000
SIDWLK/APPRCH INSPC FEE	73,379	109,464	62,800	116,000	120,000	115,000
TENATIVE SUBDV FILG FEE	13,526	13,724	40,600	13,720	13,700	13,700
PARKING LOT INSPC FEE	29,674	34,500	31,500	60,870	60,900	60,900
FINAL SUBDVSN FILG FEES	11,122	11,642	15,000	24,750	24,800	24,800
FINAL PARCELMAP FLG FEE	3,305	10,216	8,000	24,310	24,300	15,000
TENATIVE PARCEL MAP FLG	31,273	18,006	22,000	28,000	22,000	20,000
RIGHT OF WAY ABANDONMEN	1,977	-	-	1,230	1,200	1,200
OTHER SERVICE FEES	13,673	-	-	-	-	-
SPEC SERV DISTRICT FEES	4,389	4,828	2,000	3,850	3,900	3,900
REIMB ENG PLAN CHECK	50,602	63,064	51,100	68,140	68,100	60,000
INSPECTOR OVERTIME FEE	3,470	12,482	3,000	2,060	2,100	2,100
TOTAL CHARGES FOR CURRENT SERVICES	576,403	783,779	462,200	785,810	792,200	731,300
SERVICES PROVIDED-W/C	-	(2)	-	-	-	-
APPEAL	1,420	1,067	700	2,080	1,900	1,600
SALES OF MAPS & PUBLICA	1	-	-	-	-	-
PUBLIC RECORD REQUEST	48	-	-	-	-	-
REBATE REVENUE	103	671	-	560	500	500
MISC REVENUE	30,149	32,664	3,100	28,670	28,400	28,400
BAD CHECK FEE	-	25	-	-	-	-
BL-DUPLICATE CERTIFICAT	-	-	-	10	-	-
CASH (OVER)/SHORT	(28)	36	-	-	-	-
DONATIONS/CONTRIBUTIONS	-	300	-	-	-	-
REIMB CITY EXPENSES	-	-	-	13,000	-	-
INCENTIVE REVENUE	1,713	-	-	-	-	-
TOTAL MISCELLANEOUS	33,406	34,761	3,800	44,320	30,800	30,500
TOTAL COMMUNITY DEVELOPMENT	3,168,796	3,315,132	2,851,600	3,460,061	3,528,400	3,541,200

GENERAL FUND REVENUES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
<u>PUBLIC WORKS</u>						
ADMINISTRATIVE FINES	-	-	-	500	-	-
PENALTY/LATE CHARGE	-	(12)	-	-	-	-
TOTAL FEES AND FINES	-	(12)	-	500	-	-
AUTO GAS SALES	(1,127)	-	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	(1,127)	-	-	-	-	-
SIDEWALK/OTHER	-	-	-	-	-	-
ENCROACH PRMT-MAINT FEE	17,460	26,077	25,000	28,380	28,500	28,500
TOTAL CHARGES FOR CURRENT SERVICES	17,460	26,077	25,000	28,380	28,500	28,500
REBATE REVENUE	1,156	1,878	-	1,960	760	760
MISC REVENUE	3,752	2,152	-	530	100	100
UTILITY (ELECTRIC) FEE	(1,063)	-	-	-	-	-
DAMAGE REPAIR REVENUE	-	825	-	-	-	-
REIMB CITY EXPENSES	14,746	14,732	30,000	15,000	18,000	20,000
SUBROGATION RECOVERY	24,847	133,363	9,000	40,150	12,500	12,500
TOTAL MISCELLANEOUS	43,438	152,950	39,000	57,640	31,360	33,360
TOTAL PUBLIC WORKS	59,771	179,015	64,000	86,520	59,860	61,860
<u>FIRE</u>						
PROP 172 PS-SALES TAX	282,455	210,891	233,200	240,000	244,800	249,700
TOTAL SALES TAXES	282,455	210,891	233,200	240,000	244,800	249,700
STATE GRANTS	4,359	27,322	-	11,760	10,000	5,000
STATE-HAZ MAT TRAINING	8,529	-	-	14,000	-	-
REIMB-STATE MISC	-	-	-	300	-	-
TOTAL SUBVENTIONS AND GRANTS	12,888	27,322	-	26,060	10,000	5,000
BICYCLE LICENSES	10	5	-	-	-	-
TOTAL LICENSE AND PERMITS	10	5	-	-	-	-
ADMINISTRATIVE FINES	-	8,200	-	10,320	10,500	10,500
UNIFORM FIRE CODE FEE	33,068	111,222	72,300	90,000	95,000	95,000
FIRST RESPONDER FEE	-	-	-	-	-	-
TOTAL FEES AND FINES	33,068	119,422	72,300	100,320	105,500	105,500
RENTS & CONCESSIONS	-	103	-	5,000	5,000	5,000
TOTAL USES OF MONEY AND PROPERTY	-	103	-	5,000	5,000	5,000

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
GENERAL FUND REVENUES	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
FIRE SFTY INSPECTION	210	401	300	-	-	-
FIRE STRIKE TEAM FEES	112,039	161,079	50,000	325,000	50,000	50,000
FALSE ALARM FEES	-	-	-	3,500	4,000	4,500
HAZ MAT RESPONSE	25,848	27,132	5,000	-	-	-
WEED AND LOT CLEARING	75,012	104,931	140,600	114,000	117,000	117,000
ADMIN FEE - WEED & LOT	438	(12,919)	5,000	25,000	28,000	28,000
FIRE REPORTS	142	3,226	100	210	200	200
SPECIAL EVENTS	-	-	-	1,500	2,500	25,000
FIRE TRAINING FACILITIE	900	800	100	15,000	8,000	8,000
TOTAL CHARGES FOR CURRENT SERVICES	214,589	284,650	201,100	484,210	209,700	232,700
REBATE REVENUE	796	2,853	-	3,000	1,000	1,000
MISC REVENUE	35,915	29,910	15,000	52,200	15,000	15,000
CASH (OVER)/SHORT	-	-	-	-	-	-
TEMP DISABILITY	1,441	1,950	10,000	43,000	-	-
SUBROGATION RECOVERY	-	-	-	4,720	-	-
TOTAL MISCELLANEOUS	38,152	34,713	25,000	102,920	16,000	16,000
TOTAL FIRE	581,162	677,106	531,600	958,510	591,000	613,900
POLICE						
PROP 172 PS-SALES TAX	423,682	316,337	353,200	325,830	335,000	340,000
TOTAL SALES TAXES	423,682	316,337	353,200	325,830	335,000	340,000
ABANDONED VEHICLE TRUST	45,217	91,158	100,000	48,000	50,000	50,000
FEDERAL GRANTS	49,753	38,663	37,696	42,116	35,000	35,000
STATE GRANTS	496,049	460,231	395,500	415,000	455,000	455,000
COUNTY GRANTS	117,132	-	28,000	20,540	25,000	25,000
SPEC POL SERV-268 POST	76,202	113,635	68,000	68,000	68,000	68,000
RESTRAINING ORDER ADMIN	741	-	1,000	-	-	-
REIMB-MANDATED COSTS SU	56,201	260,044	60,000	50,000	50,000	50,000
TOTAL SUBVENTIONS AND GRANTS	841,295	963,731	690,196	643,656	683,000	683,000
ALARM PERMITS	49,052	97,523	53,000	50,000	60,000	60,000
TOTAL LICENSE AND PERMITS	49,052	97,523	53,000	50,000	60,000	60,000
VEHICLE CODE FINES	162,712	129,632	128,800	147,290	148,000	148,000
PARKING FINES	599,203	536,934	590,000	480,100	550,000	550,000
OTHER FINES	4,467	2,807	5,300	5,000	5,000	5,000
TRAFFIC SCHOOL	66,871	76,961	63,700	65,000	65,000	65,000
RED LIGHT VIOLATIONS	33,890	26,227	36,100	21,250	35,000	35,000
LITTER FINES	474	470	500	500	500	500
PROOF OF CORRECTION	23,590	27,987	24,400	25,000	25,000	25,000
DUI TESTING FEES-TUL CO	13,916	12,184	13,900	19,400	13,000	13,000
ADMINISTRATIVE FINES	-	5,880	-	5,000	5,000	5,000
COST RECOVERY-DUI	17,604	30,587	15,900	16,226	30,000	30,000
VEHICLE RELEASE FEE	87,840	81,892	95,300	75,000	85,000	85,000
TOTAL FEES AND FINES	1,010,567	931,561	973,900	859,766	961,500	961,500

GENERAL FUND REVENUES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
INTEREST EARNINGS	-	-	-	20,000	-	-
TOTAL USES OF MONEY AND PROPERTY	-	-	-	20,000	-	-
SCHOOL REIMB-YOUTH PROG	340,050	354,293	357,900	357,900	355,000	364,000
CRIME PREVENTION	2,024	1,341	1,300	1,300	1,500	1,500
SECURITY SERVICE-POLICE	6,260	-	10,000	-	-	-
FALSE ALARM FEES	2,362	285	2,600	1,010	2,000	2,000
SPEC POLICE SERV-OTHER	49,707	39,322	52,200	50,000	50,000	50,000
PD-FINGERPRINTS TAXABLE	4,236	3,558	3,800	500	4,000	4,000
ROTATIONAL TOW FEES	94,700	101,400	97,800	107,900	108,000	108,000
TOTAL CHARGES FOR CURRENT SERVICES	499,339	500,199	525,600	518,610	520,500	529,500
REBATE REVENUE	1,302	5,022	-	3,700	1,400	1,400
MISC REVENUE	35,222	39,885	19,200	30,000	20,000	20,000
CASH (OVER)/SHORT	25	16	-	(11)	-	-
REIMBURSEMENT-OFFICE SUB	(1,800)	(1,925)	-	(15)	-	-
DONATIONS/CONTRIBUTIONS	15,000	-	-	-	27,450	27,450
REIMB CITY EXPENSES	1,726	-	500	-	-	-
TEMP DISABILITY	77,862	53,223	93,800	31,500	30,000	30,000
SUBROGATION RECOVERY	135	-	-	-	-	-
TONER/PHONE RECYCLING	320	-	-	-	-	-
TOTAL MISCELLANEOUS	129,792	96,221	113,500	65,174	78,850	78,850
TOTAL POLICE	2,953,727	2,905,572	2,709,396	2,483,036	2,638,850	2,652,850
<u>PARKS & RECREATION</u>						
RIVERWAY SPORTS PARK	65,750	78,227	104,000	81,110	84,000	85,000
RENTS & CONCESSIONS	-	241	-	4,500	-	-
SPONSORSHIP	-	2,580	-	2,700	3,000	3,000
PARK RENTALS	82,372	87,385	95,000	79,500	81,000	81,500
FACILITIES RENTAL	142,495	136,349	148,000	140,100	152,000	154,000
EQUIPMENT RENTAL	34	300	-	500	500	500
PLAZA CONCESSIONS	10,342	9,534	10,700	12,000	10,000	10,000
SOFT DRINK SALES	-	-	-	2,300	10,000	10,000
TOTAL USES OF MONEY AND PROPERTY	300,993	314,616	357,700	322,710	340,500	344,000
ADULT SPORTS	189,521	225,377	180,000	170,000	189,000	189,000
YOUTH SPORTS	138,321	150,231	154,000	163,000	170,000	170,000
SPECIAL EVENTS	49,490	74,329	62,700	80,510	93,550	100,550
AQUATICS	118,648	126,494	142,000	136,000	140,000	148,000
COMMUNITY PROGRAMS	577,957	639,880	521,000	687,170	699,000	703,000
SENIOR MEALS	33,984	39,898	32,500	33,500	34,000	34,000
LIGHTS-TENNIS COURTS	-	27	-	-	-	-
TOTAL CHARGES FOR CURRENT SERVICES	1,107,921	1,256,236	1,092,200	1,270,180	1,325,550	1,344,550
REBATE REVENUE	233	3,629	-	1,080	100	100
MISC REVENUE	953	136	300	3,360	100	100
CASH (OVER)/SHORT	16	(86)	-	(40)	-	-
SALES FOR ADS/BROCHURES	3,500	6,325	8,000	5,060	6,300	6,500
FUNDRAISING	689	1,117	-	1,000	1,000	1,000
TOTAL MISCELLANEOUS	5,391	11,121	8,300	10,460	7,500	7,700
TOTAL PARKS & RECREATION	1,414,305	1,581,973	1,458,200	1,603,350	1,673,550	1,696,250
TOTAL REVENUES	\$62,206,759	\$64,543,538	\$62,636,896	\$66,796,374	\$66,433,890	\$67,649,290

MEASURE T FUNDS SUMMARY

MEASURE T - POLICE (FUND 121)	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROJECTED	PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	3,166,013	3,458,866	3,391,600	3,485,000	3,554,700	3,590,200
STATE GRANTS	12,823	16,834	-	15,000	15,000	15,000
INVESTMENT EARNINGS	4,677	8,838	-	5,000	-	-
ALLOCATED INVESTMENT GA	-	(910)	-	-	-	-
ALLOC INTEREST FAIR MAR	(1,461)	(3,986)	-	-	-	-
MISC REVENUE	725	-	-	-	-	-
TEMP DISABILITY	50,051	9,219	-	50,000	-	-
TOTAL REVENUES	3,232,828	3,488,861	3,391,600	3,555,000	3,569,700	3,605,200
TOTAL RESOURCES	3,232,828	3,488,861	3,391,600	3,555,000	3,569,700	3,605,200
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,770,154	2,838,764	3,054,600	2,944,300	3,091,470	3,132,430
OPERATING EXPENDITURES	92,440	84,034	84,400	74,900	96,300	102,450
SERVICES PROVIDED	70	133	100	100	100	100
ALLOCATIONS	100,978	166,309	209,300	167,900	144,330	144,330
TOTAL OPERATING EXPENDITURES	2,963,642	3,089,240	3,348,400	3,187,200	3,332,200	3,379,310
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-	-	-
TOTAL EXPENDITURES	2,963,642	3,089,240	3,348,400	3,187,200	3,332,200	3,379,310
SURPLUS/(SHORTFALL)	269,186	399,621	43,200	367,800	237,500	225,890

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
MEASURE T - FIRE (FUND 122)	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROJECTED	PROPOSED
FIRE						
SALES & USE TAXES	2,110,676	2,305,911	2,261,000	2,322,100	2,368,500	2,392,200
INVESTMENT EARNINGS	80,549	82,325	100,000	80,000	82,000	82,000
ALLOCATED INVESTMENT GA	-	(8,479)	-	-	-	-
ALLOC INTEREST FAIR MAR	(25,165)	(37,128)	-	(35,000)	(35,000)	(35,000)
REBATE REVENUE	52	50	-	100	100	100
MISC REVENUE	31	-	-	-	-	-
TOTAL MISCELLANEOUS	2,166,143	2,342,679	2,361,000	2,367,200	2,415,600	2,439,300
SERVICES PROVIDED REIMBURSE	26,664	13,350	26,700	-	-	-
TOTAL ALLOC/SERV PROV	26,664	13,350	26,700	-	-	-
TOTAL RESOURCES	2,192,807	2,356,029	2,387,700	2,367,200	2,415,600	2,439,300
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,193,028	2,230,014	2,337,200	2,453,770	2,357,920	2,363,990
OPERATING EXPENDITURES	81,790	79,814	82,200	77,000	78,260	78,260
SERVICES PROVIDED	1,208	1,235	1,400	1,400	1,400	1,400
ALLOCATIONS	112,775	144,269	89,600	155,330	138,090	138,820
TOTAL OPERATING EXPENDITURES	2,388,801	2,455,332	2,510,400	2,687,500	2,575,670	2,582,470
CAPITAL IMPROVEMENT PROJECTS	268,286	1,211,324	1,469,022	1,469,022	-	-
TOTAL EXPENDITURES	2,657,087	3,666,656	3,979,422	4,156,522	2,575,670	2,582,470
SURPLUS/(SHORTFALL)	(464,280)	(1,310,627)	(1,591,722)	(1,789,322)	(160,070)	(143,170)

RDA- SUCCESSOR AGENCY FUNDS SUMMARY

RDA - SA (FUND 361)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
PROP-CURRENT SECURED	-	-	-	-	-	-
PROPERTY TAX TRUST FUND	31,250	597,896	804,940	567,580	568,000	568,000
PROGRAM INCOME SUBVENTI	-	-	-	11,040	11,000	11,000
LOAN PAYMENT	-	23,882	-	-	-	-
INVESTMENT EARNINGS	7,400	46	-	-	-	-
RENTS & CONCESSIONS	13,000	12,000	-	12,000	12,000	12,000
INTEREST EARNINGS	2,658	2,491	-	5,580	-	-
ALLOCATED INVESTMENT GA	-	(5)	-	-	-	-
ALLOC INTEREST FAIR MAR	(2,312)	(21)	-	-	-	-
MISC REVENUE	19,115	-	-	-	-	-
TOTAL REVENUES	71,111	636,289	804,940	596,200	591,000	591,000
TOTAL RESOURCES	71,111	636,289	804,940	596,200	591,000	591,000
EXPENDITURES						
OPERATING EXPENDITURES						
OPERATING EXPENDITURES	19,199	5,934	276,900	193,700	322,200	312,200
SERVICES PROVIDED	30,236	63,517	38,100	49,730	49,700	49,700
ALLOCATIONS	10,238	(3,077)	116,200	2,060	4,620	4,620
TOTAL OPERATING EXPENDITURES	59,673	66,374	431,200	245,490	376,520	366,520
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-	-	-
TOTAL EXPENDITURES	59,673	66,374	431,200	245,490	376,520	366,520
SURPLUS/(SHORTFALL)	11,438	569,915	373,740	350,710	214,480	224,480

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RDA - SA HOUSING (FUND 362)						
RESOURCES						
REVENUES						
PROGRAM INCOME SUBVENTI	-	15,032	16,000	16,600	16,600	16,600
INVESTMENT EARNINGS	-	150,000	-	-	-	-
RENTS & CONCESSIONS	-	7,744	-	6,790	6,800	6,800
INTEREST EARNINGS	-	246,152	-	270	300	300
TOTAL USES OF MONEY AND PROPERTY	-	418,928	16,000	23,660	23,700	23,700
TOTAL RESOURCES	-	418,928	16,000	23,660	23,700	23,700
EXPENDITURES						
OPERATING EXPENDITURES						
OPERATING EXPENDITURES	14,541	18,728	2,000	5,440	5,400	5,400
SERVICES PROVIDED	-	-	-	-	-	-
ALLOCATIONS	1,428	8,667	8,100	760	1,360	1,360
TOTAL OPERATING EXPENDITURES	15,969	27,395	10,100	6,200	6,760	6,760
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-	-	-
TOTAL EXPENDITURES	15,969	27,395	10,100	6,200	6,760	6,760
SURPLUS/(SHORTFALL)	(15,969)	391,533	5,900	17,460	16,940	16,940

BUSINESS TYPE FUNDS SUMMARY

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
BUILDING SAFETY (FUND 401)	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
CONSTRUCTION PERMITS	2,848,180	3,167,010	2,767,700	3,634,370	3,707,100	3,744,200
STRONG MOTION FEE (5%)	1,444	1,083	1,200	2,040	2,480	2,480
CBSC FEE-CALIFORNIA BUI	1,068	690	900	1,180	1,440	1,440
ADMIN FEE-CODE ENFORCEM	3,287	3,646	1,400	6,480	6,660	6,660
INVESTMENT EARNINGS	4,546	19,960	-	15,000	-	-
ALLOCATED INVESTMENT GA	-	(2,056)	-	-	-	-
ALLOC INTEREST FAIR MAR	(1,420)	(9,002)	-	-	-	-
DOCUMENT SCANNING BUILDING	3,325	2,796	3,100	4,330	5,250	5,250
FIRE SFTY INSPECTION	4,882	-	3,500	80	-	-
BLDG SFTY-SERV FEE-SCHL	29,121	37,340	30,000	39,310	41,500	42,500
SIDWLK/APPRCH INSPC FEE	35,964	40,755	36,800	40,640	42,000	43,000
SALES OF MAPS & PUBLICA	948	1,266	800	1,300	1,500	1,600
PUBLIC RECORD REQUEST	147	-	-	-	-	-
REBATE REVENUE	66	361	-	430	430	430
MISC REVENUE	1,809	755	1,000	930	950	950
INCENTIVE REVENUE	210	(109)	-	-	-	-
TOTAL REVENUES	2,933,577	3,264,495	2,846,400	3,746,090	3,809,310	3,848,510
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	19,368	19,540	22,400	19,600	20,000	20,000
CHARGES-CAPTL PROJECTS	8,071	-	-	-	-	4,700
CHARGES-OTHER-VARIABLE	5,183	4,680	600	4,680	4,680	-
TOTAL ALLOC/SERV PROV	32,622	24,220	23,000	24,280	24,680	24,700
TOTAL RESOURCES	2,966,199	3,288,715	2,869,400	3,770,370	3,833,990	3,873,210
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	857,134	1,290,406	1,556,400	1,382,690	1,762,440	1,788,730
OPERATING EXPENDITURES	382,496	195,692	183,900	121,050	169,080	195,500
SERVICES PROVIDED	149,001	99,775	125,800	99,850	113,550	117,550
ALLOCATIONS	345,434	397,230	350,200	406,300	373,590	377,570
TOTAL OPERATING EXPENDITURES	1,734,065	1,983,103	2,216,300	2,009,890	2,418,660	2,479,350
CAPITAL IMPROVEMENT PROJECTS	155,158	101,935	716,729	690,780	497,550	117,550
TOTAL EXPENDITURES	1,889,223	2,085,038	2,933,029	2,700,670	2,916,210	2,596,900
SURPLUS/(SHORTFALL)	1,076,976	1,203,677	(63,629)	1,069,700	917,780	1,276,310

VISALIA BASEBALL (FUND 405)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
REIMB-MANDATED COSTS SU	7	90,431	-	10,000	10,000	10,000
SPCA LICENSE FEES	202,950	174,836	230,000	190,000	215,000	220,000
ADMINISTRATIVE FINES	660	25,000	10,000	73,400	78,000	78,000
PENALTY/LATE CHARGE	2,826	1,420	6,000	1,500	2,000	2,000
PERMIT FEES-ANIMAL CONT	2,550	2,740	4,000	2,520	2,600	2,750
KENNEL FEES-ANIMAL CONT	9,538	14,137	25,000	20,000	25,000	25,000
FACILITY FEE-SHELTER	-	-	-	29,000	60,000	60,000
VICIOUS HEARING FEE	-	-	-	6,000	6,500	6,500
IMPOUND FEES	-	-	-	-	10,000	10,000
OWNER SURRENDER FEES	-	-	-	-	10,000	10,000
CIVIL PENALTY FEES-RESTRICTED	-	-	-	4,500	10,000	10,000
INVESTMENT EARNINGS	1,870	-	-	-	-	-
RENTS & CONCESSIONS	6,400	4,800	-	6,000	6,000	6,000
INTEREST EARNINGS	930	36,210	-	300	500	1,000
ALLOCATED INVESTMENT GA	-	-	-	-	-	-
ALLOC INTEREST FAIR MAR	(584)	-	-	-	-	-
SERVICES PROVIDED	-	-	-	4,000	4,500	4,500
REBATE REVENUE	59	117	-	580	100	100
MISC REVENUE	979	33	-	140	100	100
CASH (OVER)/SHORT	2	32	-	(90)	-	-
DONATIONS/CONTRIBUTIONS	1,678	2,795	1,500	1,920	2,000	2,000
CONTRIBUTION REVENUE	1,650	-	-	-	-	-
TOTAL REVENUES	231,515	352,551	276,500	349,770	442,300	447,950
TOTAL RESOURCES	231,515	352,551	276,500	349,770	442,300	447,950
EXPENDITURES						
OPERATING EXPENDITURES						
OPERATING EXPENDITURES	274,608	282,533	244,700	300,640	300,600	305,000
SERVICES PROVIDED	3	4,659	3,600	4,660	4,660	4,800
ALLOCATIONS	20,740	27,575	20,900	21,400	19,270	19,270
TOTAL OPERATING EXPENDITURES	295,351	314,767	269,200	326,700	324,530	329,070
CAPITAL IMPROVEMENT PROJECTS	15,182	6,941	3,600	24,960	4,660	4,800
TOTAL EXPENDITURES	310,533	321,708	272,800	351,660	329,190	333,870
SURPLUS/(SHORTFALL)	(79,018)	30,843	3,700	(1,890)	113,110	114,080

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
ANIMAL CONTROL (FUND 406)	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
REIMB-MANDATED COSTS SU	7	90,431	-	10,000	10,000	10,000
SPCA LICENSE FEES	202,950	174,836	230,000	190,000	215,000	220,000
ADMINISTRATIVE FINES	660	25,000	10,000	73,400	78,000	78,000
PENALTY/LATE CHARGE	2,826	1,420	6,000	1,500	2,000	2,000
PERMIT FEES-ANIMAL CONT	2,550	2,740	4,000	2,520	2,600	2,750
KENNEL FEES-ANIMAL CONT	9,538	14,137	25,000	20,000	25,000	25,000
FACILITY FEE-SHELTER	-	-	-	29,000	60,000	60,000
VICIOUS HEARING FEE	-	-	-	6,000	6,500	6,500
IMPOUND FEES	-	-	-	-	10,000	10,000
OWNER SURRENDER FEES	-	-	-	-	10,000	10,000
CIVIL PENALTY FEES-RESTRICTED	-	-	-	4,500	10,000	10,000
INVESTMENT EARNINGS	1,870	-	-	-	-	-
RENTS & CONCESSIONS	6,400	4,800	-	6,000	6,000	6,000
INTEREST EARNINGS	930	36,210	-	300	500	1,000
ALLOC INTEREST FAIR MAR	(584)	-	-	-	-	-
SERVICES PROVIDED	-	-	-	4,000	4,500	4,500
REBATE REVENUE	59	117	-	580	100	100
MISC REVENUE	979	33	-	140	100	100
CASH (OVER)/SHORT	2	32	-	(90)	-	-
DONATIONS/CONTRIBUTIONS	1,678	2,795	1,500	1,920	2,000	2,000
CONTRIBUTION REVENUE	1,650	-	-	-	-	-
TOTAL REVENUES	231,515	352,551	276,500	349,770	442,300	447,950
TOTAL RESOURCES	231,515	352,551	276,500	349,770	442,300	447,950
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	47,839	57,521	72,200	193,650	696,340	704,690
OPERATING EXPENDITURES	959,159	874,657	658,800	663,630	224,250	231,600
SERVICES PROVIDED	121,639	156,382	103,300	156,380	155,880	161,000
ALLOCATIONS	42,386	15,724	52,900	110,730	134,570	134,570
TOTAL OPERATING EXPENDITURES	1,171,023	1,104,284	887,200	1,124,390	1,211,040	1,231,860
CAPITAL IMPROVEMENT PROJECTS	440,200	5,477,060	877,005	877,005	-	-
TOTAL EXPENDITURES	1,611,223	6,581,344	1,764,205	2,001,395	1,211,040	1,231,860
SURPLUS/(SHORTFALL)	(1,379,708)	(6,228,793)	(1,487,705)	(1,651,625)	(768,740)	(783,910)

AIRPORT (FUND 411)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
FEDERAL GRANTS	183,724	35,819	589,000	40,000	1,684,800	1,625,400
STATE GRANTS	-	-	-	-	93,600	90,300
PENALTY EARNINGS	-	-	1,200	-	-	-
T HANGAR RENTALS	289,921	291,221	294,200	294,610	300,000	307,000
AIRCRAFT TIE DOWNS	7,231	6,631	7,800	6,400	6,500	6,900
HERTZ/CONCESSIONS	-	4,000	-	6,040	6,100	6,500
LANDING FEES	11,054	12,664	19,000	14,220	14,500	15,000
TERMINAL RENTAL	41,466	39,283	40,000	48,800	49,000	50,000
F B O REVENES	150,904	151,040	168,400	158,470	159,000	160,000
CARGO	28,570	28,357	29,200	28,530	50,000	50,000
FUEL FLOWAGE	11,743	10,765	20,400	44,960	12,000	13,000
AVIATION FUEL SALES	1,121,416	1,401,444	1,179,300	1,600,000	1,100,000	1,100,000
AVIATION INTO PLANE SAL	6,438	98,777	4,300	-	-	-
OIL SALES	1,539	3,896	1,700	1,080	1,100	1,300
PRIST SALES	652	(53,480)	800	10,870	11,000	11,500
RENTS & CONCESSIONS	73,260	78,064	81,000	78,800	82,000	85,000
LEASE LAND-CITY INTERNL	88,800	121,969	118,400	121,970	122,000	122,000
CHARTS AND MAPS	1,519	1,591	1,700	2,110	2,200	2,300
SOUVINERS	95	266	-	170	200	300
MISC SALES - AVIATION	2,276	1,331	700	3,250	3,300	3,500
MISC SALES-NON AVIATION	7,650	7,784	8,000	9,620	9,800	10,000
REBATE REVENUE	118	554	-	290	300	400
MISC REVENUE	11,259	-	-	-	-	-
SUBROGATION RECOVERY	-	-	-	480	-	-
INCENTIVE REVENUE	1,204	(732)	-	-	-	-
TOTAL REVENUES	2,040,839	2,241,244	2,565,100	2,470,670	3,707,400	3,660,400
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	50,037	50,887	133,800	168,700	168,700	168,700
TOTAL ALLOC/SERV PROV	50,037	50,887	133,800	168,700	168,700	168,700
TOTAL RESOURCES	2,090,876	2,292,131	2,698,900	2,639,370	3,876,100	3,829,100
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	435,059	385,401	452,300	387,100	462,750	468,840
OPERATING EXPENDITURES	1,131,981	1,190,560	1,107,200	1,140,470	1,201,310	1,212,710
SERVICES PROVIDED	40,936	32,120	49,700	40,170	33,400	33,400
ALLOCATIONS	675,711	754,133	701,900	785,730	793,880	793,880
TOTAL OPERATING EXPENDITURES	2,283,687	2,362,214	2,311,100	2,353,470	2,491,340	2,508,830
CAPITAL IMPROVEMENT PROJECTS	192,474	93,062	1,543,848	43,000	1,872,000	1,806,000
TOTAL EXPENDITURES	2,476,161	2,455,276	3,854,948	2,396,470	4,363,340	4,314,830
SURPLUS/(SHORTFALL)	(385,285)	(163,145)	(1,156,048)	242,900	(487,240)	(485,730)

	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
CONVENTION CENTER (FUND 413)						
RESOURCES						
REVENUES						
SALES & USE TAXES	60	-	-	-	-	-
BUS LIC TAX-GENERAL	2,335	33	5,600	-	-	-
CATERING PERMITS	2,067	4,200	2,700	2,700	2,700	2,700
BANNER PERMITS	1,200	-	900	-	-	-
SERVICE FEES-TICKETS	2,236	2,251	2,500	2,440	2,500	2,500
RENTS & CONCESSIONS	36,565	40,560	39,100	40,560	40,000	40,000
INTEREST EARNINGS	58,466	5,479	37,000	7,000	4,200	1,060
ROOM PACKAGE-RENT	32,726	-	78,900	5,500	7,000	7,000
CONFERENCE ROOM RENT	1,497,817	1,551,595	1,494,400	1,343,960	1,500,000	1,500,000
% NOVELTY SALES	1,591	1,750	1,000	2,000	2,000	2,000
% FOOD SALES	127,873	139,054	110,200	117,000	120,000	120,000
% BAR SALES	154,965	129,020	145,000	125,000	130,000	130,000
% CONCESSIONS	6,055	13,565	7,200	10,920	8,000	8,000
COMMISSION-BOX OFFICE	1,237	-	3,000	-	-	-
FOOD AND BEVERAGE SERVI	24,320	12,625	35,700	12,600	15,000	15,000
PARKING FEE	2,800	1,650	-	-	-	-
EVENT-GROSS TICKET SALE	99,851	1,160	108,000	310	-	-
EVENT-GROSS TICKET VALD	1,591,565	1,387,940	1,300,000	1,300,000	1,500,000	1,500,000
FACILITIES RENTAL	-	935	-	-	-	-
FACILITIES-REFRESHMENTS	137,726	71,909	166,700	75,000	75,000	75,000
FACILITIES-TECH TIME	60,582	59,040	74,500	65,000	70,000	70,000
EQUIPMENT RENTAL	840,160	683,610	700,500	575,000	575,000	575,000
SECURITY GUARD	95,990	95,991	96,900	69,910	80,000	80,000
SOFT DRINK SALES	3,895	5,158	3,700	4,200	4,000	4,000
INVESTMENT EARNINGS (IN	38	65	-	60	-	-
INTEREST EARNINGS	92,250	7,975	109,800	-	-	-
INVESTMENT GAIN	-	(7)	-	-	-	-
FAIR MARKET VALUE-INTER	(12)	(29)	-	-	-	-
OTHER SERVICE FEES	135	-	300	-	-	-
SERVICES PROVIDED-SHOWS	11,240	11,600	10,100	13,000	15,000	15,000
AUCTION SALES	60	-	100	-	-	-
TICKETS PRINTING FEE	34,249	22,013	48,000	20,000	25,000	25,000
REBATE REVENUE	396	1,345	-	1,670	500	500
MISC REVENUE	2,276	1,178	2,200	-	-	-
CASH (OVER)/SHORT	294	88	600	-	-	-
EVENT CANCELTION FEE	10,160	6,612	14,000	7,200	7,000	7,000
DISCOUNTED SERVICES	(646,120)	(596,978)	(743,000)	(450,000)	(500,000)	(500,000)
DAMAGE REPAIR REVENUE	75	-	-	-	-	-
SUBROGATION RECOVERY	-	874	-	-	-	-
INCENTIVE REVENUE	1,665	10,912	-	-	-	-
PROCEEDS FROM BOND SALE	-	-	5,000,000	-	-	-
MISC REVENUE	9,450	108,065	-	-	-	-
TOTAL REVENUES	4,298,238	3,781,238	8,855,600	3,351,030	3,682,900	3,679,760
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	-	-	5,200	-	-	-
TOTAL ALLOC/SERV PROV	-	-	5,200	-	-	-
TOTAL RESOURCES	4,298,238	3,781,238	8,860,800	3,351,030	3,682,900	3,679,760
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,087,231	2,225,046	2,107,100	2,057,540	2,107,150	2,135,610
OPERATING EXPENDITURES	3,119,636	2,651,203	3,928,100	2,625,780	2,667,490	2,673,520
SERVICES PROVIDED	12,384	11,192	3,600	11,190	11,190	11,190
ALLOCATIONS	757,105	739,641	783,700	873,910	854,960	857,090
TOTAL OPERATING EXPENDITURES	5,976,356	5,627,082	6,822,500	5,568,420	5,640,790	5,677,410
CAPITAL IMPROVEMENT PROJECTS	65,895	2,373,730	8,292,962	3,302,350	108,190	114,190
TOTAL EXPENDITURES	6,042,251	8,000,812	15,115,462	8,870,770	5,748,980	5,791,600

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GOLF (FUNDS 421/423)						
RESOURCES						
REVENUES						
GOLF LLC-GREEN FEES	873,764	862,910	945,900	897,100	906,070	915,130
GOLF LLC-CIP SURCHARGE	288,825	288,675	297,200	295,130	298,080	301,060
GOLF LLC-MERCHANDISE	160,203	156,190	151,600	162,390	164,010	165,650
GOLF LLC-CARTS	474,678	495,100	498,600	500,390	505,390	510,440
GOLF LLC-RANGE	138,400	134,815	145,900	137,960	139,340	140,730
GOLF LLC-INSTRUCTION	19,898	19,242	15,800	15,300	16,400	16,730
GOLF LLC-FOOD & BEVERAG	438,558	444,582	454,600	455,000	455,000	460,000
INVESTMENT EARNINGS	225	243	-	-	-	-
ALLOCATED INVESTMENT GA	-	(25)	-	-	-	-
ALLOC INTEREST FAIR MAR	(70)	(109)	-	-	-	-
MISC REVENUE	8,871	7,421	6,000	6,000	6,000	6,120
REBATE REVENUE	-	104	-	-	-	-
INSURED REIMBURSEMENTS	14,292	-	-	-	-	-
SUBROGATION RECOVERY	-	-	-	1,200	-	-
INCENTIVE REVENUE	731	(347)	-	-	-	-
CHARGES-OTHER-VARIABLE	26,160	13,080	-	-	-	-
TOTAL REVENUES	2,444,535	2,421,881	2,515,600	2,470,470	2,490,290	2,515,860
TOTAL RESOURCES	2,444,535	2,421,881	2,515,600	2,470,470	2,490,290	2,515,860
EXPENDITURES						
OPERATING EXPENDITURES						
OPERATING EXPENDITURES	2,134,910	2,197,956	2,191,700	2,201,740	2,219,200	2,246,380
SERVICES PROVIDED	62,298	78,201	63,600	68,350	69,000	71,000
ALLOCATIONS	430,309	419,588	265,800	399,120	391,250	391,250
TOTAL OPERATING EXPENDITURES	2,627,517	2,695,745	2,521,100	2,669,210	2,679,450	2,708,630
CAPITAL IMPROVEMENT PROJECTS	385,906	91,350	482,683	482,680	284,000	565,000
TOTAL EXPENDITURES	3,013,423	2,787,095	3,003,783	3,151,890	2,963,450	3,273,630
SURPLUS/(SHORTFALL)	(568,888)	(365,214)	(488,183)	(681,420)	(473,160)	(757,770)

WASTEWATER (FUND 431)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
SEPTAGE RECVG PERMIT	1,500	4,332	3,100	1,410	1,500	1,500
PENALTY/LATE CHARGE	-	(892)	-	-	-	-
SEWER LATERAL INSTALLAT	32,661	51,713	70,000	50,000	50,000	50,000
SEPTAGE RECEIVING FEES	-	387,623	-	399,210	400,000	400,000
IND WSTE DISCHG PERMITS	2,400	2,688	2,900	2,900	2,900	2,900
TREATMENT CONNECTN FEE	228,815	-	339,500	-	-	-
UTILITY-PENALTY EARNING	-	362,505	-	400,000	425,000	425,000
USER CHGS-RESIDENTIAL S	9,642,226	11,019,179	10,032,100	10,200,000	10,404,000	10,612,080
USER CHGS-COMMERCIAL SE	2,314,207	2,194,989	2,847,400	2,200,000	2,244,000	2,288,880
USER CHGS-INDUSTRIAL	2,419,189	2,448,403	1,940,000	2,100,000	2,142,000	2,184,840
USER CHGS-SCHOOLS	356,474	356,268	367,000	357,610	364,760	372,060
USER CHGS-RESTAURANTS	626,025	693,802	599,000	702,740	716,790	731,130
USER CHGS-HOTEL/MOTEL	110,614	117,558	109,800	117,670	120,020	122,420
USER CHGS-LAUNDRY	119,144	148,510	114,700	139,110	141,890	144,730
USER CHGS-CAR WASH	37,261	48,123	36,700	43,760	44,640	45,530
USER CHGS-REST HOMES	167,852	185,809	175,100	135,170	137,870	140,630
USER CHGS-GROCERY W/GRND	186,288	213,375	182,500	221,410	225,840	230,360
USER CHGS-RESD VARIABLE	2,634,033	2,710,104	2,653,300	2,704,990	2,759,090	2,814,270
USER CHGS-MOBL HOME PK	250,147	209,788	281,800	206,700	210,830	215,050
INTERFUND LOAN INTEREST	-	3,101	-	3,000	-	-
INVESTMENT EARNINGS (IN	328,323	358,137	145,000	145,000	145,000	145,000
INTEREST EARNINGS	(50,519)	13,460	-	-	-	-
INVESTMENT GAIN	-	(36,887)	-	-	-	-
FAIR MARKET VALUE-INTER	(102,575)	(161,518)	-	-	-	-
RENTS & CONCESSIONS	82,599	79,858	-	66,500	65,000	65,000
CITY LEASED LAND - EXTE	19,221	4,805	14,400	-	40,000	40,000
REBATE REVENUE	5,183	2,789	-	1,470	-	-
MISC REVENUE	2,728	11,502	1,400	(17,410)	-	-
INCENTIVE REVENUE	303	-	-	-	-	-
CONTRIBUTION REVENUE	482,831	368,022	-	-	-	-
MISC REVENUE	954,522	198,564	285,000	50,000	-	-
SCRAP METAL RECYCLING	-	-	900	-	-	-
TOTAL REVENUES	20,851,452	21,995,710	20,201,600	20,231,240	20,641,130	21,031,380
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	46,596	53,429	46,400	53,430	54,500	55,590
CHARGES-CAPTL PROJECTS	73,403	94,527	-	89,250	90,000	90,000
TOTAL ALLOC/SERV PROV	119,999	147,956	46,400	142,680	144,500	145,590
TOTAL RESOURCES	20,971,451	22,143,666	20,248,000	20,373,920	20,785,630	21,176,970
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,485,278	2,592,134	2,890,500	2,635,840	2,933,890	2,974,010
OPERATING EXPENDITURES	4,518,011	4,081,612	3,905,300	4,200,360	4,524,710	4,556,710
SERVICES PROVIDED	853,938	1,671,888	1,655,200	1,702,610	1,779,630	1,764,720
ALLOCATIONS	3,026,219	2,918,139	2,964,700	2,908,030	2,899,520	2,899,520
TOTAL OPERATING EXPENDITURES	10,883,446	11,263,773	11,415,700	11,446,840	12,137,750	12,194,960
CAPITAL IMPROVEMENT PROJECTS	8,647,142	57,511,822	88,830,833	3,731,300	3,732,800	2,227,700
TOTAL EXPENDITURES	19,530,588	68,775,595	100,246,533	15,178,140	15,870,550	14,422,660
SURPLUS/(SHORTFALL)	1,440,863	(46,631,929)	(79,998,533)	5,195,780	4,915,080	6,754,310

UTILITY SERVICE CENTER (FUND 439)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
SERVICES PROVIDED						
REBATE REVENUE	3	31	-	-	-	-
MISC REVENUE	-	459	-	-	-	-
CASH (OVER)/SHORT	-	(135)	-	-	-	-
SERVICES PROVIDED REIMBURSE	44,902	2,224,677	2,279,000	2,397,090	2,575,800	2,587,850
CHARGES-CAPTL PROJECTS	-	2,795	-	-	-	-
TOTAL SERVICES PROVIDED	44,905	2,227,827	2,279,000	2,397,090	2,575,800	2,587,850
TOTAL RESOURCES	44,905	2,227,827	2,279,000	2,397,090	2,575,800	2,587,850
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	64,371	526,667	448,100	532,460	643,680	652,260
OPERATING EXPENDITURES	5,078	1,618,404	1,724,200	1,680,440	1,702,000	1,702,000
SERVICES PROVIDED	4,536	1,862	1,000	24,000	64,000	66,000
ALLOCATIONS	-	88,866	105,700	160,190	166,120	167,590
TOTAL OPERATING EXPENDITURES	73,985	2,235,799	2,279,000	2,397,090	2,575,800	2,587,850
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-	-	-
TOTAL EXPENDITURES	73,985	2,235,799	2,279,000	2,397,090	2,575,800	2,587,850
SURPLUS/(SHORTFALL)	(29,080)	(7,972)	-	-	-	-

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
SOLID WASTE (FUND 441)						
RESOURCES						
REVENUES						
STATE GRANTS	196,323	1,498,641	47,700	500,000	3,042,900	50,000
C&D PERMIT FEES	58,574	59,388	62,400	66,780	62,400	62,400
PENALTY EARNINGS	-	142	-	-	-	-
UTILITY-PENALTY EARNING	301,342	361,292	490,500	-	-	-
USER CHGS-COMMERCIAL SE	68,285	184,731	-	155,070	154,710	155,020
INVESTMENT EARNINGS (IN	154,357	190,843	-	173,610	180,000	170,000
INVESTMENT GAIN	-	19,655	-	-	-	-
FAIR MARKET VALUE-INTER	(48,224)	86,069	-	-	-	-
S/W SINGLE FAMILY IN	10,093,607	10,683,199	9,979,100	10,935,100	10,956,970	10,978,880
S/W MULTI FAMILY IN	749,226	454,190	1,025,000	454,860	463,960	473,240
S/W COMMERCIAL IN	4,506,409	5,109,731	5,124,600	5,130,490	5,140,750	5,151,030
S/W COMM REC IN	1,161,044	759,258	1,450,000	759,140	760,660	762,180
S/W SPEC HAUL 2/3 YRD	239,246	228,563	226,900	250,260	250,760	251,260
S/W SINGLE FAMILY OUT	8,535	-	-	-	-	-
S/W COMMERCIAL OUT	33,396	-	-	-	-	-
S/W COMM REC OUT	1,024	-	1,600	-	-	-
S/W TEMP 30 YARD	682,077	364,146	287,800	396,010	396,800	397,500
SERVICES PROVIDED	204	1,495	-	-	-	-
REBATE REVENUE	182	815	-	840	-	-
MISC REVENUE	9,785	66,905	100	-	100	100
CASH (OVER)/SHORT	(174)	37	-	-	-	-
SW RECYCLING FEE	291	-	-	59,300	51,000	51,000
MISC REVENUE - A/R CLEA	291	-	-	-	-	-
REIMB CITY EXPENSES	112,065	115,600	124,100	100,000	-	-
SUBROGATION RECOVERY	495	505	-	4,000	-	-
INCENTIVE REVENUE	745	58	-	-	-	-
CONTRIBUTION REVENUE	4,142	-	-	-	-	-
SCRAP METAL RECYCLING	5,093	3,816	4,500	3,350	4,500	4,500
TOTAL REVENUES	18,338,340	20,189,079	18,824,300	18,988,810	21,465,510	18,507,110
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	1,967,592	1,376,112	1,967,600	1,846,850	2,516,930	2,516,930
CHARGES-CAPTL PROJECTS	68,595	102,812	43,000	74,770	75,000	75,000
TOTAL ALLOC/SERV PROV	2,036,187	1,478,924	2,010,600	1,921,620	2,591,930	2,591,930
TOTAL RESOURCES	20,374,527	21,668,003	20,834,900	20,910,430	24,057,440	21,099,040
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	4,398,770	4,316,654	4,806,800	4,245,070	4,843,740	5,041,390
OPERATING EXPENDITURES	5,260,154	5,448,237	5,349,900	4,078,000	3,996,650	4,011,650
SERVICES PROVIDED	6,217,903	5,453,835	5,814,700	6,806,880	6,941,360	7,019,380
ALLOCATIONS	2,178,221	2,154,241	2,098,600	2,071,080	2,118,770	2,122,950
TOTAL OPERATING EXPENDITURES	18,055,048	17,372,967	18,070,000	17,201,030	17,900,520	18,195,370
CAPITAL IMPROVEMENT PROJECTS	349,686	3,343,427	12,459,003	12,459,000	9,858,200	5,742,400
TOTAL EXPENDITURES	18,404,734	20,716,394	30,529,003	29,660,030	27,758,720	23,937,770
SURPLUS/(SHORTFALL)	1,969,793	951,609	(9,694,103)	(8,749,600)	(3,701,280)	(2,838,730)

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
TRANSIT (FUND 451)						
RESOURCES						
REVENUES						
SALES & USE TAXES	718,200	660,892	783,200	783,200	798,860	814,840
STATE GRANTS	128,196	119,264	793,965	946,550	405,770	419,300
LOCAL GRANTS	-	-	-	261,860	298,770	304,750
LOCAL TRANS FD SB325-CA	403,970	-	400,000	560,000	-	3,225,130
FED TRANSIT ASST-CAP	1,090,458	669,855	500,000	843,930	298,770	103,920
LOCAL TRANS FD SB325-OP	3,030,651	3,587,619	2,878,500	3,901,470	3,672,000	3,708,720
ST TRANS ASST SB620-OPE	1,157,461	1,901,573	800,000	1,535,300	1,566,010	1,597,330
FED TRANSIT ASST-OPERAT	2,253,235	3,441,210	3,153,500	3,060,100	3,115,900	3,172,820
LOCAL TRANS FD SB325-PL	72,206	26,648	205,800	105,000	130,000	130,000
FAREBOX SALES	619,169	701,018	631,300	683,360	697,030	710,970
TICKET SALES	765,815	763,499	608,700	824,580	841,070	857,890
SEKI-SHUTTLE SEQ/KINGS	1,071,606	1,386,294	1,095,100	1,480,080	1,600,000	1,632,000
SEKI 5311 REVENUE	191,242	227,380	200,000	200,000	200,000	205,000
CNG SALES	331,552	223,739	800,000	889,070	906,850	924,990
CARBON CREDITS	-	4,847	-	95,020	96,920	98,860
RENTS & CONCESSIONS	455	101	300	-	-	-
SALE OF ADVERTZG SPACE	168,388	163,218	143,000	171,380	174,810	178,310
FACILITIES RENTAL	233,919	264,014	241,100	230,000	234,600	239,290
TROLLEY LEASE FEES	4,254	3,928	3,700	14,710	15,000	15,300
INVESTMENT EARNINGS (IN	88,601	114,618	-	80,000	81,600	83,230
INVESTMENT GAIN	-	(11,805)	-	-	-	-
FAIR MARKET VALUE-INTER	(27,681)	(51,692)	-	-	-	-
REBATE REVENUE	247	566	-	300	270	280
MISC REVENUE	3,130	4,092	2,600	2,290	2,340	2,390
CASH (OVER)/SHORT	(528)	(243)	(1,200)	-	-	-
REIMB CITY EXPENSES	-	5,153	-	2,240	-	-
SUBROGATION RECOVERY	10,000	-	-	-	-	-
INCENTIVE REVENUE	13,387	665	-	-	-	-
TOTAL REVENUES	12,327,933	14,206,453	13,239,565	16,670,440	15,136,570	18,425,320
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	571,612	628,420	610,700	625,000	625,000	630,000
CHARGES-CAPTL PROJECTS	-	-	18,260	-	-	-
TOTAL ALLOC/SERV PROV	571,612	628,420	628,960	625,000	625,000	630,000
TOTAL RESOURCES	12,899,545	14,834,873	13,868,525	17,295,440	15,761,570	19,055,320
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	598,834	740,615	749,400	761,620	940,680	962,080
OPERATING EXPENDITURES	8,805,479	8,565,564	8,415,000	9,561,360	10,880,000	11,038,900
SERVICES PROVIDED	361,804	396,040	410,500	399,160	438,100	446,140
ALLOCATIONS	3,037,011	3,036,212	2,561,000	3,220,900	3,247,980	3,247,980
TOTAL OPERATING EXPENDITURES	12,803,128	12,738,431	12,135,900	13,943,040	15,506,760	15,695,100
CAPITAL IMPROVEMENT PROJECTS	-	-	-	-	-	-
TOTAL EXPENDITURES	12,803,128	12,738,431	12,135,900	13,943,040	15,506,760	15,695,100
SURPLUS/(SHORTFALL)	96,417	2,096,442	1,732,625	3,352,400	254,810	3,360,220

STORM SEWER MAINTENANCE (FUND 481)	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
RESOURCES						
REVENUES						
STORM SYSTEM OPERATIONS	1,188,313	1,179,682	1,258,300	1,231,870	1,250,000	1,260,000
INVESTMENT EARNINGS (IN	3,604	10,022	4,000	3,500	3,500	3,500
INVESTMENT GAIN	-	(1,032)	1,000	-	-	-
FAIR MARKET VALUE-INTER	(1,126)	(4,520)	1,000	-	-	-
REBATE REVENUE	53	453	-	170	-	-
MISC REVENUE	86	-	-	-	-	-
SUBROGATION RECOVERY	-	845	-	-	-	-
CONTRIBUTION REVENUE	1,626,388	666,883	-	-	-	-
MISC REVENUE	49,844	85,898	48,600	50,000	50,000	50,000
TOTAL REVENUES	2,867,162	1,938,231	1,312,900	1,285,540	1,303,500	1,313,500
TOTAL RESOURCES	2,867,162	1,938,231	1,312,900	1,285,540	1,303,500	1,313,500
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	257,523	320,330	364,600	331,190	371,070	377,950
OPERATING EXPENDITURES	426,545	457,418	395,900	450,350	470,800	489,000
SERVICES PROVIDED	68,013	211,386	116,900	219,150	224,200	225,300
ALLOCATIONS	698,393	732,687	697,430	720,860	730,450	730,450
TOTAL OPERATING EXPENDITURES	1,450,474	1,721,821	1,574,830	1,721,550	1,796,520	1,822,700
CAPITAL IMPROVEMENT PROJECTS	213,200	176,938	743,624	743,620	548,500	480,000
TOTAL EXPENDITURES	1,663,674	1,898,759	2,318,454	2,465,170	2,345,020	2,302,700
SURPLUS/(SHORTFALL)	1,203,488	39,472	(1,005,554)	(1,179,630)	(1,041,520)	(989,200)

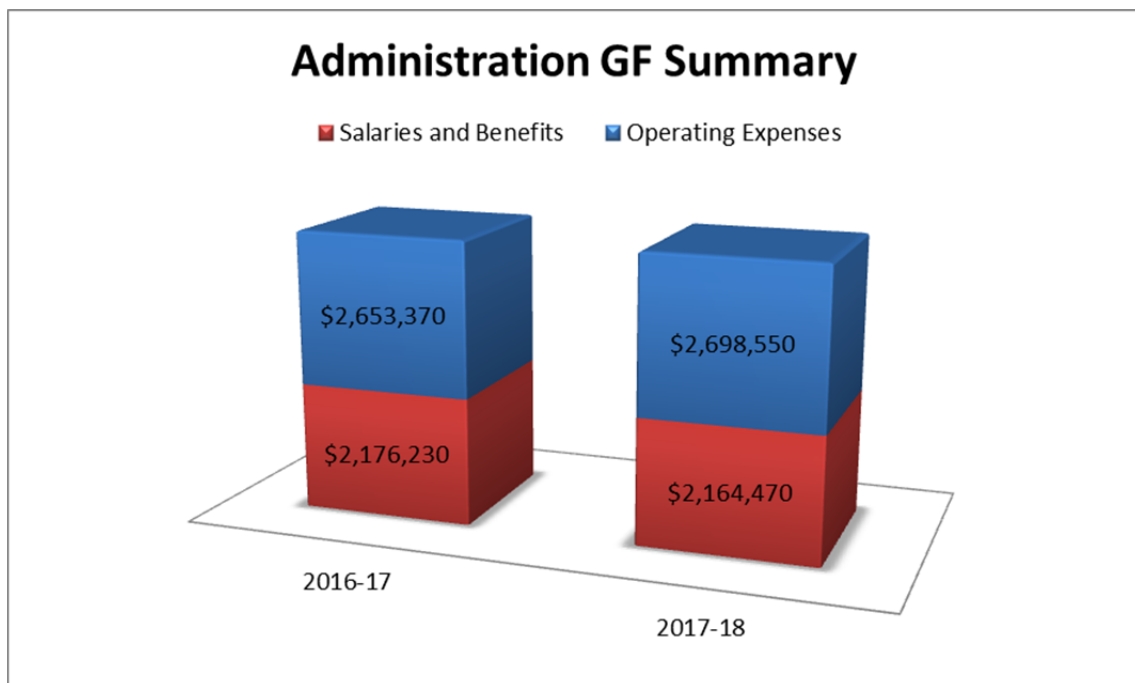
INTERFUND TRANSFERS

Transferring Fund	Receiving Fund	Proposed 2016-17	Proposed 2017-18	
General Fund - Interfund Transfers:				
	<i>Capital Project Fund</i>			
	Parking District	\$ 250,000	\$ 250,000	1
	<i>Debt Service Fund</i>			
	VPFA 2014 Certificates of Participation	126,820	127,410	2
	VPFA 2015 Certificates of Participation	541,000	539,400	3
	<i>Information Services Fund</i>			
	Tablets for Fire software (25k for 5 yrs)	25,000	-	4
	<i>Special Revenue Fund</i>			
	Federal COPS grant	242,400	229,350	5
	Vehicle Abatement	61,080	62,580	
	<i>Building Maintenance Fund</i>			
	Building Maintenance Capital	125,000	125,000	6
	<i>Business Type Funds</i>			
	Animal Control			
	Operations	769,140	784,810	7
	Debt Service	567,400	567,400	7
	Visalia Baseball			
	Operations	205,630	207,670	8
	Capital Projects	-	-	8
	Convention Center			
	Operations	1,009,130	1,053,890	9
	Capital Projects	100,000	100,000	9
	Debt Service (2014 & 2015 COP)	1,087,880	1,089,880	9
	General Fund Inter-Fund Transfer	5,110,480	5,137,390	
Special Revenue Fund:				
Measure T - Police	VPFA 2015 Certificates of Participation	201,200	200,800	10
Police Impact Fee	VPFA 2015 Certificates of Participation	414,420	413,300	11
Capital Project Fund:				
CDBG	Parking District	536,010	541,270	12
Kaweah Lake	Storm Sewer Maintenance	250,000	250,000	13
Debt Service Funds:				
RDA - East Visalia	RDA - East Visalia RDA Tax Allocation Bond	372,350	247,270	14
Total		\$ 6,884,460	\$ 6,790,030	

- 1 To transfer net of revenues and expenditures from the parking ticket operation in the Police Department.
- 2 To fund General Fund portion of 2014 Certificate of Participation (CHE)
- 3 To fund General Fund portion of 2015 Certificate of Participation (VECC)
- 4 To repay the IS fund for purchasing tablets and software for fire. Last year of transfer is FY 16/17.
- 5 To fund operations for 3 YSO officers. (COPS Grant and VUSD fund a portion)
- 6 To transfer money to the Building Maintenance Fund for capital projects, per Council 3/17/14.
- 7 To fund operating and debt service for Animal Control.
- 8 To fund operating for Visalia Baseball.
- 9 To fund operating and capital expenses and debt service payments for Convention Center.
- 10 To fund Measure T portion of 2015 Certificate of Participation.
- 11 To fund Police Impact Fee portion of 2015 Certificate of Participation.
- 12 To fund debt service for Section 108 Loan for West Acequia parking structure.
- 13 Transfer of fees to fund Storm Maintenance operations per voter approval in March 2013.
- 14 To fund debt service payment for 2003 Tax Allocation Bond for RDA - East Visalia in 2951 fund.

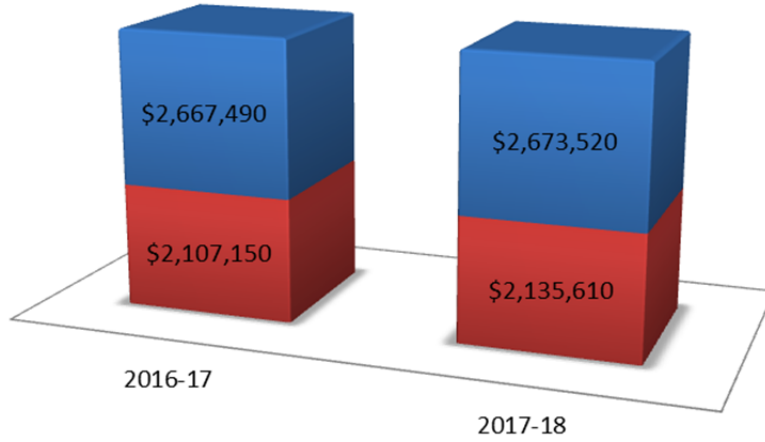
ADMINISTRATION DEPARTMENT

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



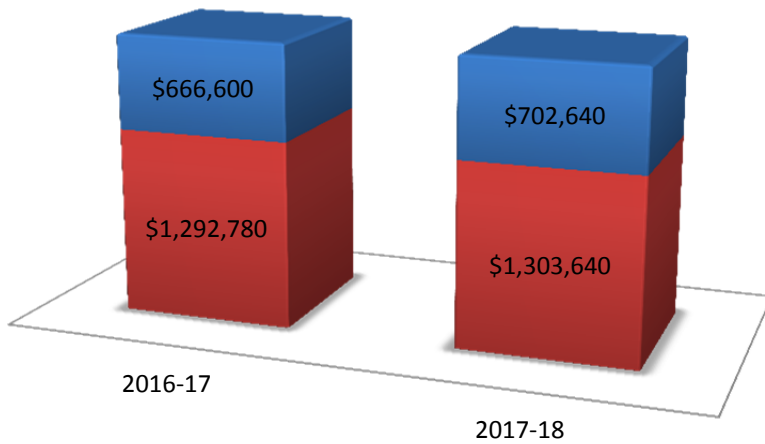
Convention Center Summary

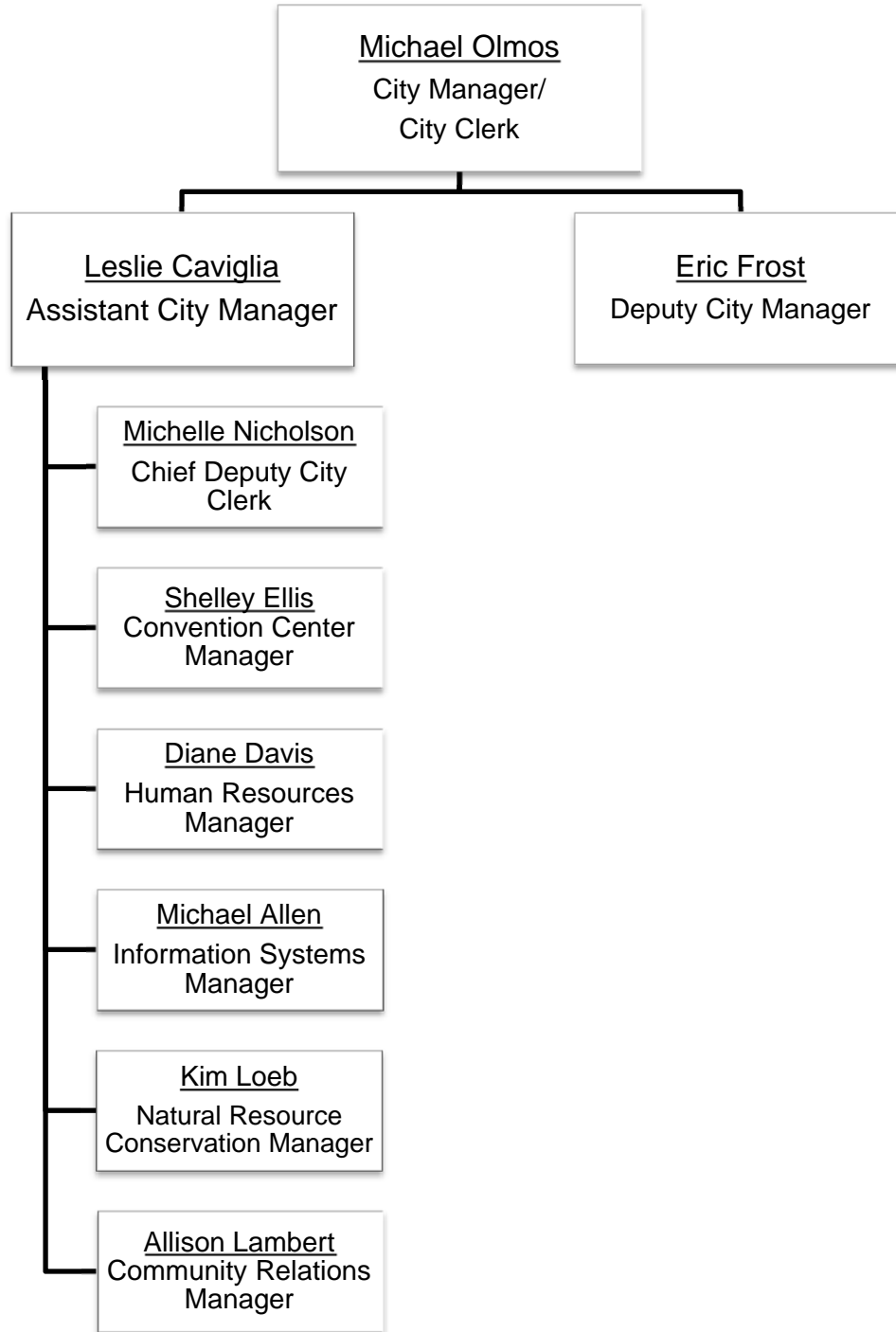
Salaries and Benefits Operating Expenses



Information Services Summary

Salaries and Benefits Operating Expenses





Allocated FTE's = 47

**ADMINISTRATION
ALL FUNDS**

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
CITY COUNCIL - 001 - 1011	514,840	624,937	526,900	610,886	599,130	602,470
CITY MANAGER - 001 - 1021	659,975	618,587	639,300	628,822	685,620	688,900
CITY CLERK - 001 - 1022	360,020	137,842	220,000	229,860	430,910	277,090
COMMUNITY RELATIONS - 001 - 1023	131,483	119,503	157,100	119,200	152,590	153,340
ADMINISTRATIVE SERVICES - 001 - 1024	383,441	750	-	-	-	-
LEGAL - 001 - 1025	1,169,453	1,358,811	1,396,800	1,287,980	1,301,020	1,501,020
NRCD - 001 - 1041	487,505	496,705	514,200	519,990	605,260	575,300
WATER CONSERVATION - 001 - 1045	22,821	56,125	58,900	77,800	156,650	156,790
CONV CTR - VISITOR'S BUREAU - 001 - 1051	297,006	305,089	316,500	312,460	325,480	330,730
COMMUNITY ARTS - 001 - 1061	43,639	63,183	48,000	49,860	46,880	48,880
HUMAN RESOURCES - 001 - 1125	317,429	556,724	593,200	629,960	693,720	699,690
UNEMPLOYMENT INSURANCE - 001 - 1127	77,278	62,845	102,800	103,000	103,000	103,000
LABOR RELATIONS - 001 - 1128	16,577	13,166	53,300	65,000	56,000	56,000
ASSIST. CITY MANAGER - 001 - 1801	212,425	235,185	262,000	244,680	258,990	259,870
TRANSIT CALL CENTER - 001 - 3316	14	-	-	-	-	-
CONSERVATION FUND ZERO DIV - 011 - 3810	21	35,301	34,684	790	-	-
Total Operating Expenditures	4,693,927	4,684,753	4,923,684	4,880,288	5,415,250	5,453,080
Reimbursements	(3,380,815)	(3,422,636)	(3,696,000)	(3,146,740)	(3,031,700)	(3,001,810)
Net General Fund	1,313,112	1,262,117	1,227,684	1,733,548	2,383,550	2,451,270
PROPRIETARY						
CONV CENTER ZERO DIV - 413 - 4130	481,756	458,341	8,787,862	3,734,570	504,960	505,890
CONV CNTR ADMINISTRATION - 413 - 4131	264,281	303,506	251,800	217,580	262,610	269,640
CONV CNTR SALES & MARKET - 413 - 4132	321,348	326,247	423,400	340,780	374,330	383,620
CONV CNTR BOX OFFICE - 413 - 4133	1,838,539	1,506,929	1,532,900	1,459,730	1,518,740	1,519,620
CONV CNTR OPERATIONS - 413 - 4135	3,124,023	3,111,262	2,980,700	3,106,920	3,077,150	3,101,640
Total Operating Expenditures	6,029,947	5,706,285	13,976,662	8,859,580	5,737,790	5,780,410
Reimbursements	-	-	(5,200)	-	-	-
Net Proprietary	6,029,947	5,706,285	13,971,462	8,859,580	5,737,790	5,780,410
INTERNAL SERVICE						
INFORMATION SERVICES ZERO DIV - 511 - 5110	540,894	216,401	2,027,809	2,027,809	255,000	175,000
INFORMATION SERVICES - 511 - 5141	1,955,448	1,923,075	1,923,140	2,085,723	2,266,035	2,275,525
GEOGRAPHICAL INFORMATION SERV - 511 - 5142	314,282	274,599	326,600	297,360	280,400	317,540
TELEPHONE SERVICES - 511 - 5143	38,214	39,951	40,600	41,930	31,630	31,900
Total Operating Expenditures	2,848,838	2,454,026	4,318,149	4,452,822	2,833,065	2,799,965
Reimbursements	(1,423,969)	(1,980,768)	(1,865,310)	(2,173,740)	(2,697,320)	(2,698,320)
Net Internal Service	1,424,869	473,258	2,452,839	2,279,082	135,745	101,645
TOTAL ADMINISTRATION	8,767,928	7,441,660	17,651,985	12,872,210	8,257,085	8,333,325

CITY COUNCIL—1011

Division Description: The City Council is comprised of five members. In 2015 the City of Visalia consolidated with the general election to be held on the first Tuesday after the first Monday in November of even-numbered years. The 2016 election will commence the even-numbered elections, as well as, the commencement of City Council members to be voted on by District. On May 18, 2015 the City Council adopted a District Boundary plan with the Council seats in District areas 1 and 2 to be the first Councilmembers to be voted in by district. The Councilmembers will continue to 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.

<i>Performance Measurements - Administration</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
City Council						
2016 will mark the beginning of Visalia City Council members elected by District; however the Council remains the legislative policy-making branch of City government and will remain a five member body.	Council Meetings	41	41	40	45	45
Through its power to pass ordinances, levy taxes, award contracts and appoint the City Manager and City Attorney, committees and commissions, the Council	City Council Ordinances Passed	10	28	20	20	20
	City Council Resolutions Passed	66	98	75	60	60

CITY MANAGER—1021

Division Description: 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.

2014-2016 Accomplishments

- Presented and adopted a balanced budget for FY 2014-16.
- Started construction to upgrade the Water Conservation Plant, a \$140 million project to meet the goals of improved water quality of sewer discharges and the recharge of the City's over-drafted aquifer through a water exchange agreement with Tulare Irrigation District.
- Experienced significant business growth in the Industrial Park with all large industrial building space currently occupied. New businesses include AGCO Parts, Pinnacle Premix, American Crane and Tractor and rePlanet. Expansions include Hydrite Chemical, Hilti, Pacific Stihl, Perfection Pet Foods, California Dairies, VF Outdoor, with many others citing growth in sales and/or employment.
- Significant retail projects include Rubio's, Pieology, HomeGoods, DSW, WSS, Five Guys, Ashley Furniture, Mor Furniture, Serrano's Furniture, Ed Dena's Auto Center and the upcoming Outback Steakhouse in the former Mimi's Café location, Skywalk set to go in the former Long's Drugs at Noble and Chinowth and the move of JoAnn's Fabrics into the former Circuit City and Smart and Final Extra taking JoAnn's place.
- Downtown additions include a Sequoia Brewing Co., the conversion of Surplus City into the General's Trading Post, Imagine U, Pita Kebob, Quesadilla Gorilla, the new ownership of the Marriott and the conversion of the former Link's Building into a mixed use project.
- Completed construction of a new Animal Care Center.
- Completed Fire Station 53 in the southwest quadrant of the City.
- Replenished emergency reserves after a drop to \$1.3 million during the recession, with an estimate of \$10 million by the start of FY 2016/17.

2016-2018 Objectives

- Submit a balanced two year budget for 2016-18.
- Continue the strategic structuring of the organization to meet the needs of a growing community.
- Increase the maintenance of effort on City-owned facilities and ongoing infrastructure improvements.
- Continue the rebuilding of General Fund Emergency reserves.
- Complete the construction of the Visalia Emergency Communication Center.
- Complete the Water Conservation Plant upgrade.
- In coordination with CalTrans, complete a corridor plan for State Highway 198, identify priority interchange improvements, and initiate priority projects.

- Continue strong focus on job creation/economic development activities in all sectors of the local economy (industrial, retail, office, institutional and downtown).
- Enhance the quality of life for local residents through continued expansion of trails and parks system, expansion of opportunities for the arts and expansion of recreational programs.
- Continue strong partnerships with other local service organizations, such as College of the Sequoias, Kaweah Delta Medical Center, Visalia Unified School District, and local non-profit organizations.

CITY CLERK—1022

Division Description: 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 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 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.

2014-2016 Accomplishments

- Successfully completed the process of changing from Odd to Even Year Elections.
- Postponed the 2015 election and extended the Councilmembers term by one year. The Tulare County Board of Supervisors approved and accepted for all legally required steps to successfully consolidate with the General Municipal Election.
- Administered the provisions of the Maddy Act and monitored term expirations of Committees and Commissions.
- Administered the provisions of the Political Reform Act; conducted the bi-annual review and revised the Conflict of Interest Code.
- Provide training to Committee/Commission staff representatives on the requirements of the Brown Act.

2016-2018 Objectives

- Administer and manage the newly adopted 2016 by-District City Council Election.
- Update the Council candidate Election Guide to provide even year, by district election information to potential Council candidates.
- Coordinate with Tulare County Elections Division to co-host a by district Candidate Information meeting
- Administer the provisions of the Political Reform Act; conduct the bi-annual review and revise the Conflict of Interest Code.
- Provide training to Committee/Commission staff representatives on the requirements of the Brown Act.
- Monitor and update the records management program within the City organization by conducting an 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.

<i>Performance Measurements - Administration</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
City Clerk The City Clerk's Office is a public-service department that maintains a complete and accurate record of Council proceedings; preserves official City records; coordinates campaign filings and conflict of interest Form 700 statements for designated employees and certain appointed and elected officials; works with Tulare County on consolidated elections; provides administrative support to the City Council; provides prompt & courteous responses for requests for assistance to citizens, City Council, and staff; maintains the City's Municipal Code and administers the City's Committees and Commissions.	City Council Agendas	40	41	40	45	45
	City Council Audio Recordings	31	31	40	45	45
	FPPC Form 700 Filings	103	111	115	120	120
	Campaign Filings	81	108	115	120	120
	Municipal Code Supplements	4	4	4	4	4

COMMUNITY RELATIONS – 1023

Division Description: Community Relations is focused on better communications with Visalia residents. This Division utilizes a variety of mediums including, but not limited to, print publications, print advertising, the City website, social media channels, media outreach and announcements, public presentations, and public awareness programs that provide residents with timely, accurate information, while providing them with additional channels to expand their awareness and participation in local government.

2014-2016 Accomplishments

- Coordinated outreach for the homeless campaign, Help Visalia Homeless (On-going).
- Coordinated outreach with the Natural Resources Division on water conservation (On-going).
- Continued the growth of the City Speakers Bureau, securing speaking engagements and presentations across the City (On-going).
- Developed, designed and implemented a completely new City of Visalia website and ultimately re-branded the City's online presence to www.visalia.city.
- Developed, designed and implemented the City's mobile app and built the brand "Visalia Works".
- Expanded City's Internet presence by adding Instagram to the City's social media suites, secured @CityofVisalia on up and coming social media channels for further use, continued the growth of the electronic newsletter "Inside City Hall", continued video streaming of Council meetings on City's website, while also working to provide timely updates in both the Media Slideshow, Calendar and News modules of the website.
- Expanded Council outreach with: State of the City addresses; Donuts and Discussion; Mayor's Monthly Office Hours; and development and distribution of Citywide update through organizations including the Chamber, VEDC and DT Visalians.

2016-2018 Objectives

- Work with IS and Civica to update the City website and full integrate all pieces that have been left inactive since the website's inception, while driving web traffic with the use of SEO and cross promotion.
- Fully integrate the City's mobile app into all marketing and communications pieces, specifically building a plan for advertising and outreach to drive users and new downloads.
- Draft and instate policies and procedures for City social media accounts, while continuing to follow best practices and foster growth and discussion.
- Re-design the Inside City Hall Newsletter, fix all bugs and increase subscription rates.
- Re-design the monthly City-wide update to ensure its business focused, informational and eye catching.
- Develop evolving slideshow that runs before City Council meetings and serves as an informational tool for meetings, presentations and outreach.

- Reinstate the Citizens in the Know academy to encourage citizen participation and awareness of local government.
- Increase online engagement in all mediums and incorporate use of videos, photos, social media, and mobile access.
- Create a City PIO committee that meets quarterly, helping to strengthen relationships, share resources, ideas and best practices.
- Develop a plan for cross promotion across other City Departments and how we can best utilize and help grow each other's platforms, i.e. Next Door, Parks & Recreation mobile app, Convention Center online presence.

<i>Performance Measurements - Administration</i>		Actual	Actual	Projected	Forecast	Forecast
<i>Strategy</i>	<i>Measure</i>	2013-14	2014-15	2015-16	2016-17	2017-18
Communications Manager						
The Communications Manager is responsible for the development of a comprehensive communications, marketing and community relations program for the City, while forecasting and responding to trends in media, marketing and outreach. Duties include: Serving as the City public information officer; managing the City's webpage through post development and management; manage and develop the City's mobile app; managing City social media channels; developing and implementing a Citizens Academy education program; promoting the City Speakers Bureau; developing informational material for department publications and promotions; assisting departments with outreach, marketing and events; supporting the City Clerk and providing assistance to the Mayor and City Council; and grant writing.	Inside City Hall Newsletter Subscribers	1,000	1,500	1,800	2,200	2,700
	Website Visits	875,000	384,000	400,000	500,000	650,000
	Website News Posts	Not Tracked	Not Tracked	Not Projected	52	104
	Website Calendar Posts	Not Tracked	Not Tracked	Not Projected	156	260
	Visalia Works App Users	N/A	N/A	N/A	650	1,000
	Grant Applications	12	15	15	18	21
	Grant Awards	\$750,000	\$1M	\$1.5M	\$1.5M	\$1.75 M
	Press Releases	125	150	175	72	84
	Media Inquiries	Not Tracked	Not Tracked	Not Projected	264	300
	Speakers Bureau Presentations	45	55	65	65	70
	AlertTC Messages Sent	Not Tracked	Not Tracked	Not Projected	10	12
	Facebook Likes	500	1,668	2,000	3,500	4,250
	Facebook Posts	100	100	150	360	520
	Twitter Followers	NA	NA	300	2,250	2,575
Twitter Posts	Not Tracked	Not Tracked	Not Projected	780	1,092	
Instagram Followers	N/A	Not Tracked	Not Projected	850	1,150	
Instagram Posts	N/A	Not Tracked	Not Projected	156	208	

Performance Measurements Outcome: The goal of achieving these metrics is to strengthen the City's communication channels with the public by providing information, updates and feedback on a variety of issues; creating methods and forums for the City to communicate messages to the public and a variety of stakeholders; and promoting citizen involvement in shaping City government.

NATURAL RESOURCE CONSERVATION—1041

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

2014-2016 Accomplishments

- Successfully managed procurement of Aggregate Solar Project at four City-owned facilities to provide electricity at an estimated net savings of \$2.4M over 20 years.
- Successfully managed procurement of a 1 MW solar plant to be installed at the Water Conservation Plant, which is projected to provide \$5.4M in savings over 20 years.
- Completed construction of the Energy Efficiency Measures project consisting of lighting controls and energy efficient lighting at 19 City facilities. Projected to save \$90,000/year.
- Successfully applied for and received two U.S. EPA Brownfields Cleanup Grants totaling \$400,000 for cleanup of the 522 Riverway Drive property.
- Successfully conducted a pilot program and then launched district-wide of the VUSD food-waste composting program at 26 elementary schools and at 28 commercial sites.
- Implemented a comprehensive drought response program including complete revision of the Water Conservation Ordinance resulting in conservation of more than 11,000 AF.
- Implemented an interim home-generated medical sharps waste program and then developed an ordinance with CWMA which requires pharmacies to take back this waste.
- Developed a Climate Action Plan, adopted as part of the General Plan Update to help guide greenhouse gas (GHG) reduction both at City facilities and community-wide.

2016-2018 Objectives

- Aggressively pursue Proposition 1 and other grants to fund construction of the recharge facilities at the future East Side Regional Park and Groundwater Recharge Site.
- Continue water conservation education and enforcement and explore creative opportunities to reduce water use both at City facilities and community-wide.
- Work with Community Development to develop and implement a local version of the Low Water Use Landscape Ordinance.
- Provide technical support to the Mid-Kaweah Groundwater Sustainability Agency.
- Conduct outreach to all commercial accounts required to collect food-waste for composting, especially assisted living businesses which have large kitchens.
- Continue tracking energy usage and GHG emissions at City facilities and pursue opportunities to implement projects to reduce energy consumption and GHG emissions.
- Implement phase II of the Visalia Solar Strategy to evaluate additional City facilities for solar energy implementation.

Performance Measurements - Natural Resource Conservation						
Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
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	119	106	88	100	100
	Special events outreach	19	36	24	25	25
	Commercial solid waste audits	122	79	100	150	145
	Grant applications	2	1	2	2	2
	Grant awards	\$800K	\$400K	\$150K	\$100K	\$5M
Decrease the City's non-renewable energy usage to reduce the City's utility expenses and greenhouse gas emissions.	Energy efficiency & conserve. savings (kWh/year)	696,861	687,202	24,206	30,000	30,000
	Renewable energy installation (e.g., solar) (kW)	NA	584	1,000	200	250
	Utility bill savings through tariff modifications. ¹	\$10,475	\$31,112	\$11,150	-	-
	Greenhouse gas reductions (MT CO2E)	190	471	629	105	130
Conserve City's water by conducting community outreach, education, and ordinance enforcement.	Water resources presentations	42	39	24	36	36
	Notices issued	3,398	4,440	4,324	4,500	4,500
	Citations issued	45	441	724	750	750
	Water conserved (AF). ²	3,126	7,961	9,000	9,000	9,000
	Water conservation safety incidents	0	0	0	0	0
Safely operate Household Hazardous Waste Collection Center.	Vehicle total	4,316	4,660	4,010	4,300	4,300
	Household total	5,166	5,695	4,910	5,200	5,200
	HHW safety incidents	0	0	0	0	0
Performance Measurements Outcome: The goal of achieving these metrics is to conserve the City's valuable natural resources, help to assure adequate water supplies, provide a healthy community environment, improve the quality of life of the City's citizens, and reduce the City's energy costs.						
Footnotes						
1. This program was completed in 2015-16.						
2. Projected water conservation is highly dependent upon water year and Council-imposed conservation stage.						

HUMAN RESOURCES (including Administrative Services and Labor Relations)-1125/1024/1128

Division Description: The Human Resources Division provides a comprehensive range of centralized human resources services to City Departments. Staff members provide support, advice, and guidance to department staff in implementing regulatory, procedural, and other personnel aspects of citywide human resources issues. Specific areas of responsibility of the division include employee/employer relations, classification and compensation, training and development, administrative services, recruitment and selection, labor relations and payroll processing.

2014-2016 Accomplishments

- Implemented 28 revised or new City personnel policies after successfully negotiating with all bargaining groups.
- Implemented an automated performance evaluation tracking and reminder process through the OneSolution payroll system.
- Implemented the Employee Online system allowing employees online access to paycheck information and eliminating printed pay stubs for all employees.
- Transitioned to complete paperless employment application process for full-time positions.
- Conducted 83 recruitments; received 4,738 applications; processed 169 background checks, 365 pre-employment medical exams, 165 medical exams for current employees, and 1,724 personnel transaction (CV-9) forms.
- Facilitated the hiring of 52 full-time employees and 111 hourly employees in 2014; and 44 full-time employees and 131 hourly employees in 2015.
- Successfully negotiated and entered into agreements with Bargaining Groups A, E, and M for the period of July 1, 2015 through June 30, 2016.
- Processed 2,230 passports in 2014 and 2,534 passports in 2015 for total revenue of \$119,100 to the City's General Fund.
- Moved operations from City Hall West to the Administration Office and integrated staff.
- Developed an hourly wage rate structure.
- Successfully completed and passed US Department of State audit of the City's passport acceptance program.

2016-2018 Objectives

- Develop a systematic method for regularly reviewing and updating City job descriptions.
- Review, develop and revise additional City personnel policies.
- Add additional capabilities to the Employee Online system, including automated W-2s.
- Successfully negotiate successor MOUs with all bargaining groups, and meet with unrepresented employees to establish and implement terms and conditions of employment.
- Revise hourly wage rate structure based on minimum wage increases and labor market; develop procedures to use structure more efficiently.
- Complete Department of Justice process to become custodian of records and begin processing LiveScan background checks for all potential employees.

<i>Strategy</i>	<i>Measure for Full-Time Employees</i>	Actual 2013/14	Actual 2014/15	Projected 2015/16	Forecast 2016/17	Forecast 2017/18
Human Resources To attract and retain qualified employees for the City of Visalia	New Hires	46	46	50	54	56
	Separations	32	45	48	50	52
	<u>New Positions Added</u>					
	<i>Regular</i>	6	9	12	10	10
	<i>Contract</i>	4	4	2	1	1
	Average # Employees	555	569	577	588	599
	Annual Turnover %	5.8	7.9	8.3	8.5	8.7

VISALIA CONVENTION CENTER—413

Division Description: 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.

2014-2016 Accomplishments

- Completion of a \$5 million renovation that began June 4, 2015 and updated and refreshed the facility including carpets, paint, wallpaper, furniture, fixtures and technological upgrades. There are still a few items that have yet to be completed, but the majority of the work has been completed and we have received great accolades for the job done. The construction was originally projected to be completed in four months. Although staff did all they could with the schedule to avoid displacing any events, due to the ongoing construction there was some of events that we were unable to accommodate in the months of June through September. The displacement of these events did negatively affect the overall revenue, number of events and visitors.
- Hiring of a full-time sales representative that has focused on outside sales. Mr. Roa’s primary focus is attracting new convention and conferences from outside the region. Acquiring this new business that we have been unable to reach prior to hiring an outside sale representative has provided the Visalia Convention Center opportunity to bring in events that standardly have a larger number of delegates and will increase the economic impact to Visalia.
- Concluding each event a customer service survey is sent to each client. The Visalia Convention Center has received an average approval rating of 98% in fiscal year to date 2015-2016, with great accolades to the staff.
- We saw an increase in the number of visitors in fiscal year 2014-2015 vs. 2013-2014. A total of 269,640 delegates visited the Visalia Convention Center and the City of Visalia, resulting in an economic impact of \$1,812,152 in the fiscal year 2014/2015.
- Held a number of new and notable events:

<u>Event Name</u>	<u>Delegates</u>	<u>VCC Revenue</u>	<u>Economic Impact</u>
1. Rinosnet Corp	4,400	\$13,142	\$581,082
2. The GSSA Championships	6,000	\$34,872	\$1,394,598
3. WD Youth 14’ & 15’	15,000	\$21,807	\$3,498,494
4. SpringFest Home Show 14’ & 15’	12,000	\$131,426	\$2,957,466
5. Jobs Daughters 14’ & 15’	10,200	\$31,360	\$2,370,816
6. CalPERS Benefits Education	1,500	\$12,632	\$348,649
7. Discover the Dinosaur	2,500	\$18,518	\$231,626
8. Gaither Concert	3,000	\$27,229	\$256,361
9. VAPECON	3,000	\$40,775	\$616,139
10. California Reading Association	700	\$12,500	\$139,460

2016-2018 Objectives

- Convert some part-time temp agency positions to 1,000 hour City of Visalia positions. This will provided an overall estimated annual savings of \$38,500.
- Increase the number of conventions, conferences and tradeshow. These events standardly have a larger number of attendees from outside of Visalia and increase the visitor spending, the economic impact and hotel stays in the City of Visalia.
- Increase the number of entertainment and cultural events at the Visalia Convention Center. This will create additional opportunities for increased quality of life to the citizens of Visalia and surrounding areas and add an additional revenue stream that is currently not being utilized to its full capacity.
- Reevaluate the current marketing plan of the Visalia Convention Center. This will include, but not limited to reviewing and updating the convention center website and making changes to make the website more attractive and easier to navigate, understanding our competition and creating opportunities to set us apart from the competition, developing an awareness campaign to market to the local and regional community and establish a brand identity.
- Continue to assess the Visalia Convention Center performances and make adjustment's deemed necessary to increase revenue opportunities and reduce overall expense.
- Devote time and resources to developing new relationships with meeting planners and corporate clients to increase new bookings and opportunities for rebooking each year. In order to do this we will host meeting planner site inspections, conduct direct sales calls and cold calling on a regular basis.

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Budget 2016-17	Budget 2017-18
Maximize the usage of the Convention Center to enhance economic growth and community vitality.	Occupancy					
	Facility Occupancy Avg.	49%	54%	45%	55%	55%
Reduce the Convention Center's reliance on the General Fund.	General Fund contribution as a percentage of total operating expenses.	Operating Expense	\$2,086,972	\$2,219,326	\$TBD	
		Gen. Fund Contribution	\$665,543	\$606,550	\$TBD	
		Percentage	32%	27%	TBD	
Bring more visitors to Downtown Visalia and increase facility revenues by increasing the number of events	- Conventions/Conferences	65	61	60	75	75
	- Meetings	2,329	2,099	2,300	2,350	2,350
	- Banquets	115	121	100	125	125
	- Consumer Shows	10	12	15	20	20
	- Entertainment	21	25	25	30	30
	Total Events	2,540	2,318	2,500	2,600	2,600

INFORMATION SERVICES—5141

Division Description: 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.

2014-2016 Accomplishments

- Replaced Police and Fire mobile computers (MDTs)
- Replaced and upgraded computer storage systems
- Implemented cloud-based storage for some systems
- Finished implementation of core Financial system
- Major upgrade of Exchange email system
- Completed server and virtualization replacements
- Implemented technology and facility systems for VACC
- Convention Center wireless upgrade
- Administration and HR/Risk move to Chamber building
- Website redesign
- IS/GIS Master Plan
- Replaced printers
- Implemented technology and facility systems for Fire Station 53
- Domain name change to VISALIA.CITY

2016-2018 Objectives

- Utility Billing systems implementation
- Transit systems implementation
- Finish Computer-Aided Dispatch/Police Records system replacement
- Implement Police Body Camera system
- Implement new Motorola radio network and replacement
- Distribute computing center to Police District 2
- New facility preparations – VECC Communications Center, WCP project, Corporation Yard expansion
- Network redesign and implementation for Comcast/AT&T services
- Fiber deployment and setup for City and Traffic Engineering use
- Copier/multi-function printer replacement
- Recreation and Reservation system replacement
- PC replacement

<i>Performance Measurements - Administration</i>		Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
<i>Strategy</i>	<i>Measure</i>					
Information Systems						
To provide and maintain reliable City computer services	IS service requests handled	1,735	1,731	1,750	1,750	1,770
	IS projects completed	22	19	24	22	22
To maintain and manage City telephone systems	Wireless phones and data	452	620	725	800	850
	Telephones and lines	1,010	1,178	1,195	1,220	1,245

TELEPHONE SERVICES—5143

Division Description: Telephone Services provides for paging, cellular, pay telephone, long distance, traditional phone system, voicemail, and the associated billing services for all City departments.

2014-2016 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).

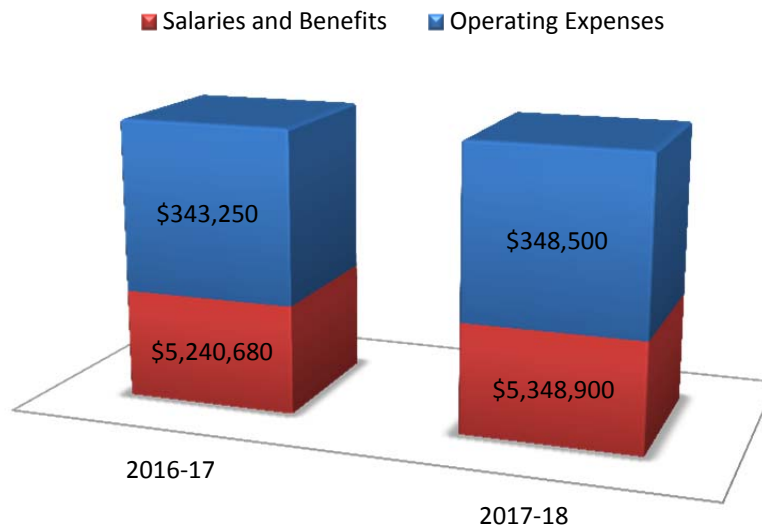
2016-2018 Objectives

- 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.

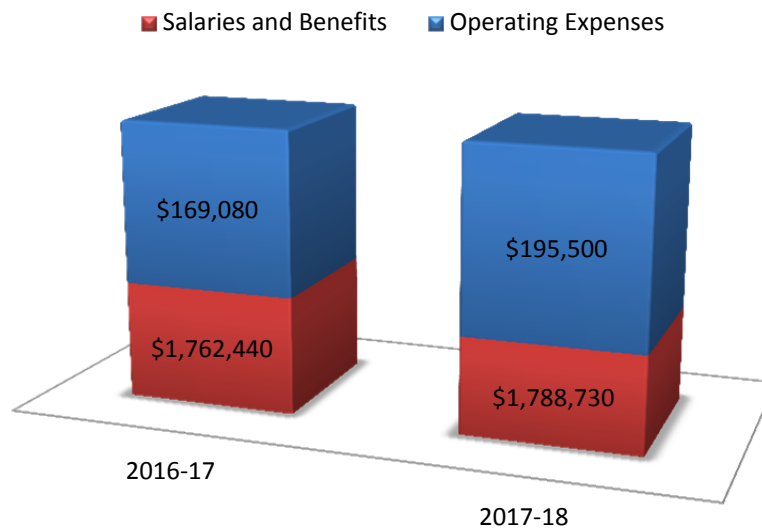
COMMUNITY DEVELOPMENT DEPARTMENT

MISSION: The department is committed to working together with our diverse community to enhance the present and future quality of life by: ensuring an attractive, safe and environmentally-conscious community; constructing public infrastructure; promoting citizen participation in community affairs; exercising stewardship through technical excellence, innovation and fiscal responsibility; creating a positive climate for residents, business and community partners.

Community Development GF Summary



Building Safety Summary



PLANNING

Long Range Planning
Short Range Planning
Planning Commission
Historic Preservation
Environmental Review
Special Projects

GEOGRAPHIC INFORMATION SYSTEMS

Base Maps
Interactive Maps
Addressing
Land Management

PRESERVATION

Code Enforcement
Substandard Housing
Code Violations
Transient Issues
Rehab Housing
SMART Team

DESIGN/PROJECT MANAGEMENT

Capital Projects
Infrastructure
Ground Water Recharge

CONSTRUCTION MANAGEMENT

Public Works Inspections
Construction Oversight

Nick Mascia
Community Development Director

Josh McDonnell
Planning and Preservation

Jason Huckleberry
Development Services

Vacant
Engineering Design

Chris Tavarez
Administration/Finance

Leslie Blair
Traffic Safety

Traffic Counts/Speed
Surveying
Downtown Parking Lots
CIP Projects
Traffic Signal Timing
Traffic Impact Analysis
New Development Review

BUILDING SAFETY

Permit Plan Review
Permit Inspections
Fire Prevention Plan Review and Inspections
Building Code Compliance

ENGINEERING DEVELOPMENT

Site Plan Review
Special District Creation
Permit Plan Review
Final Subdivision & Parcel Maps
Flood Map Assistance
Economic Development

CAD/SURVEYING

Project Drafting
Construction Staking
Sewer Connections
Legal Descriptions

ADMINISTRATION

Dept. Human Resources / Payroll
Records Management
Facility Maintenance

FINANCE

Budget/ Financial Oversight
Federal/State Funding
TCAG/Measure R Liaison
Permit System Administration
Business Tax

HOUSING

HUD – CDBG & HOME Admin
Affordable Housing
Special Projects

Allocated FTE's =51

**COMMUNITY DEVELOPMENT
ALL FUNDS**

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
CD ADMINISTRATIVE SUPPORT - 001 - 1812	431,214	-	-	-	-	-
CD PLANNING - 001 - 1821	1,092,723	1,202,634	1,224,300	1,221,690	1,171,300	1,183,180
CD BUSINESS TAX - 001 - 1851	398,571	466,126	459,100	454,350	376,360	381,770
CD NEIGHBORHOOD PRESERVATION - 001 - 1861	529,351	634,264	606,600	649,480	569,880	576,900
COMM DEV DIRECTOR - 001 - 3305	527,710	646,183	705,900	595,020	618,140	632,000
CD ENGINEER MANAGEMENT - 001 - 3308	423,745	424,262	456,700	421,080	416,870	418,690
CD ENGINEERING SERVICES - 001 - 3311	1,032,004	1,075,135	1,075,500	1,055,640	1,019,810	1,033,270
CD ENGINEERING DESIGN - 001 - 3312	2,297,212	2,415,817	2,604,700	2,613,780	2,643,240	2,695,220
CD TRAFFIC ENGINEERING - 001 - 3313	370,926	380,370	342,000	417,300	463,520	472,860
OAK TREE PRESERVATION ZERO DIV - 010 - 3790	10,866	13,457	67,350	990	1,000	1,000
SUBSTANDARD HOUSING ZERO DIV - 326 - 6610	75	-	-	-	-	-
SUBSTANDARD HOUSING ABATE - 326 - 6611	130,265	169,115	171,600	117,790	131,890	132,420
Total Operating Expenditures	7,244,662	7,427,363	7,713,750	7,547,120	7,412,010	7,527,310
Reimbursements	(3,507,558)	(3,689,730)	(3,051,600)	(3,078,200)	(3,012,560)	(2,971,920)
Net General Fund	3,737,104	3,737,633	4,662,150	4,468,920	4,399,450	4,555,390
SPECIAL REVENUE						
CDBG ZERO DIV - 311 - 6110	102,383	256,022	649,977	179,200	293,500	-
CDBG HOUSING REHAB - 311 - 6121	-	-	-	-	-	-
CDBG CODE ENFORCEMENT - 311 - 6122	101,690	95,367	111,800	100,680	110,000	110,000
CDBG HOMELESS - 311 - 6125	6,959	-	-	-	-	-
CDBG ADMINISTRATION - 311 - 6131	181,299	244,230	116,800	180,100	233,350	233,350
CAL HOME GRANT ZERO DIV - 318 - 6180	3	10	-	-	-	-
CALHOME GRANT - 318 - 6181	165	824	300	200	590	590
HOME ZERO DIV - 321 - 6310	180,059	368	1,620,000	-	-	-
PD ADMINISTRATIVE SERVICES - 631 - 6311	-	-	-	-	-	-
HOME ADMIN - 321 - 6349	45,094	62,639	30,700	51,400	32,310	32,310
HOME HOMEBUYERS ASSIST - 321 - 6352	297,822	700,596	105,000	28,800	24,490	26,990
HOME RENTAL REHAB - 321 - 6353	90	-	-	-	-	-
HOME RECAPTURE - 321 - 6354	4,884	-	15,000	-	-	-
HOME CHDO - 321 - 6355	-	918,291	-	326,500	492,900	492,900
HED REVOLVING - 324 - 6484	144,229	138,250	182,700	162,860	175,930	176,790
RDA SUCCESSOR REVOLVING - 324 - 6485	131,860	57,557	-	-	8,200	8,200
NEIGH STABILIZATION ZERO DIV - 331 - 6710	15	60	-	-	-	-
NEIGHBORHOOD STABILIZATION - 331 - 6711	186,327	25,555	-	-	3,230	3,230
CDBG HABITAT - 331 - 6712	2,000	1,800	-	235,450	102,000	-
VEHICLE ABATEMENT ZERO DIV - 338 - 6810	78	83	-	-	-	-
VEHICLE ABATEMENT - 338 - 6811	60,549	72,574	70,500	69,170	76,170	77,960
RDA - SA HOUSING EAST - 362 - 6920	15,970	27,394	10,100	6,200	6,760	6,760
RDA - SA HOUSING MOONEY - 364 - 6940	4,146	466	-	-	-	-
RDA - SA HOUSING DOWNTOWN - 366 - 6960	1,400	(6,528)	-	-	-	-
RDA - SA HOUSING CENTRAL - 368 - 6980	24,586	20,962	-	-	-	-
Total Operating Expenditures	1,491,608	2,616,520	2,912,877	1,340,560	1,559,430	1,169,080
Reimbursements	(332,433)	(195,659)	(182,700)	(107,000)	(90,330)	(109,000)
Net Special Revenue	1,159,175	2,420,861	2,730,177	1,233,560	1,469,100	1,060,080
PROPRIETARY						
BUILDING SAFETY ZERO DIV - 401 - 4010	6,007	3,634	590,929	590,930	384,000	-
CD BUILDING SAFETY - 401 - 4014	1,734,214	1,983,104	2,216,300	2,009,890	2,418,660	2,479,350
Total Operating Expenditures	1,740,221	1,986,738	2,807,229	2,600,820	2,802,660	2,479,350
Reimbursements	(32,622)	(24,220)	(23,000)	(24,280)	(24,680)	(24,700)
Net Proprietary	1,707,599	1,962,518	2,784,229	2,576,540	2,777,980	2,454,650
TOTAL COMMUNITY DEVELOPMENT	6,603,878	8,121,012	10,176,556	8,279,020	8,646,530	8,070,120

MANAGEMENT -3305

Division Description: The Department is managed under the direction of the Community Development Director, who is responsible for development, planning, housing, neighborhood preservation, traffic safety and engineering services for the City. The Department interacts with many community boards such as the City Council, Planning Commission, Chamber of Commerce, Downtown Visalians, Downtown Property Owners Association, Governmental Affairs Committee, Building Advisory Committee, Historic Preservation Committee, Disability Advocacy Committee, Local Agency Formation Commission, and Tulare County Association of Governments (TCAG).

2014-2016 Accomplishments

- Completed update of General Plan in 2015, which included General Plan Update Committee meetings, workshops and Town Hall meetings.
- Worked with the development community in building improvements throughout the City to assure public health, safety and welfare.
- Oversaw a broad range of public infrastructure improvement projects including construction of a new Animal Control Center, Convention Center remodel and began construction of an Emergency Communication Center.
- Continued efforts to preserve the quality of life for those who live and work in the City through code enforcement efforts, homeless task force, SMART team and affordable housing.
- Completed department reorganization in order to enhance efficiencies and streamline processes in order to provide improved customer service.
- Initiated project for a new land use and permit tracking system to replace existing outdated software to enhance customer service.

2016-2018 Objectives

- Improve response to community needs by developing work programs and meeting deadlines and targeted timelines on development, public works and building projects.
- Completion of Council and City Manager's high priority projects by specific timelines.
- Improve timely customer service to the public through City teamwork, cooperation, employee training and improved work methods and efficiencies.
- Pursue federal, state and private grants and awards for the advancement of our community.
- Implement a land use and permit tracking system to provide electronic business tax payments, permit requests, plan review, and case management; along with mobile inspection capabilities.

PLANNING-1821

Division Description: The Planning Division provides strategic planning and development project review services to the City Council, Planning Commission, citizens of Visalia and the development community. The Division is responsible for maintaining the City's General Plan, Zoning Ordinance and Specific Plans. Planning provides support staffing for the Planning Commission and Historic Preservation Advisory Committee, and also provides environmental and planning support to other departments within the City. The Division also prepares studies and reports on topics such as demographics, land absorption trends, and development entitlement activity. Planning operations are managed by an Assistant Director-Planning who is also designated as City Planner and serves as staff liaison to the Planning Commission.

2014-2016 Accomplishments

- Managed the successful preparation and adoption of the Comprehensive General Plan Update and associated Environmental Impact Report.
- Provided direct CEQA and NEPA Environmental Review services on a number of City-initiated projects.
- Managed preparation of a Wireless Telecommunication Ordinance.
- Initiated and are actively managing updates to the Zoning Ordinance and the Sign Ordinance.
- Represented City interests to a variety of local and regional decision making bodies, including the Local Agency Formation Commission and Tulare County Board of Supervisors.

2016-2018 Objectives

- Complete a comprehensive update to Housing Element per the requirements of State Housing Law.
- Maintain required response times for zoning inquiries – within 24 hours of receipt of inquiry.
- Complete and implement the comprehensive update to the Sign Ordinance, ensuring consistency between the Ordinance and the Reed v. Gilbert decision.
- Complete and implement the Zoning Ordinance Update to gain consistency with the approved General Plan.
- Maintain a goal of bringing discretionary permit applications to hearing within 60 days of the project being deemed complete.

Performance Measurements - Planning Division 1821

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18	
Support Continue to provide technical and administrative support:	City Council	Percent Completed					
	Planning Commission	100%	100%	100%	100%	100%	
	Historic Preservation Advisory Committee	100%	100%	100%	100%	100%	
Application Processing Processed through the Planning Commission	Number of Application Processed						
	Conditional Use Permit	26	32	30	31	32	
	Subdivisions	5	1	4	4	4	
	acres	198.26	1.46	50.00	50.00	50.00	
	lots	7	8	180	180	180	
	Parcel Maps	8	5	14	14	15	
	lots	20	27	42	43	45	
	Change of Zone	1	1	4	4	4	
	Variance/Exception	3	6	10	10	11	
	Annexations	3	1	3	3	3	
	General Plan Amendments:	1	0	3	3	3	
	Appeal of Planning Commission Actions	0	1	2	2	2	
	Text Amendment	1	5	1	1	1	
	Processed through the Historic Preservation	Historic Preservation Cases	12	12	12	12	13
	Additional Items Processed	Home Occupation Permits	435	444	460	474	488
		Temporary Use Permits	95	86	100	103	106
		Administrative Adjustments	18	20	30	31	32
		Site Plan Review Cases	234	245	210	225	231
		Environmental Documents	82	81	85	88	90
		Programmatic Subdivision Sign Permits	4	9	6	0	0
Lot Line Adjustments		10	13	18	19	19	

BUSINESS TAX -1851

Division Description: The Business Tax (Licensing) Division is responsible for the issuance, collection and compliance for all Business Tax revenue as mandated in Chapter 5 of the Visalia Municipal Code. The mission of the division is to serve the public through fair, effective and efficient tax administration.

2014-2016 Accomplishments

- Continued to provide information to public regarding assistance in opening new businesses and obtaining new business tax certificates.
- Coordinated with State of California Franchise Tax Board and the County of Tulare to increase revenue by keeping Business Tax Database current.
- Maintained the Business Tax Database, with over 12,000 active accounts, which includes processing of new applications, home occupation permits, change of ownership, and change of address and business closures.
- Collection of fire inspection fees, Downtown Visalia surcharge and SB 1186 CASp surcharge.
- Improved procedures to reduce costs and work efficiently.

2016-2018 Objectives

- Maintain high level of technical experience by attending industry training and keeping updated on legislative changes.
- Implementation of the new land use and permit tracking system and progress towards:
 - Paperless billing and online payments.
 - Provide online submittal of new applications and renewals.
- Continue to provide equitable and uniform administration of the program.
- Improve collection efforts and look into ways to increase communication to customers in order to avoid a large amount of outstanding accounts receivable.

<i>Performance Measurements - Business Tax Division 1851</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Business Tax Preparation, monitoring, billing, payment receipting, issuance of Business Tax Certificates, and collection of delinquent accounts	Total Business Accounts	11,784	11,920	12,180	12,424	12,672
	% of increase/decrease		1%	2%	2%	2%
	New Prospects Generated	433	369	338	345	352
	% of increase/decrease		-15%	-8%	2%	2%
	Delinquent Accounts Processed	2,941	3,042	2786	2,647	2,514
	% of increase/decrease		3%	-8%	-5%	-5%
	Total Employees	FTE 2 Contract 1	FTE 2 Contract 1	FTE 2 Contract 1	FTE 2 Contract 1	FTE 2 Contract 1
	Revenue Collected	\$2,188,014	\$2,322,931	2,454,806	\$2,528,451	\$2,604,304

NEIGHBORHOOD PRESERVATION – 1861

Division Description: The Neighborhood Preservation Division oversees the Code Enforcement functions including: substandard housing, general code violations, private property vehicle abatements, and transient issues. The Division focuses on notifying property owners of code violations, prescribes and monitors actions, ensures that conditions which pose a negative impact on neighborhoods 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. The division works closely with the Police Department on gang/drug and code compliance issues and has proven to be highly successful and financially self-supporting. The Division also coordinates with the Police Department to capture officer time on problematic properties that have adversely affected City resources.

2014-2016 Accomplishments

- In conjunction with Public Works Department, developed and implemented a process to keep alleyways clean and investigate cases of dumping in the public rights of way.
- Developed a joint department coordination to increase cost recovery on code related cases when there are multiple department issues, increasing cost recovery of other departments/divisions.
- Implemented a process to inspect the City's waterways to prevent adjacent flooding and decrease the need to conduct repeat major clean-ups of the waterways.
- Implemented a process with Public Works Department to handle sewer theft /non-payment issues.
- Implemented a process to follow-up on Courtesy Notices and issue Administrative Citations for repeat violators.

2016-2018 Objectives

- Launch a community volunteer code enforcement academy where local residents play an active role in the preservation of their respective neighborhoods while working closely with City staff.
- Update Public Nuisance Ordinance regarding Property Management Standards in relation to cost recovery of excessive calls for service.
- Complete the Guiding Principles Manual to establish written code enforcement processes.
- Develop a Receivership Program to deal with longstanding vacant properties with ongoing issues/violations.
- Develop a Field Safety Training with the Police Department that will be present to Code Staff annual.

Performance Measurements - Neighborhood Preservation Division 1861

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Code Violations						
Proactively increase cases to address visual and quality of life issues	Overall Reported Violations	1,492	1,409	1,835	1,890	1,947
	% of increase/decrease		-6%	30%	3%	3%
Utilize increased fines for illegal marijuana grows	Reported Substandard Houses	349	301	284	270	256
	% of increase/decrease		-14%	-6%	-5%	-5%
Continue proactive enforcement of abandoned vehicles	Marijuana Grows	110	87	76	72	69
	% of increase/decrease		-21%	-13%	-5%	-5%
	Reported Abandoned Private	521	567	226	226	226
	% of increase		9%	-60%	0%	0%
	Total Number of Employees	FTE 6	FTE 7	FTE 8	FTE 8	FTE 8
Cost Recovery						
Obtain reimbursement from property owners for inspection time	Amount Billed	565,971	355,807	325,000	334,750	344,793

ENGINEERING SERVICES-3311

Division Description: The Engineering Services Division is broken into two components, Development Services and Survey/Computer Aided Drafting (CAD) Services. Both are managed by an Assistant Community Development Director. Engineering Services manages new development project review and establishes engineering conditions of approval, including chairing the Site Plan Review Committee; serves as the Engineering liaison for economic development activities; performs improvement plan check review for development including permit review; represents the City Engineer in the area of subdividing land through the parcel and final map process, and serves as the engineering advisor to the Planning Commission; forms landscape and lighting districts in conjunction with new development projects. The division also manages the administration of floodplain management in conjunction with the Building Official. The Survey/CAD Services provides survey and computer aided drafting services to various City departments including lot line adjustment technical review, legal description writing and review, right of way abandonment requests, construction staking, topographical survey, CIP project drafting, residential and commercial sewer connections, and creates a multitude of displays and exhibits for various City departments.

2014-2016 Accomplishments

- Met commercial, residential, and industrial map and plan check targets for projects such as the Visalia Village Multi-Family Project for Self Help Enterprises, Imagine U Children's Museum, and the Diversified Development Group Industrial complex at Riggin Ave/American St. with minimal staffing levels.
- Managed a continued increase in land development projects by working closely with engineers and developers to restart projects and engage new development projects.
- Monitored changes to the National Flood Insurance Program due to the Biggert-Waters Flood Insurance Reform Act of 2012 and Flood Insurance Affordability Act of 2014. Assisted residents, insurance agents, and real estate agents with FEMA flood map questions through the flood information phone and email hotlines.
- Updated the Site Plan Review process with an overhaul of the application, providing operational information on each application for better review by all City departments.
- Uploaded all elevation certificates and Preferred Risk Policy letters to the City website, providing homeowners and insurance agents with copies of certificates electronically.

2016-2018 Objectives

- Provide timely, accurate, and thorough plan check and final map review.
- Deploy and integrate Engineering Development staff with the new permit system upgrade in 2016/17, ensuring workflows and the permitting process accurately reflect the needs of the division.
- Maintain a level 8 with the Community Rating System, as well as explore methods for obtaining additional credits to advance to higher levels in the future.
- Implement changes to the Site Plan Review Committee final comments document. Providing one template for all departments and divisions to ensure conditions of approval are clear and provide continuity.

Performance Measurements - Development Services Division 3311

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Application & Inspections						
Number of Processed Applications	Applications:					
	Final Subdivision/Parcel Map Recordings	11	6	9	11	12
	Lots	385	429	575	667	720
	Landscape & Lighting Districts Formations	4	3	5	5	6
	Site Plan Review:					
	New Submittals	197	220	166	178	183
	Resubmittals	37	25	44	47	48
	Inspections:					
	Recorded Notice of Completions:					
	Subdivision/Parcel Maps	7	5	6	7	8
Lots	235	263	425	400	425	
Capital Improvement Projects	5	13	8	7	7	
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	5	40	38	44	48
	Calculated & Assessed Fees	\$ 66,803	\$ 975,019	\$ 1,125,852	\$ 1,305,989	\$ 1,410,468
Commercial		32	34	74	86	93
	Calculated & Assessed Fees	\$ 2,441,956	\$ 1,482,790	\$ 1,393,999	\$ 1,491,579	\$ 1,536,326
Reimbursements						
Provide reimbursement agreements for development projects, seek Council approval of reimbursements, and coordinate dispersement of reimbursements per approved agreements	Number of Agreements Approved:					
	Subdivisions	4	4	4	4	5
	Commercial Development	0	2	2	2	3
	Industrial	0	0	1	1	2
	Amount:	\$ 1,670,000	\$ 1,530,000	\$ 1,750,000	\$ 2,000,000	\$ 2,250,000
	No. of Reimbursements Processed:	5	3	3	4	5
	Amount:	\$ 1,270,000	\$ 1,270,000	\$ 1,250,000	\$ 1,500,000	\$ 1,750,000
Flood Map Assistance						
Provide flood map assistance to property owners, insurance agents, and real estate agents reagrdng the revised FEMA flood maps issued 6/16/2009	Number of Calls from Public:	727	467	425	400	400
	Number of Letters Issued:	281	139	130	125	125

ENGINEERING DESIGN-3312

Division Description: The Engineering Design Division manages the engineering portion of the City's Capital Improvement Program (CIP). This includes funding, budgeting, scheduling, planning, design and construction of City infrastructure projects. Typical projects include street construction and rehabilitation, parking lots, bridges, culverts, traffic signals, interchanges and intersections, trails, storm water systems, sewer systems, parking structures and buildings. The division frequently coordinates and manages joint projects with outside agencies such as Cal Trans, Tulare County and Visalia Unified School District and provides technical engineering support and project management to other City Departments.

2014-2016 Accomplishments

- Successfully completed construction on the Animal Care Center Facility.
- Successfully completed construction on Fire Station 53 for improved emergency response in the southwest of the City.
- Completed design, bid and began construction of the Visalia Emergency Communications Center.
- Maintained an average change order percentage of less than 3% on street improvement projects.
- Constructed approximately \$32 million of capital improvement projects consisting of buildings, traffic signals, underground piping installations and other street improvements projects.

2016-2018 Objectives

- Complete construction on the Visalia Emergency Communications Center by the end of 2018.
- Complete construction on the Mineral King Sewer Project to provide improved infrastructure for Downtown.
- Construct and deliver projects under budget and maintain change order costs at an average of 5% below contract.
- Continue to pursue grant funding for future CIP projects.
- Update the storm water, sewer, and waterway and trails master plans.

<i>Performance Measurements - Engineering Design Services 3312</i>						
		Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Projects targeted for construction completion		Construction Completion %				
1	Crescent Avenue Storm Sewer Extension	100%				
2	Demaree St. and Ferguson Ave. Traffic Signal	100%				
3	Demaree St. and Mill Creek Dr. Traffic Signal	100%				
4	Kiwanis Park and Storm Basin (co-managed with Park & Rec)	100%				
5	Mill Creek Trail (Garden park to McAuliff Ave)	100%				

Performance Measurements - Engineering Design Services 3312

		Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Projects targeted for construction completion		Construction Completion %				
6	Mill Creek Trail (McAuliff to Lover's Lane)	100%				
7	Packwood Creek (Caldwell to Cameron Ave.)	100%				
8	Packwood Creek (R/R Tracks to Cedar Ave)	100%				
9	Packwood Creek Trail (County Center, South of Cameron)	100%				
10	Plaza Drive Interchange and Widening	100%				
11	Preston Street Crossing of Mill Creek	100%				
12	Rawhide Infield Lighting	100%				
13	Rawhide Splash Pad	100%				
14	Road 108 (Demaree Street) Joint Project W/County	100%				
15	Santa Fe Bike Path (Tulare Ave. to Ave. 272)	100%				
16	St. John's River Trail (Rd. 148 to Cutler Park)	100%				
17	Walnut & Santa Fe	100%				
18	Goshen Avenue/Mooney Boulevard Traffic Signal		100%			
19	Island Sewer Area 10, 11, and 14		100%			
20	Visalia Emergency Communication Center			10%	90%	100%
21	Miki City Park			25%	100%	
22	Mill Creek Trail Through Civic Center Park			25%	100%	
23	Birdland Sewer Phase 2-4			50%	100%	
24	Downtown Stormwater Flood Protection (EDA Grant)			50%	100%	
25	Plaza Drive Landscape			50%	100%	
26	Mill Creek (Akers to Marcin Ave)			75%	100%	
27	Akers Signal Synchronization (Tulare to Whitendale)			100%		
28	Animal Control Facility			100%		
29	Fire Station 53			100%		
30	Houston Avenue/Mooney Boulevard Traffic Signal			100%		
31	Mill Creek Stabilization (Miki City Park)			100%		
32	Mineral King Signal Synchronization (West to Giddings)			100%		
33	Modoc Ditch Bike Path (Giddings to Dinuba Ave)			100%		
34	Packwood Creek Trail (thru Diamond Creek)			100%		
35	Visalia Parkway Crossing of Packwood Creek			100%		
36	Whitendale Signal Synchronization (Akers to County Center)			100%		
37	Burke Street Extension - Roosevelt to Houston				50%	100%
38	Modoc Ditch Trail (Giddings Ave. to Demaree)				50%	100%
39	Burke Street Widening-Goshen to Mill Creek (Civic Center)				100%	
40	Jennings Ditch Trail				100%	
41	Lincoln Oval				100%	
42	Lower Kaweah River & Mill Creek Flood Control (DWR Grant)				100%	
43	Mineral King S.S. Trunk (Locust to Ranch)				100%	
44	Modoc Ditch Trail (St. John's River Trail to Court Street)				100%	
45	Oak Ave Extension - Tipton to Burke (Civic Center)				100%	
46	Packwood Creek Trail (Santa Fe and Crumal)				100%	
47	Sante Fe Trail (Houston to Riggin)				100%	
48	School Avenue Extension-Tipton to Burke (Civic Center)				100%	
49	St. John's River Trail (Riggin to Dinuba)				100%	
50	St. John's River Trail (West of Dinuba)				100%	
51	Caldwell Widening (Ave 280)					100%
52	Goshen Ave. Trail Reconstruction					100%
53	Highland Avenue Storm Drain					100%
54	Mill Creek Arboretum Trail (Central Visalia)					100%
55	Santa Fe Trail Connectivity (Ave 272 to South SOI)					100%
56	Tulare Ave. Extension (McAuliff to Lovers Lane)					100%
57	Tulare Ave/Tower Rd					100%

ENGINEERING TRAFFIC-3313

Division Description: The Traffic Safety Engineering Division is responsible for maintaining good circulation on the City streets through installation and coordinating maintenance of traffic plans, signs, pavement markings, intersection traffic control, and signal operation and maintenance. This division compiles traffic count data and speed analysis throughout the City which helps to maintain critical information for improved public safety as well as for the use in transportation funding improvement requests.

2014-2016 Accomplishments

- Completed traffic studies for over 125 intersections, segments and corridors.
- Reviewed and commented on over 200 site plan applications and 90 special event applications each year.
- Provided design oversight on 6 new traffic signals and 5 traffic signal modifications.
- Installed 2 traffic signals.
- Updated, maintained and monitored speed limits identified on the City speed zone list.

2016-2018 Objectives

- Provide design oversight for new traffic signals intersections and modifications.
- Develop and implement an Intelligent Transportation Systems (ITS) Strategic Plan.
- Evaluate and modify existing signalized corridors utilizing interconnect and signal coordination to provide for a more efficient flow of traffic within high traffic volume corridors.
- Pursue and secure federal funds to install traffic signals, interconnection, and other ITS devices.
- Evaluate traffic data collected from 150 intersections to determine modifications or warrants of traffic control devices.

<i>Performance Measurements - Traffic Safety Engineering Division 3313</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
<i>Restripe City arterial and collector roadways</i>	% of total street restriped	33%	35%	35%	35%	35%
<i>Installation of Traffic Signals</i>	# of traffic signals	3	1	1	5	3
<i>Modifications of Traffic Signals</i>	# of traffic signal modifications at existing intersections	0	0	0	5	8
<i>Signal Interconnect</i>	Wireless Interconnect (miles)		4.90			
	Fiber optic Interconnect	0.00	3.20	4.60	1.00	1.60
<i>Applications & Reviews</i>	Number of Encroachment Permits	394	387	410	418	426
	Number of Special Event/Assembly Permits	165	201	195	195	200
	Number of Site Plan Review applications	189	224	228	232	238

GIS – 5142

Division Description: The Geographic Information Services (GIS) Division is responsible for mapping, addressing, data collections and analysis, providing support to City departments, as well as quality control of data collected. Assists departments in spatial data design and collection, conducting GIS software training, building and customizing interactive and printed maps specific to a department's needs to help them carry out their duties and make informed decisions. Also, works with Local, State and Federal agencies by sharing data for projects such as Census and Emergency Operations.

2014-2016 Accomplishments

- Transitioned City ArcMap users from 9.3 to 10.1 to 10.3 and supported users with individual training. Upgraded the Interactive Map software allowing multiple operating systems to access them such as iPad and Window environments.
- Converted GIS Data to a relational database storage (RDMS) structure. Allowing higher quality data entry from ArcMap, as well as linkage to other software products.
- Assisted with the newly implemented General Plan Update, as well as many other updates to GIS data.
- Produced individual map projects including but not limited to Zoning, General Plan, FEMA flood map, CRS analysis, Crime analysis and Incident locations, Fire Incident locations, Digital Map books, City owned properties, Industrial Park activity, Solid Waste Routes, Bus Stops and Routes, Emergency Operation Center Subdivisions, and Pavement Management System.
- Maintained and performed quality control in both Permits and GIS, including address, assessor parcel numbers, parcel splits, new subdivisions and more to ensure accuracy.

2016-2018 Objectives

- Restore staffing levels to allow for productivity and efficiencies to all City departments due to their increased need for data manipulation and access.
- Complete the Police/Fire Dispatching software upgrade by spatially identifying locations of incidents, related incidents and dangers and locations of Visalia Public Safety personnel in the field.
- Assist City's consultant in the Zoning Update as needed, providing additional information and answering questions pertaining to the delivery of GIS layers.
- Dedicate GIS staff to the new permit system upgrade in 2016/17; ensuring converted parcels and addressing accurately reflect spatially view ability.
- Continued monitoring of data maintained outside of but utilized by GIS for quality control including the Community Developments' Permits System and Tulare County Assessors' office APN pages.

Performance Measurements - Geographic Information Services Division 5142

<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Maintained Geographic Databases	Number of Employees	FTE 2	FTE 2	FTE 2	FTE 4	FTE 4
	Addresses	47,709	57,625	58,375	61,294	62,044
	Parcels	45,184	45,624	46,264	48,577	49,217
	Miles of Street	539	543	547	552	556
	Unique Maps		1,000	1,000	1,030	1,061
Added Geographic Information	Addresses		9916	750	773	773
	Parcels		440	640	659	659
	Miles of Street		4	4	4	4

BUILDING SAFETY-4014

Division Description: The Building Safety Division provides plan checking, permitting, and inspection services for new construction, additions, and remodels within the City of Visalia, along with new construction, fire prevention plan review, and inspection. The division is responsible for compliance with all applicable state and local building codes and regulations to protect life and property. These include building, electrical, mechanical, plumbing, ADA requirements, and energy efficiency codes and standards. The Building Safety operations are managed by the Building Official.

2014-2016 Accomplishments

- Processed and facilitated commercial and industrial development including but not limited to:
 - Mor Furniture for Less, Visalia Fire Station #53, Family Health Care, Visalia Convention Center improvements, and Perfection Pet Food Plant expansions.
- Granted advancement in the Insurance Services Office (ISO) rating from a Level 3 to a Level 2 category after review of all community building safety processes and procedures. Increased ISO ratings correlate to lower property insurance premiums.
- Initiated a weekly “Express Bin” process for small permit plan review applications that are not be subject to standard permit processing deadlines.
- Developed a public awareness campaign related to building safety and permit requirements, leading to the design and construction of the “Good wall - Bad wall” public display, built and funded with public and private sector donations.
- Initiated “One-Stop-Shop” same day review, by appointment only for small residential and commercial permits.

2016-2018 Objectives

- Successfully manage the upgrade of the land use and permit tracking software system, leading to numerous advancements in internal and external processing for staff and the public.
- Initiate electronic plan check, allowing paperless online submittals by private designers and contractors.
- Initiate enhanced online citizen access portal providing citizens with state of the art permit processing 24 hours a day, seven days a week.
- Continue to train staff to provide effective and efficient services.
- Monitor plan review timelines and potentially expand select projects to the express bins.

Performance Measurements - Building Safety Division 4014

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Plan Review Provide plan review for all completed plans applications for construction within target timeline	New Single Family within three weeks (15 days)	483 85%	472 98%	430 98%	499 100%	539 100%
	Residential Additions & Alteration Plan Reviews within three weeks (15 days)	1,099 85%	1,493 98%	2,066 98%	2,397 100%	2,588 100%
	New Multi Family within four weeks (20 days)	5 85%	40 98%	38 98%	44 100%	48 100%
	New Commerical within four weeks (20 days)	32 85%	34 98%	74 98%	86 100%	93 100%
	Commercial Additions & Alteration Plan Reviews within four weeks (20 days)	319 85%	297 98%	302 98%	350 100%	378 100%
		FTE 4	FTE 6	FTE 7	FTE 7	FTE 7
Site Plan Review Provide review for all applications for development within target timeline	New Submittals	197	220	166	178	183
	Resubmittals	37	25	44	47	48
	Total Reviewed	234	245	210	225	231
Permit Issuance Provide building permits for construction of a building project	Permits Processed					
	All Building Permits	3,767	4,433	5,126	5,946	6,422
	Over the Counter Permits	1,451	1,637	1,590	1,844	1,992
	Single Family Dwellings	455	489	494	573	619
	Valuation	\$115,309,304	\$128,268,932	\$131,121,596	\$152,101,051	\$164,269,135
	Average SFD Valuation	\$253,427	\$262,309	\$265,428	\$265,428	\$265,428
	Multi Family Dwellings	0	54	108	125	135
	Valuation	\$0	\$5,911,621	\$8,413,556	9,759,725	\$10,540,503
	Average MFD Valuation	\$0	\$109,474	\$77,903	\$77,903	\$77,903
	Commercial	24	31	56	65	70
Valuation	\$19,425,711	\$27,571,256	\$8,554,336	9,923,030	\$10,716,872	
Average Commercial Valuation	\$809,405	\$889,395	\$152,756	\$152,756	\$152,756	
Total Valuation	\$186,995,388	\$223,017,557	\$228,218,488	264,733,446	285,912,122	
Inspections Performed Perform requested building inspections by the end of the next work day while maintaining or improving operating efficiency	Inspection Requested Stops	11,056	12,752	15,044	17,451	18,847
	Inspections Performed	24,595	28,289	35,402	41,066	44,352
	Average number of inspection stops per day per inspector	13 FTE 4	13 FTE 4	14 FTE 5	11 FTE 7	10 FTE 8
	Inspections carried over	205	279	1,036	1,202	1,298

AFFORDABLE HOUSING-311, 318, 321, 326, 331

Division Description: The Affordable Housing Division is responsible for administering projects and programs funded through CDBG, HOME, Housing Successor Agency (former Redevelopment Low/Mod funds), State Housing Grants and Other Funds. Staff prepares policies, procedures, implementation of programs, oversight of project managers, administration, and monitoring of sub recipients, loan repayment and rental and single family unit compliance. The City collaborates with several non-profit agencies throughout the community such as Community Services and Employment Training, Inc. (CSET); Self Help Enterprises (SHE) which is a Certified Community Housing Development Organization (CHDO); Tulare County Housing Authority and its non-profit arm, Kaweah Management Company; Habitat for Humanity of Tulare County (Habitat); and Visalia Christian Church Homes. The City serves as the Successor Housing Agency handling the assets of the former Redevelopment Agency in receipt of residual receipts loans and other loans with non-profit agencies such as the Kaweah Property Management, Visalia Senior Housing/Christian Church Homes, and Habitat. The Division is also responsible for fair housing service coordination, homeless efforts and special projects.

2014-2016 Accomplishments

- Affordable Housing Opportunities: 55 homes through the following programs assisted in revitalizing neighborhoods, creating jobs and providing affordable housing through acquisition, rehabilitation and resell. Neighborhood Stabilization Program (NSP) 35 homes by the City and 8 homes by Habitat through; Foreclosure Acquisition Program II (FAP II) 8 homes by the City; and 4 homes by Self Help Enterprise.
- Affordable Rental Development: City loaned \$1.98 million of HOME-CHDO funds towards an \$8.2 million 36-unit rental development with SHE that is currently under construction. Also through partnership with SHE, the City contributed \$400,000 HOME-CHDO funds that acquired an existing 5-unit multi-family development that is under rehabilitation.
- Park Improvements: CDBG funds support improvements to parks in targeted areas, including the Lincoln Oval Improvements, Recreation Park Pickle ball/Youth tennis, irrigation installation and ADA accessible walkways.
- Public Improvements: CDBG funds support the Oval Area Traffic Improvements and design and installation of ADA accessible sidewalks, curb cuts, truncated domes and other calming measures.
- Annual HUD Reporting: submitted the 2015-2019 Five-Year Consolidated Plan; completed the 2014 and 2015 Action Plan; completed the Consolidated Annual Performance and Evaluation Report (CAPER) in September of 2014 and 2015.

2016-2018 Objectives

- Increase Affordable Housing Opportunities.
- Implement Owner Occupied Rehabilitation Programs by seeking grant opportunities to assist with repairs; reintroduce the program with the use of CDBG funds and work in partnership with non-profits and Code Enforcement.
- Continue Park and Infrastructure Improvements with the use of CDBG funds.

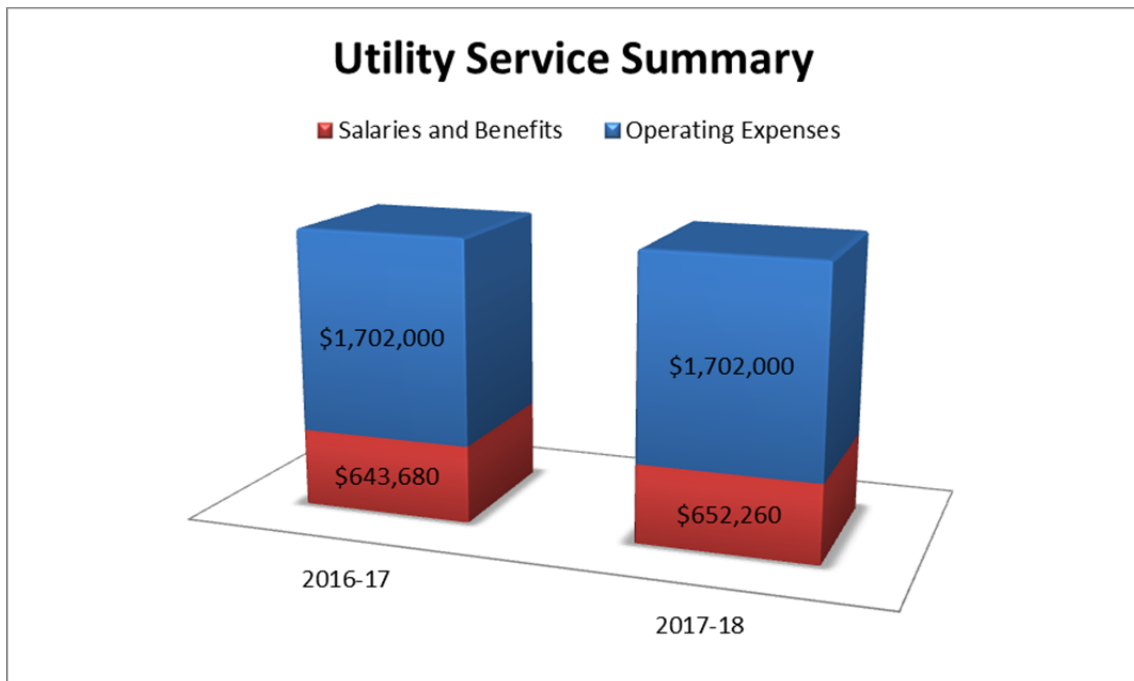
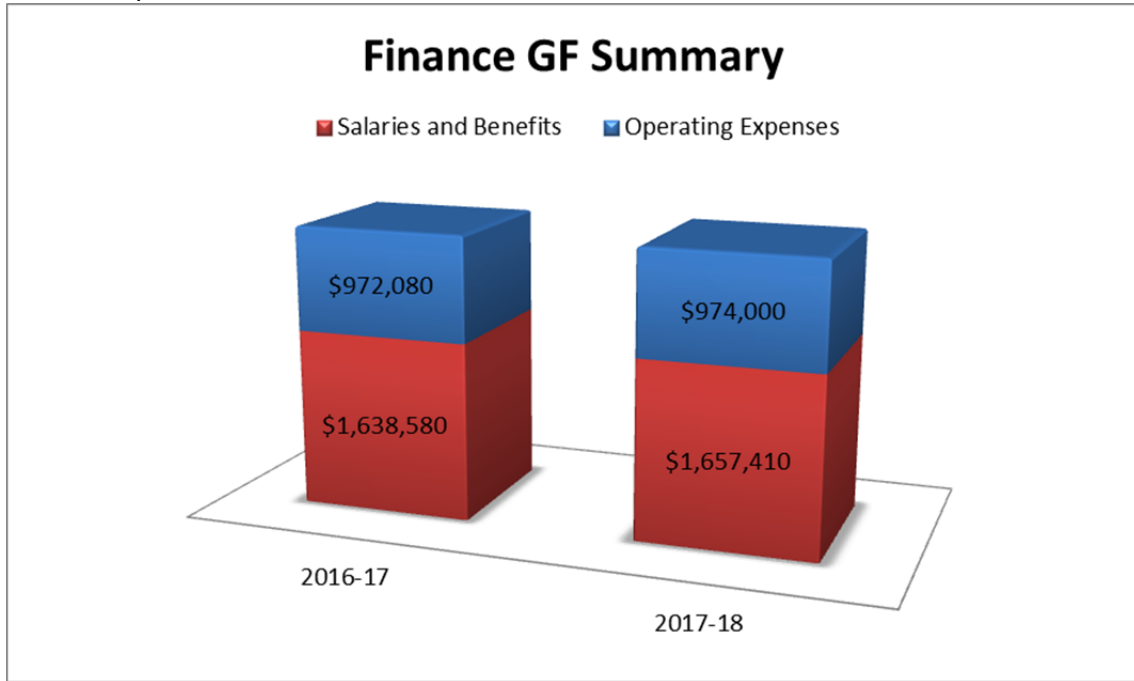
- Pro-active address the needs of the homeless population by providing available funding to non-profit housing providers and to the Continuum of Care.
- Prepare the Annual Action Plan and Consolidated Annual Performance and Evaluation Report (CAPER) on an annual basis.

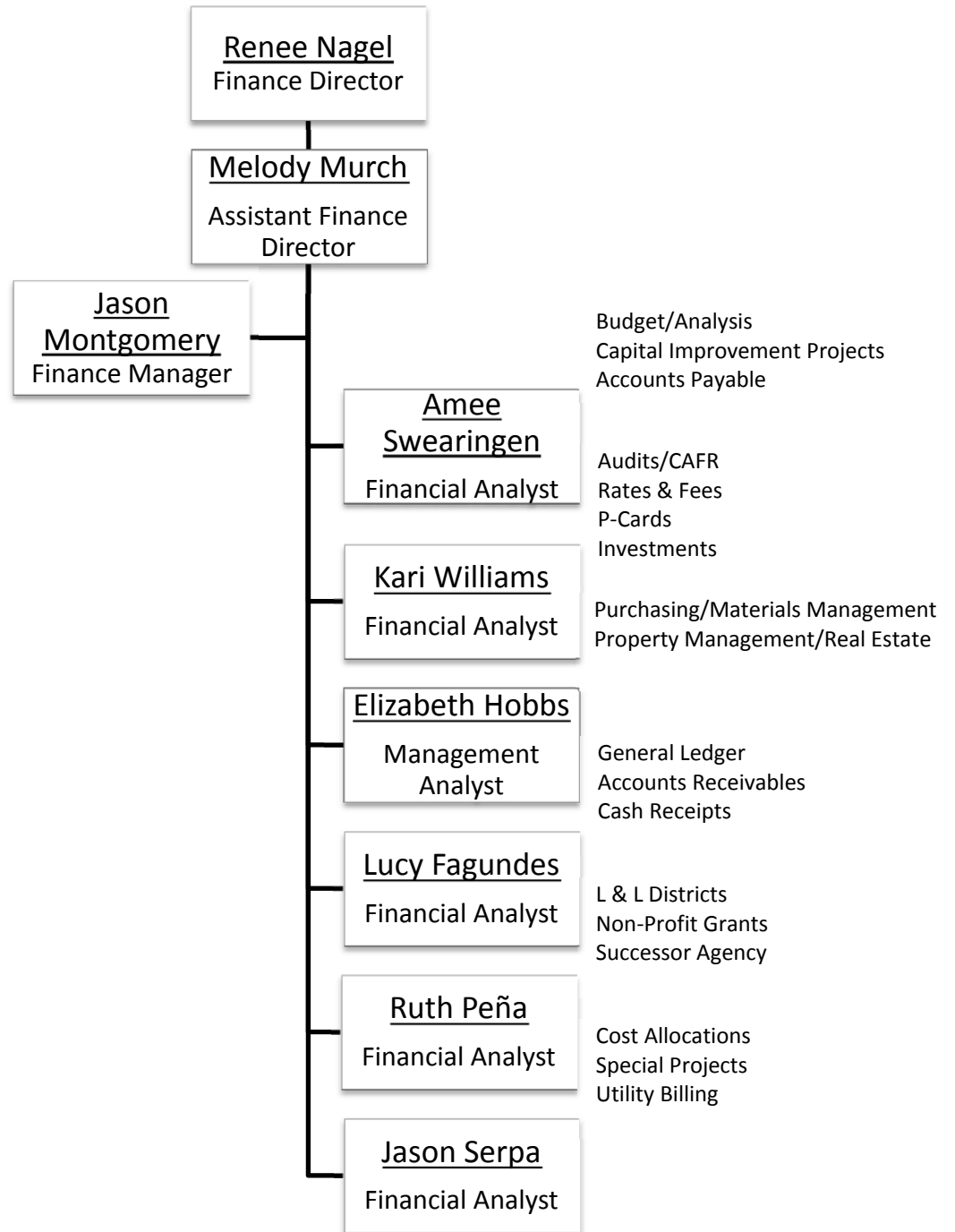
Performance Measurements - Affordable Housing Division

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Affordable Housing Provide timely reports to US Department of Housing and Urban Development (HUD)	Action Plan - May 15	05/15/2014	05/15/2015	05/15/2016	05/15/2017	05/15/2018
	CAPER - September 30	09/30/2013	09/30/2014	09/30/2015	09/30/2016	09/30/2017
Continue to service existing loans through AmeriNational & Habitat so payments received may be recycled in order to provide additional affordable housing opportunities	Number of Loans	232	224	227	233	235
	Portfolio in Dollars (millions)	\$6.7 Mil	\$6.7 Mil	\$6.7 Mil	7.1 Mil	7.3 Mil
Continue meeting the National Objectives by providing affordable housing and community development through HOME, HOME-CHDO, CDBG, NSP-CDBG and HFH as available.	Number of Affordable Units HOME, HOME-CHDO & NSP-HFH (*includes 11 rental units)	3	4	4	14*	2
	Community Development Funding % Public & Park Improvements, Section 108, Code Enforcement	60%	62%	62%	62%	62%
	Affordable Housing Funding %	40%	39%	38%	38%	38%
	Total	100%	100%	100%	100%	100%

FINANCE 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.





Allocated FTE's = 20

FINANCE

ALL FUNDS

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
FINANCE - 001 - 1503	349,882	520,369	515,200	553,840	572,510	574,410
BUDGET & ANALYSIS - 001 - 1531	775,395	678,101	786,500	783,280	850,340	857,940
ACCOUNTING - 001 - 1532	303,136	310,789	343,300	351,380	338,670	346,580
UTILITY BUSINESS OPERATIONS - 001 - 1534	1,502,422	5,107	-	-	-	-
MATERIALS MANAGEMENT - 001 - 1535	270,695	294,121	293,100	298,250	314,060	316,190
PASSPORTS - 001 - 1536	-	-	-	18,220	35,430	35,690
PROPERTY MANAGEMENT - 001 - 1551	294,061	348,522	278,700	320,500	328,580	330,300
NON DEPARTMENTAL - 001 - 1555	18,567	20,226	25,800	21,100	22,300	22,300
NON PROFIT YOUTH PROGRAMS - 001 - 3523	143,790	168,117	169,400	169,160	170,240	170,240
Total Operating Expenditures	3,657,948	2,345,352	2,412,000	2,515,730	2,632,130	2,653,650
Reimbursements	(3,138,541)	(1,508,147)	(1,739,600)	(1,681,370)	(1,855,940)	(1,855,940)
Net General Fund	519,407	837,205	672,400	834,360	776,190	797,710
SPECIAL REVENUE						
FIRE MEAS T EC UNCRT ZERO DIV - 124 - 2240	-	-	100	-	-	-
DT PARKING TRUST ZERO DIV - 611 - 6010	946,320	548,194	546,000	541,980	550,700	556,390
RDA - SA EAST - 361 - 6910	59,673	66,373	431,200	245,490	376,520	366,520
RDA - SA MOONEY - 363 - 6930	99,843	74,195	-	-	-	-
RDA - SA DOWNTOWN - 365 - 6950	(20,164)	81	-	-	-	-
RDA - SA CENTRAL - 367 - 6970	3,539,170	84	-	-	-	-
Total Operating Expenditures	4,624,842	688,927	977,300	787,470	927,220	922,910
Reimbursements	-	-	-	-	-	-
Net Special Revenue	4,624,842	688,927	977,300	787,470	927,220	922,910
DEBT SERVICE						
2005 REFUNDING COP ZERO DIV - 396 - 3960	323,568	-	144,000	-	-	-
SA EAST VISALIA RDA TARB - 397 - 3970	110,607	-	373,740	-	-	-
2014 COP - 398 - 3980	-	-	1,519,000	-	-	-
Total Operating Expenditures	434,175	-	2,036,740	-	-	-
Reimbursements	-	-	-	-	-	-
Net Debt Service	434,175	-	2,036,740	-	-	-
PROPRIETARY						
UTILITY SERVICE CENTER - 439 - 4391	73,985	2,235,798	2,279,000	2,397,090	2,575,800	2,587,850
Reimbursements	(44,902)	(2,227,472)	(2,279,000)	(2,397,090)	(2,575,800)	(2,587,850)
Net Proprietary	29,083	8,326	-	-	-	-
INTERNAL SERVICE						
BUILDINGS MAINTENANCE INT SERV - 531 - 5310	-	3,520	369,268	369,270	50,000	350,000
Total Operating Expenditures	-	3,520	369,268	369,270	50,000	350,000
Reimbursements	-	-	-	-	-	-
Net Internal Service	-	3,520	369,268	369,270	50,000	350,000
AGENCY						
PBID 3 ZERO DIV - 373 - 3620	1	-	-	-	-	-
PBID 4 ZERO DIV - 374 - 3630	377,442	-	-	370,950	374,130	374,130
LOS RIOS ASSESS DIST ZERO DIV - 381 - 3910	58,694	-	-	-	-	-
VILLAGE WEST ASS DIST ZERO DIV - 382 - 3920	7,838	-	-	-	-	-
ORCHARD WALK UG UTIL ZERO DIV - 383 - 3930	86,667	-	-	-	-	-
Total Operating Expenditures	530,642	-	-	370,950	374,130	374,130
Reimbursements	-	-	-	-	-	-
Net Agency	530,642	-	-	370,950	374,130	374,130
TOTAL FINANCE	6,138,149	1,537,978	4,055,708	2,362,050	2,127,540	2,444,750

FINANCE— Finance Management 1503, Budget & Analysis 1531, Accounting 1532

Division Description: Finance is responsible for the City's fiscal operations including the planning, directing, monitoring, and improvement of the City's financial resources. The Finance Director and Finance Management division are 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 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.

2014-2016 Accomplishments

- Produced the audit report (CAFR) internally.
- Received the GFOA award for the audit report (CAFR) and additionally for the budget.
- Produced 2-year Capital and Operating Budget.
- Implemented OneSolution, the City's new financial software. Modules implemented: payroll, general ledger, accounts payable, accounts receivable, budget, fixed assets, and CAFR reporting.
- Issued the 2014 Refunding COP to refinance the 2005 Refunding COP.
- Issued the 2015 COP for VECC funding.

2016-2018 Objectives

- Continue to implement OneSolution by adding the project management and grant management modules.
- 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.
- Produce quarterly Revenue Report.

Performance Measurements - Finance

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Provide timely, financial information to decision makers	Timely -					
	- 2 year budget adoption - 6/15	6/26/14	n/a	6/20/16	n/a	6/18/18
	- Mid-year financials - 3/15	3/17/14	3/16/15	3/21/16	3/20/17	3/19/18
	- Audit presentation - 1/15	3/2/15	1/19/16	1/17/17	1/16/18	1/22/19
	Average number of days between the end of the month and completion of bank reconciliation (Goal is 90 days)	90	90	90	90	90
Accounts Payable	Quality -					
	- Budget - GFOA award	Yes	n/a	Yes	n/a	Yes
	- CAFR - GFOA award	Yes	Yes	Yes	Yes	Yes
P-Cards	Number of Checks	9,581	9,729	10,104	10,500	10,900
	Total Payments (Millions)	\$ 121	\$ 166	\$ 200	\$ 225	\$ 250
Transient Occupancy Tax	Total CC Holders	437	461	485	500	500
	Total Payments (Thousands)	\$2,472	\$2,470	\$2,516	\$2,560	\$2,600
To protect the City's cash investments while earning a competitive investment return	Total Collected (Thousands)	\$ 2,301	\$ 2,622	\$ 2,753	\$ 2,808	\$ 2,864
	Meet or exceed Local Agency Investment Fund (LAIF)					
	- LAIF	0.25%	0.26%	0.43%	0.70%	0.80%
	- City Return	0.58%	0.58%	0.65%	1.00%	1.10%
	- Difference	0.33%	0.32%	0.23%	0.30%	0.30%

PURCHASING — Materials Management 1535, Property Management 1551

Division Description: The Materials Management division handles the City’s centralized purchasing function such as bidding all contracts, receiving quotes, issuing payments and change orders on purchase orders, and responding to public requests. The Property Management division manages leases for all City-owned property and assists with all property purchases and sales.

2014-2016 Accomplishments

- Implemented a process to register Public Works contracts with Department of Industrial Relations per SB854 mandates.
- Implemented a process to ensure payment of State Prevailing Wages on affected contracts per SB7 mandates.
- Incorporated City of Visalia’s Labor Compliance Manual and appropriate languages in all Public Works bid/contracts.

2016-2018 Objectives

- Achieve 80% compliance in having up to date contracts.
- Annually update Vendor Insurance Certificates.

<i>Performance Measurements - Purchasing - 1535</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Purchasing	Number of PO's issued	449	279	320	320	320
	Total Issued (Millions)	\$ 43	\$ 19	\$ 83	\$ 50	\$ 50
	Number of RFB/RFP/Quote Processes	-	-	131	150	150
	Number of contracts registered with DIR	-	-	66	20	20

UTILITY BUSINESS OPERATIONS—4391

Division Description: The Utility Billing division is responsible for the collection of utility billing revenue for the City.

2014-2016 Accomplishments

- Cal Water contract ended 2/5/14, to process billing & payments for City of Visalia’s utilities. As of 2/5/14, Fathom/Global Water has been providing those services.
- Auditing of accounts continues to ensure correct billing is going to customers.
- Add storm fees to accounts previously not billed, because the property is not connected to City sewer.
- Implemented a collection process to involve code enforcement on severely delinquent accounts. Due to this, collection rates have increased dramatically.
- Added late fee penalties to delinquent payments.
- Fathom/Global Water monthly reconciliation to ensure receipt of revenues reported.
- Constructed a new Utility Billing counter at City Hall West to service customers more efficiently.

2016-2018 Objectives

- Continue auditing accounts to ensure correct billing.
- Continue tax-rolling unpaid property owner debt.
- Implement new billing system.
- Revise policies and code on landlord/tenant obligations according to rubbish service.

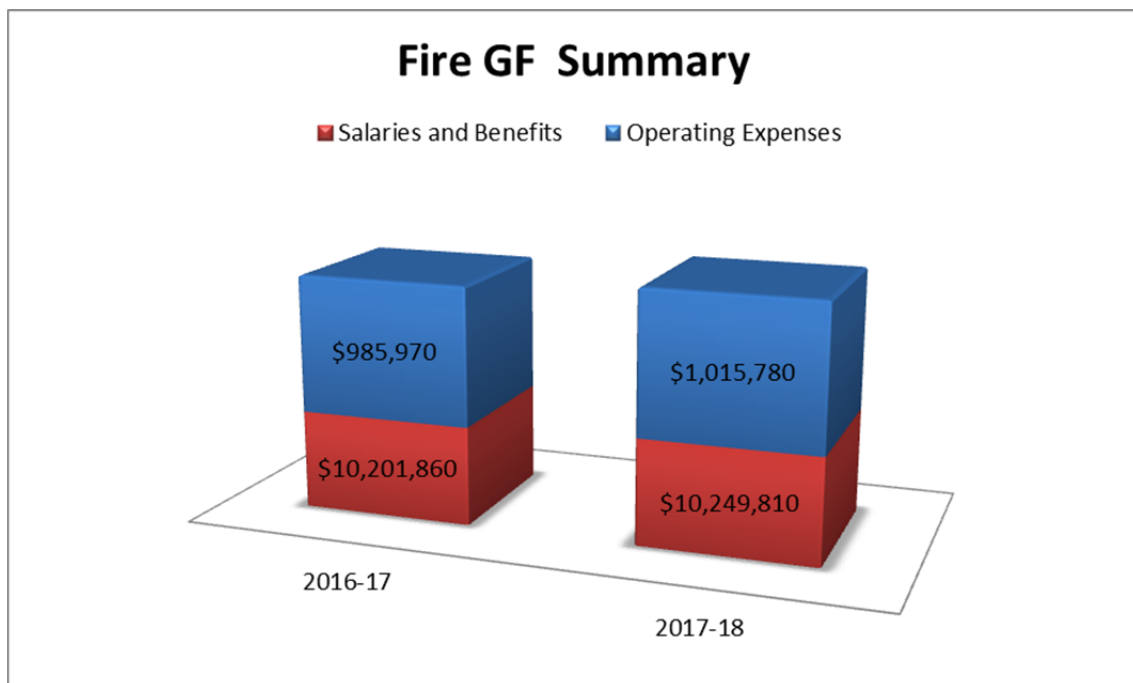
Performance Measurements - Utility Billing

<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Utility Billing	Number of Accounts (average)	41,037	41,285	41,533	41,781	42,029
	Revenue (<i>Millions</i>)	\$ 40.1	\$ 40.4	\$ 40.7	\$ 40.9	\$ 41.2
	Number of Delinquent Accouts to Tax Roll	82	384	450	459	468
	Revenue (<i>Thousands</i>)	\$ 20	\$ 170	\$ 200	\$ 210	\$ 220
	Number of Delinquent Accouts to Collections	1,503	1,845	1,860	1,860	1,860
	Revenue (<i>Thousands</i>)	\$ 246	\$ 384	\$ 740	\$ 500	\$ 500

FIRE & EMERGENCY MANAGEMENT DEPARTMENT

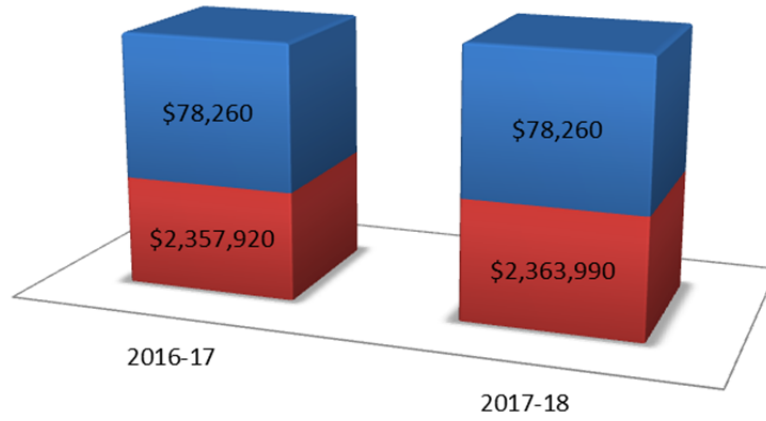
MISSION: Members of the Fire Department guarantee to the People of the City of Visalia that we will provide dependable service in a responsive manner, while showing care and compassion for those in need. We will protect lives, property and the environment through fire suppression, rescue, disaster preparedness,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

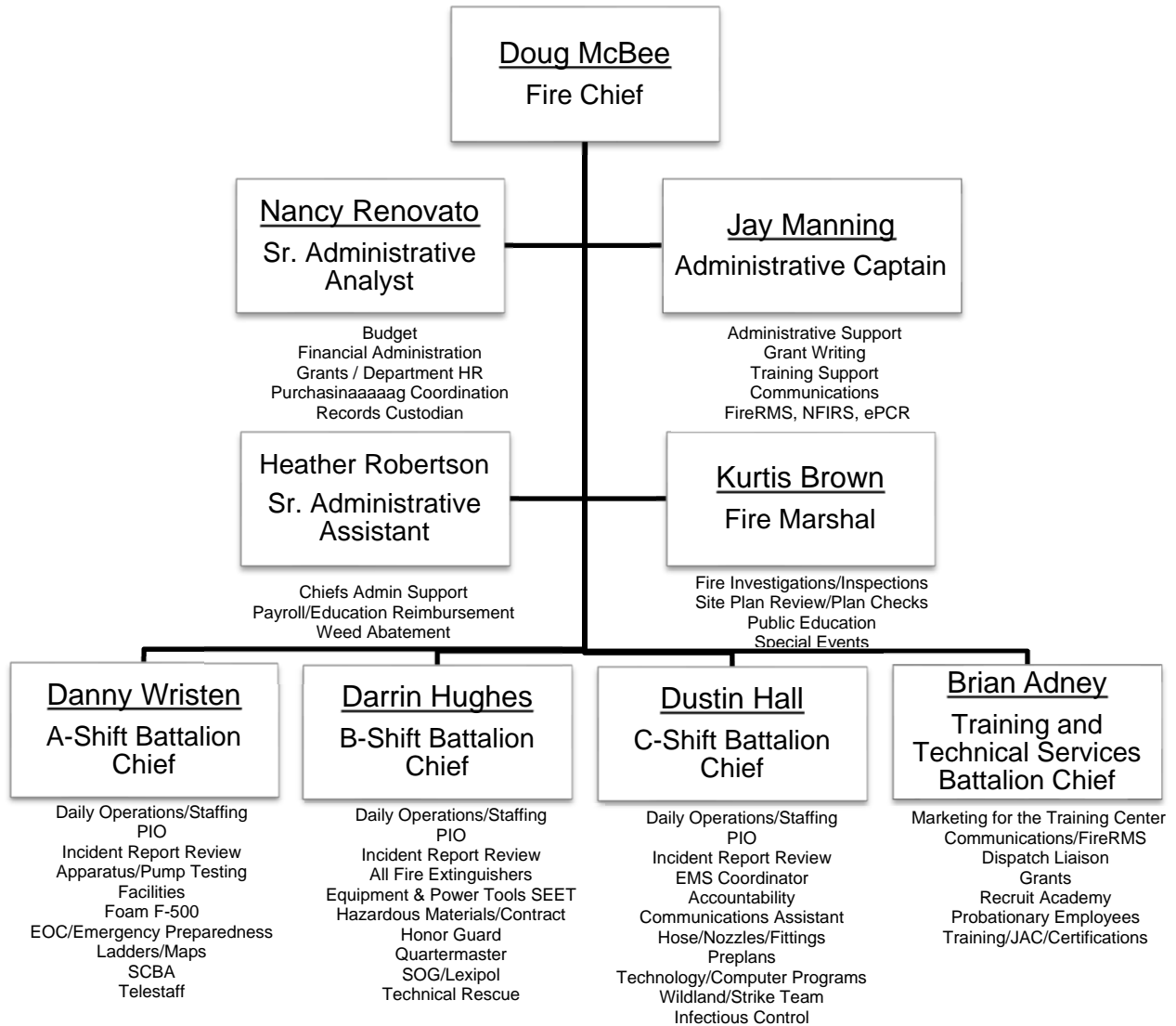
The members of this Department, working together, will provide a professional and caring environment that is fair, honest, and ethical and treat all individuals with respect and dignity. The Department will provide innovative and effective leadership in developing concepts that will be supportive of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



Measure T Fire Summary

■ Salaries and Benefits ■ Operating Expenses





Allocated FTE's = 81

FIRE

ALL FUNDS

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
FIRE ADMINISTRATION - 001 - 2221	861,728	1,000,439	871,600	1,029,152	1,022,320	1,036,320
FIRE EMERG SERV/OPERATIONS - 001 - 2222	9,858,286	10,203,508	10,449,100	10,792,562	11,005,090	11,061,450
FIRE PREVENTION - 001 - 2223	456,698	562,526	616,600	630,230	659,920	672,020
FIRE TRAINING - 001 - 2224	82,969	92,769	113,400	113,930	108,490	109,590
FIRE HAZARDOUS MATERIALS - 001 - 2226	39,428	32,927	65,600	28,850	28,650	29,650
Total Operating Expenditures	11,299,109	11,892,169	12,116,300	12,594,724	12,824,470	12,909,030
Reimbursements	(9,996)	(9,657)	(10,000)	-	-	-
Net General Fund	11,289,113	11,882,512	12,106,300	12,594,724	12,824,470	12,909,030
SPECIAL REVENUE						
FIRE MEASURE T ZERO DIVISION - 122 - 2230	281,246	1,211,324	1,469,022	1,469,022	-	-
FIRE PUBLIC SAFETY ST (MEAS T) - 122 - 2231	2,375,840	2,455,331	2,510,400	2,687,500	2,575,670	2,582,470
Total Operating Expenditures	2,657,086	3,666,655	3,979,422	4,156,522	2,575,670	2,582,470
Reimbursements	(26,664)	(13,350)	(26,700)	-	-	-
Net Special Revenue	2,630,422	3,653,305	3,952,722	4,156,522	2,575,670	2,582,470
INTERNAL SERVICE						
FIRE MEAS T ZERO DIV - 504 - 5040	65,149	65,197	65,100	65,770	65,770	65,770
Total Operating Expenditures	65,149	65,197	65,100	65,770	65,770	65,770
Reimbursements	(64,697)	(64,697)	-	(64,700)	(64,700)	(64,700)
Net Internal Service	452	500	65,100	1,070	1,070	1,070
TOTAL FIRE	13,919,987	15,536,317	16,124,122	16,752,316	15,401,210	15,492,570

FIRE ADMINISTRATION—2221

Division Description: The Administration/Support Services Division is staffed by the Fire Chief, Administrative Fire Captain, Senior Administrative Analyst and Senior Administrative Assistant. The division is responsible for the administrative activities of operating the department. Administrative activities include financial administration and coordination to ensure effective and efficient use of the department's resources; promotions and recruitments; productivity measurement and analysis; leadership, oversight, and planning of the department's programs and policies.

2014-2016 Accomplishments

- Hired new Fire Inspector as recommended in budget.
- Completion of new Fire Station 53 and staffed.
- Updated Auto Aid/Mutual Aid Plan with Tulare County Fire Department.
- Provided assistance and oversight of new Visalia Emergency Communications Center (VECC) and CAD Replacement.
- Converted departmental SOGs to Lexipol (new software).
- Upgraded Assistant Fire Marshal to Fire Marshal.
- Produced Annual Report for the department.
- One Battalion Chief and the Fire Marshal completed Leadership Visalia.
- Two Fire Captains completed COV Supervisory Academy.
- Represented the Fire Department with the Ballot Measure Advisory Committee.
- Participated in the Tulare County Drought Task Force.
- Processed 150 Public Records Requests, including record & personnel depositions and personnel subpoenas.
- Processed 140 CV9s, including separations, new employees, merit increases, specialty pay and processed nine (9) new employee hiring orientations.
- Worked with CSET to acquire an Office Assistant at no cost to the City.
- Received grants for the purchase of equipment and personnel training.

2016-2018 Objectives

- Develop a strategic plan for the fire department.
- Project completion of new Visalia Emergency Communications Center (VECC) and CAD Replacement.
- Transition Fire Administration to VECC.
- Provide additional Telestaff training for staff.
- Seek federal, state and public grants in support of fire department activities.
- Continue to scrutinize overtime budgets and effectively manage the operating budget by maximizing resources and staying within the allocated budget.
- Attain a higher ISO Rating.
- Two Battalion Chief's to participate in Leadership Visalia.
- Continue to participate as a member of Tulare County Drought Task Force.
- Take a leadership role with Tulare Kings County Fire Chiefs.

EMERGENCY SERVICES/OPERATIONS—2222

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

2014-2016 Accomplishments

- Responded to 26,578 calls for service in calendar years 2014 and 2015; of these 17,542 were for emergency medical service.
- Assisted the state with 21 Strike Team Deployments to combat wildfires throughout California. The state reimbursed the City a total of \$486,188 for staff time and vehicle and apparatus support.
- Completed all National Fire Incident Reporting System (NFIRS) required reporting.
- Purchased two (2) new Pierce Fire Engines.
- Completed two (2) EOC Drills.
- Received new engine from California Office of Emergency Services.
- Added repeater at Station 56 (Lovers Lane).
- Replaced 11 AEDs.

2016-2018 Objectives

- Purchase one Fire Engine and one Ladder Truck.
- Renew certifications for 29 EMTs.
- Begin process to update the Emergency Operations Plan.
- Complete SW repeater site at Station 53.
- Move Ch1 to VECC Tower.
- Complete upgrade to communication equipment (including all portable radios).
- Plan the update to the ePCR tablets.
- Complete two (2) EOC Drills.
- Replace ePCR Tablets.
- Continue to assist the state with Strike Team assignments and monitor reimbursements.

Performance Measurements - Operations Division - 2222

Average Response Time Comparison

Report Period: From 2006 to 2015

<u>Year</u>	<u>Total Calls</u>	<u>Average Response Time</u>
2006	9,625	0:05:26
2007	10,959	0:05:31
2008	10,452	0:05:33
2009	10,395	0:05:49
2010	10,598	0:05:06
2011	11,245	0:04:55
2012	12,140	0:04:59
2013	12,482	0:05:22
2014	12,513	0:05:48
2015	14,065	0:05:52

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

New Goal: To respond to all priority calls for service in less than 5 minutes, 80% of the time.

<u>Strategy</u>	<u>Measure</u>	<u>Actual</u> 2011	<u>Actual</u> 2012	<u>Actual</u> 2013	<u>Actual</u> 2014	<u>Actual</u> 2015	<u>Forecast</u> 2016	<u>Forecast</u> 2017	<u>Forecast</u> 2018
Response times To improve response times by opening a fire station in southwest Visalia staffed with Measure T personnel and continue to utilize new technology to improve response capabilities, including: Mobile Data Terminals, improved map processing, GPS dispatching of closest unit and intersection preemption devices.	Percentage of calls responded to in less than 5 minutes	51%	52%	53%	49%	56%	60%	65%	68%

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

FIRE PREVENTION—2223

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

2014-2016 Accomplishments

- Conducted presentations to all schools (public & private) during Fire Prevention month in October. Approximately 6,000 students were served.
- Held Open House in October. Approximately 1,000 people attended.
- Held three (3) Fire Camp Workshops with more than 120 youths participating.
- All mandated fire inspections were completed.
- Completed automation of Fire Report Management System (RMS) Inspection Program for Prevention Staff.
- Implemented new hazard based Inspection Priority Program.
- Implemented new Fire Alarm Permit Program.
- Reinstated the Apartment Complex Inspection Program.
- Standardized all fire investigation documents with surrounding agencies.
- Worked with Special Events Committee and the City Attorney's Office to create a new Parade Ordinance.
- Hired a new fulltime Fire Prevention Inspector.

2016-2018 Objectives

- Plan and coordinate three (3) Fire Camp Workshops for 6-10 year olds. It is anticipated more than 200 youths will participate.
- Complete all required mandated fire inspections.
- Submit to Council for approval the new Open Burning, and Weed Abatement Ordinances.
- Update Fire Investigation manual to the new NFPA 921 & 1033 Standards.
- Implement new juvenile fire-setter program.
- Automate Fire Alarm Permit Program through Permits Plus.
- Amend and adopt the new California Fire Codes.

Performance Measurements - Prevention Division - 2223

Strategy	Measure	Actual	Actual	Forecast	Forecast	Forecast
		2014	2015	2016	2017	2018
To continue improving policies & procedures and utilize technology to the best of our abilities always working towards increased efficiency.	Initial Business Inspection	4,673	4,909	5,000	5,000	5,000
	Property Maint Inspection	1,098	1,181	1,200	1,200	1,200
	Public Education Attendees	26,120	16,309	20,000	20,000	20,000

Strategy: The Prevention Division started a new priority inspections program in 2014. Inspections are conducted starting with high hazard occupancies first, working down to the lower hazard occupancies. The high hazard inspections are completed each year by a Fire Inspector and the lower hazard occupancies are inspected by an engine company. With new strategies, the reimplementation of the apartment complex inspection program along with the addition of a new full-time fire inspector in 2014, the Visalia Fire Department has seen a dramatic increase in the number of initial inspections.

TRAINING—2224

Division Description: The Training Division is staffed by one Training and Technical Services Battalion Chief. The Training Division manages the fire service training and program requirements for all fire suppression personnel. Fire service training is comprised of five major areas; fire suppression, hazardous materials, technical rescue, emergency medical technician and paramedicine. The Training Division strives to increase and enhance the response capabilities of the Fire Department, as mandated by local, state and federal standards. The Training and Technical Services Battalion Chief also manages the Business and Marketing Plan for the Training Facility, Grants, Recruit Academies, and the Communications Program.

2014-2016 Accomplishments

- Met all federal, state and local requirements and recognized standards.
- Completed annual CORE Competency testing for all suppression personnel.
- Station 55 Training Facility hosted several regional training sessions and maintains active facility use agreements with Tulare County Probation, Visalia Police Department and other City departments.
- Implemented a monthly training program for Fire and EMS Personnel with KDMC resident physician program.
- Installed a water saving training hydrant at Station 55 Training Facility.
- Completed three (3) recruit academies.
- Developed and implemented new Acting Captain and Battalion Chief Certification Programs.
- Updated probationary Captain Training Packet.

2016-2018 Objectives

- Complete all local, state and federal mandated training requirements.
- Find and bring outside specialized training for department personnel.
- Update and improve Fire Simulation Computer Program.
- Maintain and improve relationship with surrounding agencies in regards to training.
- Develop an improved mentoring and career development program.
- Take a leadership role with South Valley Training Officers Association.

Performance Measurements - Training Division - 2224

Goal: Provide an average of 20 hours of fire service training per month to each fire suppression employee.

<i>Strategy</i>	<i>Measure</i>	Actual 2013	Actual 2014	Actual 2015	Forecast 2016	Forecast 2017	Forecast 2018
Monthly Training Provide 20 hours of fire service training for each fire suppression employee. As per ISO recommendations.	Average monthly training hours for each fire suppression employee	21.09	22.53	21.40	20.00	20.00	20.00

Strategy: The Training Division will continually evaluate federal, state and local training requirements for fire suppression employees. The Training Division will develop an annual training plan that will meet or exceed all training requirements. The Training Division will utilize the Target Solutions Program, qualified internal and external instructors, and a monthly training calendar to provide an average of 20 hours of material per month for each fire suppression employee.

HAZARDOUS MATERIALS RESPONSE—2226

Division Description: The Hazardous Materials Division is comprised of one Battalion Chief who oversees 22 highly trained personnel who staff one of the 25 Cal EMA Type I Hazardous Material response teams within our state. Our Hazardous Materials team responds to a variety of hazardous materials spills and incidents within Tulare and Kings Counties. The team is also under contract with local fire agencies to respond to incidents on a cost recovery basis.

2014-2016 Accomplishments

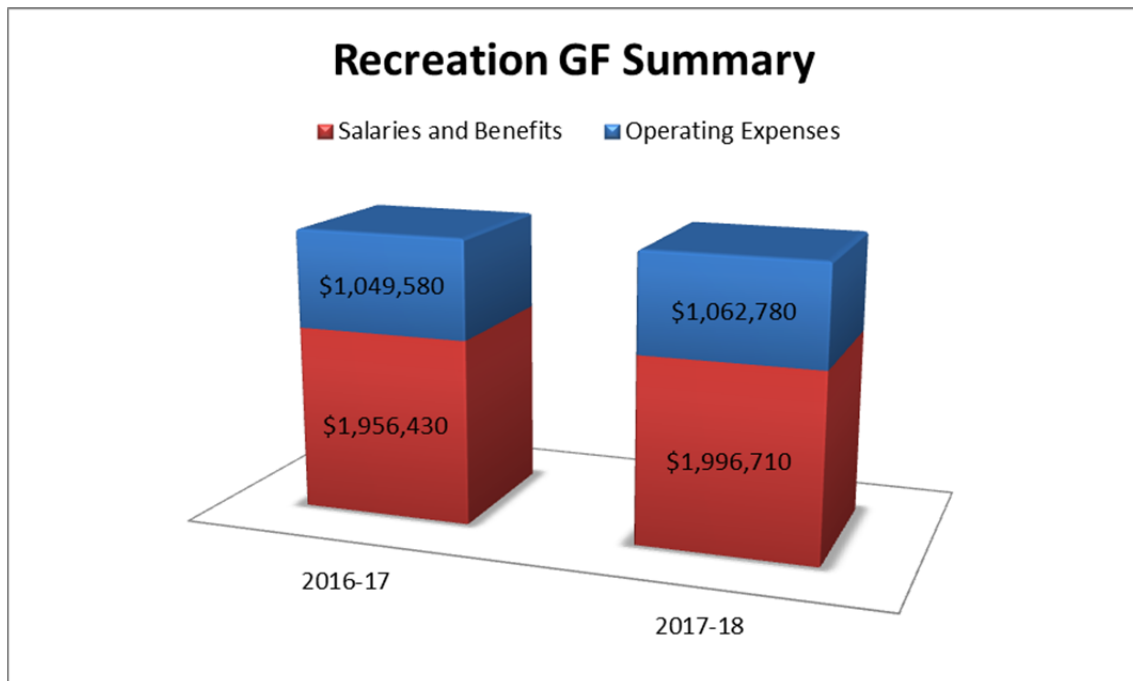
- Four firefighters completed grant-funded Haz-Mat Specialist Training.
- Conducted multi-agency training with the CHP Haz-Mat Team and the Tulare County District Attorney at their Environmental Crimes Symposium.
- Upgraded the television monitor in the Haz-Mat unit and upgraded to GoPro camera technology.
- Received a donated large silo tank and used MC-306 tank to be used for Haz-Mat and Confined Space Rescue training.
- Conducted a large scale exercise with the 9th Civil Support Team at the Tulare Agri-Center.

2016-2018 Objectives

- Pursue Capital Improvement Project funding to purchase a new Haz-Mat vehicle within the next six years.
- Continue to monitor and oversee Haz-Mat cost share agreements with surrounding cities.
- Pursue local grant funding for equipment and training needs.
- Conduct bi-monthly training sessions for team members and include local Haz-Mat businesses.
- Strive to provide challenging Haz-Mat training for department personnel.
- Continue to find new partnerships to help support the City of Visalia's HazMat Team.

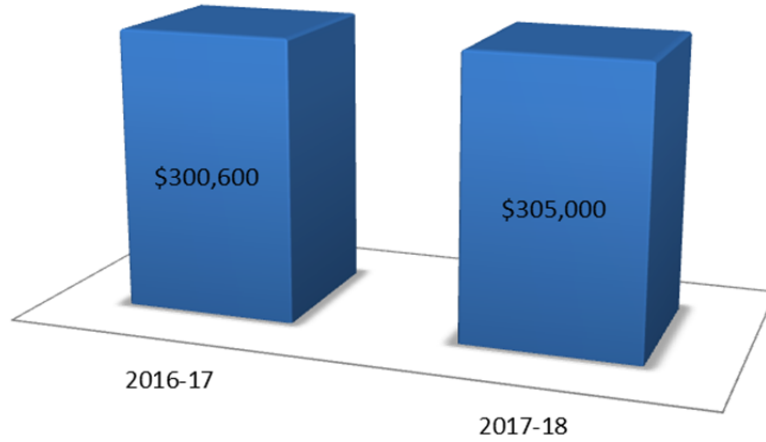
PARKS & RECREATION DEPARTMENT

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.



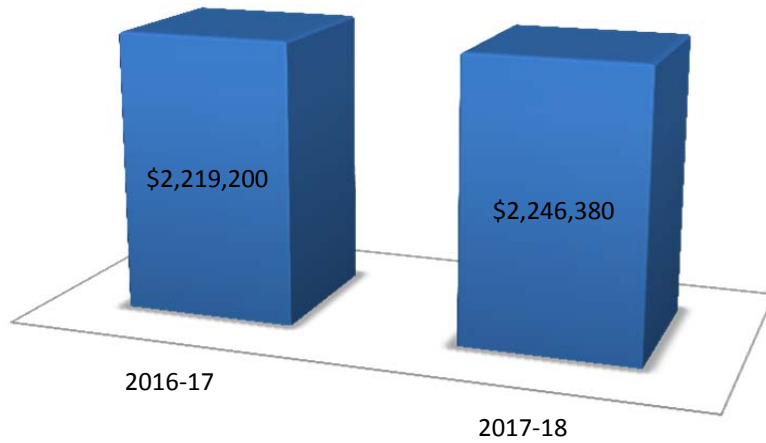
Baseball Summary

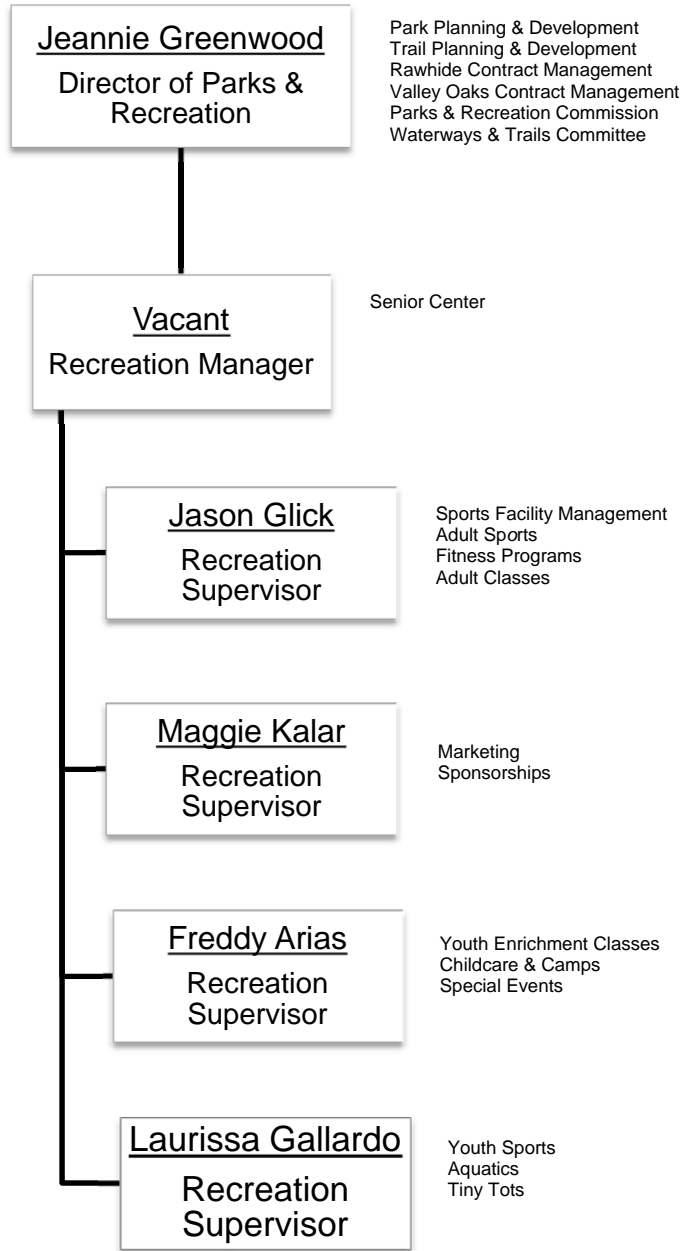
■ Operating Expenses



Golf Summary

■ Operating Expenses





Allocated FTE's = 12

**PARKS & RECREATION
ALL FUNDS**

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
OPERATING EXPENDITURES						
GENERAL FUND						
P&R PARKS AND REC ADMIN - 001 - 3501	287,432	297,219	278,400	284,934	266,290	267,540
P&R FACILITY MANAGEMENT - 001 - 3502	416,055	421,468	407,500	349,090	369,170	374,230
P&R MARKETING AND PROMOTION - 001 - 3503	67,913	70,240	63,600	82,268	85,050	83,080
P&R MHCC PROGRAMS - 001 - 3504	83,236	77,748	98,900	171,080	182,980	184,030
P&R AFTERSCHOOL ENHANCEMENT - 001 - 3505	196,642	223,900	235,300	231,230	248,590	255,050
P&R AQUATICS - 001 - 3506	150,482	174,273	216,900	216,400	218,330	223,440
P&R YOUTH ENRICHMENT - 001 - 3507	126,350	131,300	138,400	151,300	171,520	174,810
P&R YOUTH SPORTS PROGRAM - 001 - 3508	143,728	128,041	138,400	139,600	139,930	144,050
P&R ADULT SPORTS PROGRAM - 001 - 3509	199,557	238,060	235,800	219,070	238,890	243,950
P&R COMM WIDE CULTURAL EV - 001 - 3511	65,078	100,816	42,500	118,180	136,220	137,820
P&R VOLUNTEER PROGRAM - 001 - 3512	101	20	-	-	-	-
P&R PARKS - 001 - 3513	8	-	-	-	-	-
P&R RECREATION MANAGEMENT - 001 - 3514	1,061,180	1,261,789	1,240,000	1,343,740	1,264,810	1,283,290
P&R TEEN PROGRAMS - 001 - 3516	184	3	-	-	-	-
P&R ADULT PROGRAMS - 001 - 3517	18,626	17,987	18,600	27,610	23,700	23,700
P&R RIVERWAY SPORTS PARK - 001 - 3519	7,624	9,671	19,800	13,080	12,000	12,210
P&R LOOP SERVICES - 001 - 3521	13,500	12,386	17,600	12,090	16,430	17,590
P&R HEALTH AND WELLNESS - 001 - 3522	29,326	32,739	43,900	35,740	38,640	38,840
P&R SENIOR CENTER - 001 - 3524	159,761	181,254	146,700	253,100	277,820	280,420
P&R ASES PROGRAM - 001 - 3539	754	3	-	-	-	-
Total Operating Expenditures	3,027,537	3,378,917	3,342,300	3,648,512	3,690,370	3,744,050
Reimbursements	(105,911)	(115,420)	(106,000)	(120,000)	(14,950)	(14,950)
Net General Fund	2,921,626	3,263,497	3,236,300	3,528,512	3,675,420	3,729,100
PROPRIETARY						
VISALIA BASEBALL ZERO DIV - 405 - 4050	15,185	17,464	-	20,300	-	-
VISALIA BASEBALL - 405 - 4051	295,348	314,767	269,200	326,700	324,530	329,070
GOLF CITY ZERO DIV - 421 - 4220	488,467	53,844	482,683	482,970	284,000	565,000
GOLF OPERATIONS-CITY - 421 - 4221	471,670	615,193	332,000	472,280	461,860	463,860
GOLF OPERATIONS ZERO DIV - 423 - 4230	3	4	-	-	-	-
GOLF OPERATIONS COURSECO - 423 - 4231	2,053,283	2,086,574	2,189,100	2,196,640	2,217,590	2,244,770
Total Operating Expenditures	3,323,956	3,087,846	3,272,983	3,498,890	3,287,980	3,602,700
Reimbursements	(26,160)	(13,080)	-	-	-	-
Net Proprietary	3,297,796	3,074,766	3,272,983	3,498,890	3,287,980	3,602,700
TOTAL PARKS & RECREATION	6,219,422	6,338,263	6,509,283	7,027,402	6,963,400	7,331,800

ADMINISTRATION – 3501

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

2014-2016 Accomplishments

Effectively managed the maintenance and operation budget of the department to maximize the use of resources and stay within the general funding provided for the two year fiscal period 2014-16.

- Represented the department in the important process of planning related to Trail and Bikeway Master Planning; Park Planning; the Civic Center Master Plan; and the General Plan update.
- Continued to be creative and innovative to fulfill the mission of the department despite not filling vacant positions to meet the budget needs due to a down economy and reduced general fund monies for operations.
- Provided project management oversight for multiple CIP parks and recreation projects including Riverway Sports Park Phase V, Rawhide Ballpark Lighting Project, design of the East-Side Regional Park, land acquisitions for future park sites, etc.
- Provided staff liaison to the Parks & Recreation Commission, the Visalia Parks and Recreation Foundation, the Senior Advisory Group, Golf Advisory Group, and other City committees as necessary, i.e. Planning Commission and City's Blue Ribbon Committee.

2016-2018 Objectives

- Maintain and increase staff engagement.
- Develop and facilitate creative programs, services and events.
- Take full advantage of non-City funding alternatives.
- Improve productivity and organizational effectiveness.
- Increase community awareness of Parks and Recreation facilities, programs and events.
- Build relationships and develop community partners.
- Enhance Commission and Advisory Group operations.
- Enhance engagement and utilization of the Parks and Recreation Foundation.

RECREATION DIVISION – 3502-3522

Division Description: The Recreation Division offers high quality recreation programs to all age groups and interests. Rather than duplicating services with other Community Based Organizations and private businesses, the Recreation Division strives to find its niche in the community. Focusing on family programs, non-competitive youth sports programs, health and wellness programming, senior nutrition and access to programs and activities for all ages and income levels.

2014-2016 Accomplishments

- For the combined two year budget period, the Recreation Division increased revenues by \$241,235. The Recreation Division has strengthened its focus on providing quality special events for the community by increasing the number and diversity of events available at a low cost or at no cost.
- Child care programs continue to thrive. The After School Activity Program (ASA) continues to grow with an increase in the average daily attendance of 12 students generating an additional \$90,000 over the last two years. The Kids Club Day Camp grew in average daily attendance by 10 generating an additional \$76,000 in revenue.
- The Recreation Division has increased marketing efforts including a bi-weekly article in the Visalia Times Delta, has grown to over 3,000 “likes” on Facebook, has a Twitter and Pinterest account, produces a monthly email newsletter and sends direct email marketing materials to existing customers.
- New programs included Visalia Senior Games, The Zombie Run and The Enchanted Ice Garden, an outdoor ice skating experience.
- Taking advantage of the dry weather, the department added a winter softball league resulting in 49 teams. A new winter basketball league netted 30 teams. The addition of these two programs netted \$22,600 in new revenue.
- Swim team participation grew 13.77 percent from the 2014 to the 2015 season. Swim lessons grew by 18.33% over the last two seasons. Public Swim attendance nearly doubled from 2014 to 2015 increasing 93%.
- Youth sports grew in participation by 23.56% from 2014 to 2015.
- The Recreation Division manages five (5) community centers, manages contracts for an additional five (5) facilities, and manages park reservations and all athletic facilities owned and/or operated by the City of Visalia. The Recreation Division has increased usage of City operated facilities through City sponsored programs as well as outside rentals.
- The popular annual Father/Daughter Dance grew to 933 participants over the two day event.

2016-2018 Objectives

- Increase program registration and participation for existing programs by providing quality programs and events.
- Improve marketing efforts by utilizing social media outlets.
- Create new, sustainable, cost recovering programs that attract new users to our services.
- Increase program cost recovery.
- Develop and sustain programs focusing on nutrition education, wellness and physical activity for all ages and abilities.

Performance Measurements - Parks and Recreation

Recreation Divisions - 3502-3522

<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Enrichment Classes, adult & youth	9,484	9,922	10,000	10,400	10,800
Youth Sports Participation	1,749	2,008	2,247	2,359	2,471
Adult Sports Teams	563	644	595	600	605
Swim Lessons	710	781	920	1,000	1,000
Athletic Facility Rental Revenue	92,000	98,700	85,000	86,000	87,000
After School Activity Program Attendance	24,188	26,230	29,000	30,000	31,000
Manuel Hernandez Community Center Drop In	9,937	13,061	15,000	16,000	16,500
Number of Park Rentals	797	841	790	800	820
Park Rental Revenue	69,831	81,026	69,500	70,000	70,500
Facility Rental Revenue	89,356	81,710	82,000	82,000	82,000
Senior Meals Service	8,981	11,521	9,400	9,500	9,600
Recreation Revenues	1,416,248	1,593,219	1,600,000	1,450,000	1,500,000

VALLEY OAKS GOLF COURSE – 421

Division Description: 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.

2014-2016 Accomplishments

- Covered operational costs and made strides towards Capital Improvement Program and Expansion Debts.
- Provided all maintenance functions, which included mowing, irrigating, aerating greens, and fertilizing of approximately 240 acres.
- Maintained certification as an Audubon Cooperative Sanctuary.
- Received the NRPA/PGA Family Course Grant promoting golf for children and families.
- Increased tournament rounds from 4,100 to 4,900
- Increased social media awareness through the use of Facebook and Twitter
- Introduced Spring/Summer junior camps in partnership with the City of Visalia Parks and Recreation Department
- Hosted 30 annual non-golf events in Food and Beverage, including weddings, birthday parties, service club meetings, holiday parties, and charity fundraising events.
- Expanded community outreach efforts by promoting non-golf activities such as 5K runs, “Zombie” run, and Corporate Games.
- Constructed an artificial turf driving range tee to aid in range tee turf conditions.
- Constructed a FootGolf course on the “Oaks” nine, generating from \$30K in profit the first year of operation.

2016-2018 Objectives

- Review all rates & charges to insure that each fee is representative of the actual use of the course and make adjustments as necessary.
- Provide an affordable, quality golfing experience for the public thus increasing rounds played.
- Cover operational costs and pay down debt.
- Utilize the 27-hole inventory to maximize revenue through the offering of off-peak discounts and other incentives as well as offering other, non-traditional programs during off-peak times.
- Increase the number of tournament rounds.
- Continue to expand community outreach efforts.
- Increase non-golf activities.
- Expand Valley Oaks Learning Center influence to attract a greater number of juniors, beginners, women and seniors to the facility.
- Introduce a Player Development Program centered around twilight golf and range use.

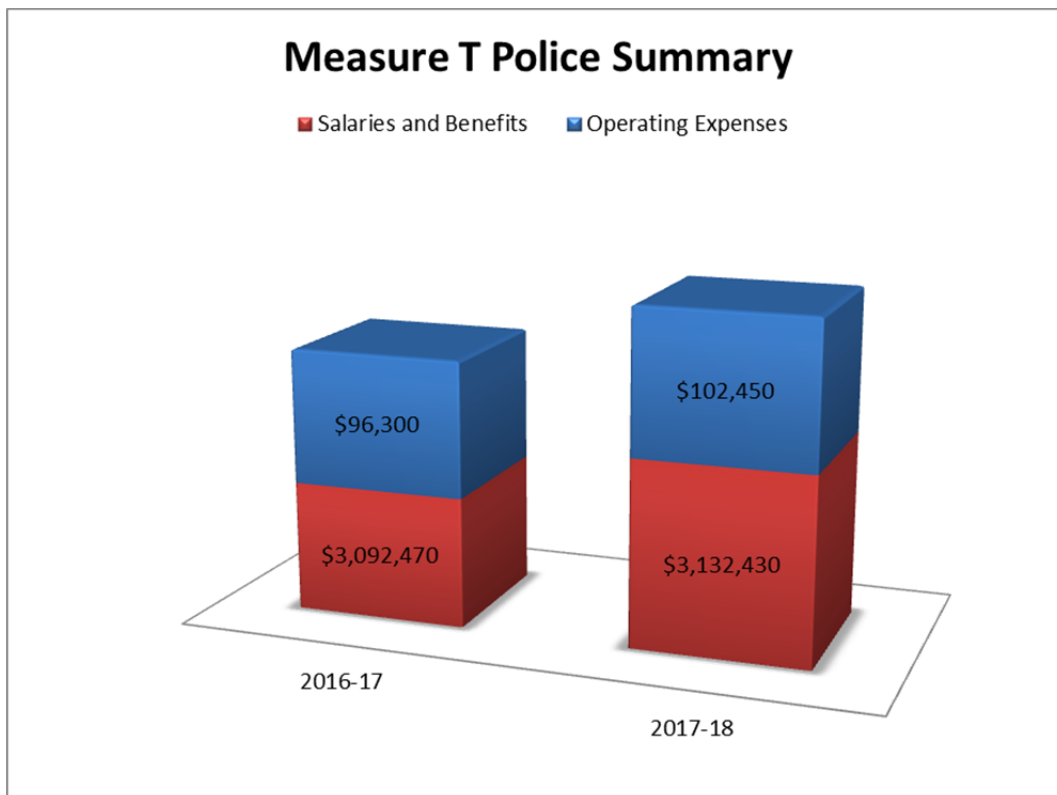
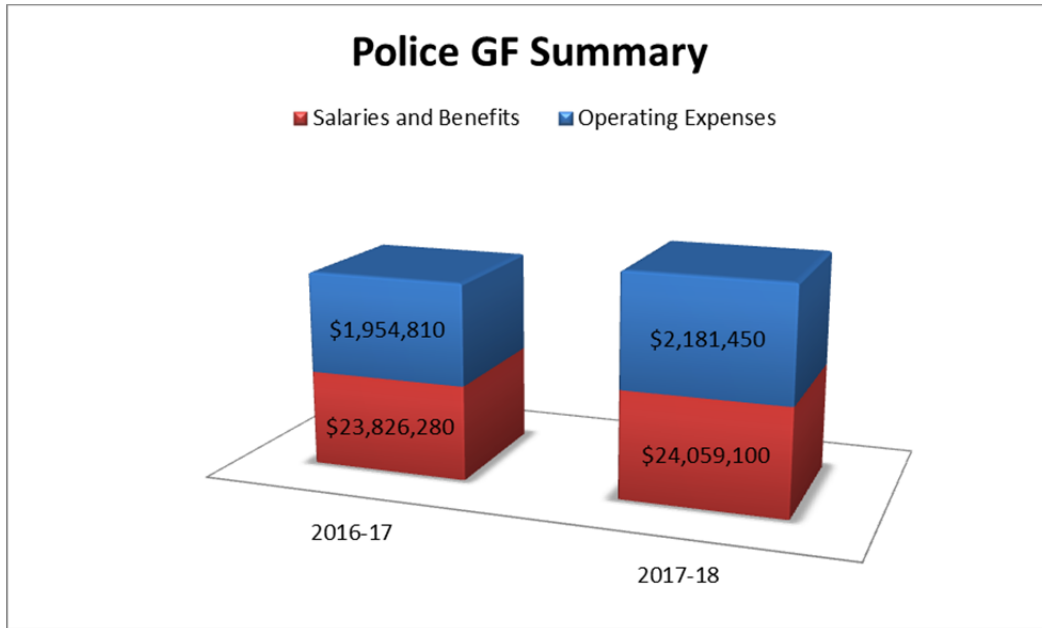
Performance Measurements - Parks and Recreation

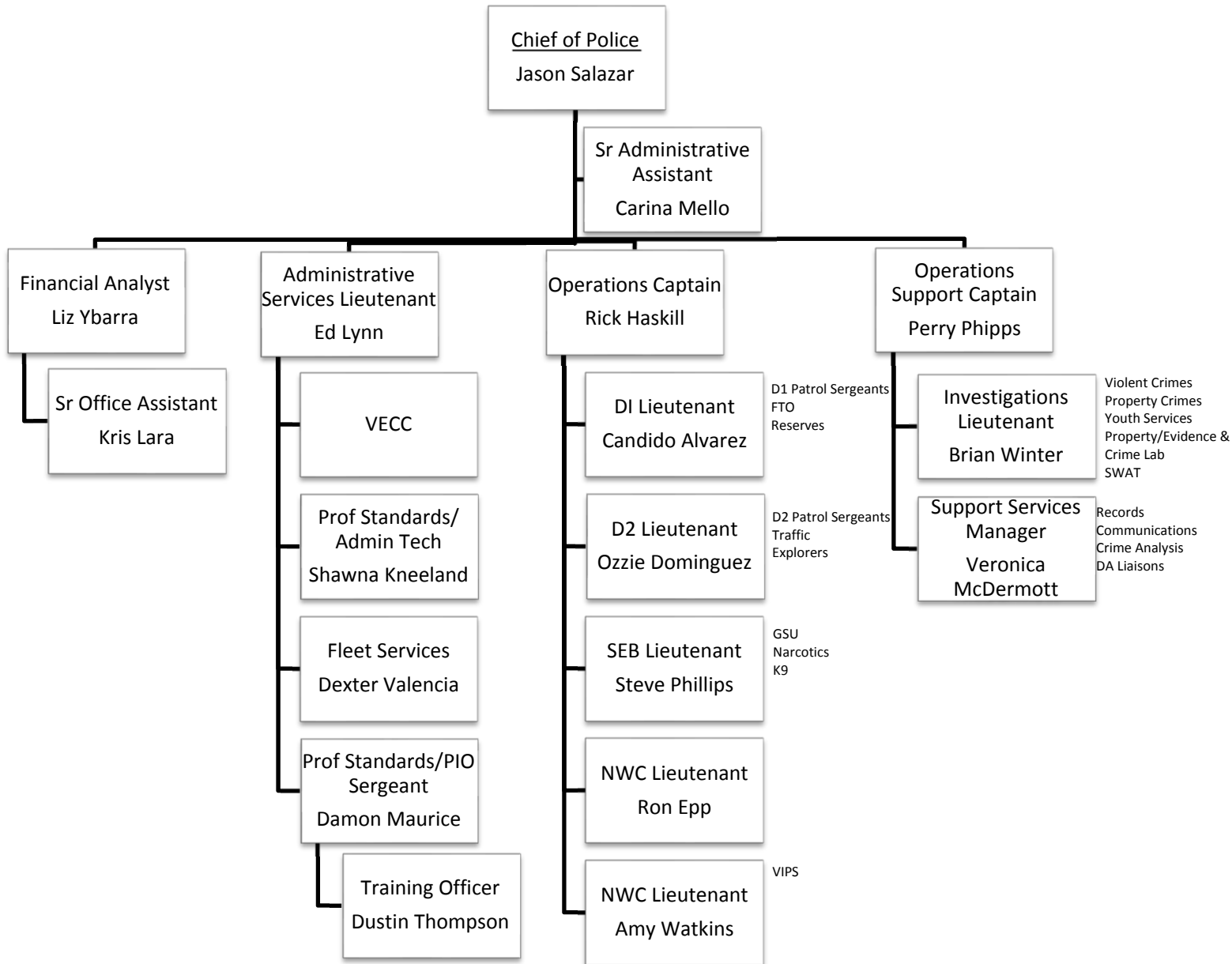
Valley Oaks Golf - 421

<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
To provide a quality golfing experience at a reasonable cost (mesasured in rounds)	62,486	61,564	61,410	62,663	63,916

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 to enforce the criminal laws of the State of California and the ordinances of the City of Visalia.





Allocated FTE's = 208

**POLICE
ALL FUNDS**

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
PD ADMINISTRATIVE SERVICES - 001 - 2101	8,461,454	9,641,279	9,419,100	9,660,433	10,178,910	10,519,310
PD PATROL - 001 - 2102	11,989,546	11,735,693	12,218,900	12,089,780	12,873,330	13,016,490
PD TRAFFIC BUREAU - 001 - 2103	1,953,717	1,897,773	2,043,100	1,898,820	1,942,240	1,962,490
PD INVESTIGATIONS - 001 - 2104	4,677,815	4,948,380	4,979,000	4,999,620	5,336,940	5,368,840
POLICE UNCLAIMED FUNDS - 012 - 3820	47,861	10,936	29,100	75,000	71,800	30,000
Total Operating Expenditures	27,130,393	28,234,061	28,689,200	28,723,653	30,403,220	30,897,130
Reimbursements	(7,603)	(8,207)	(8,700)	(8,700)	(8,500)	(8,500)
Net General Fund	27,122,790	28,225,854	28,680,500	28,714,953	30,394,720	30,888,630
SPECIAL REVENUE						
PD PS ST (MEAS T) ZERO DIV - 121 - 2130	19,440	-	-	-	-	-
PD PUBLIC SAFETY ST (MEAS T) - 121 - 2131	2,944,202	3,089,240	3,348,400	3,187,200	3,333,200	3,379,310
COMCL CRIMINAL APPREH ZERO DIV - 631 - 6030	-	60,748	-	-	50,000	-
NARCOTICS FOREFITURE ZERO DIV - 621 - 6210	-	19,448	30,000	20,000	30,000	30,000
ASSET FORFITURE ZERO DIV - 622 - 6220	-	46,082	80,000	60,000	135,000	40,000
ST TARGET ASSET FORFIETURE - 623 - 6230	-	17,582	15,000	15,000	15,000	15,000
FED TARGET ASSET FORFIETURE - 624 - 6240	-	-	5,000	5,000	5,000	5,000
COPS GRANT FUNDS MGMT - 631 - 6321	(9,754)	168	-	-	-	-
COPS GRANT INVESTIGATIONS - 631 - 6324	168,610	235,846	199,700	310,160	221,920	222,750
FED COPS GRANT ZERO DIV - 634 - 6340	138,786	338,016	358,900	356,790	379,720	397,270
FED COPS GRANT - 634 - 6341	-	-	-	-	126,100	108,680
FED COPS PATROL - 634 - 6342	-	231	-	-	-	-
Total Operating Expenditures	3,261,284	3,807,361	4,037,000	3,954,150	4,295,940	4,198,010
Reimbursements	-	-	-	-	-	-
Net Special Revenue	3,261,284	3,807,361	4,037,000	3,954,150	4,295,940	4,198,010
INTERNAL SERVICE						
PD MEAS T ZERO DIV - 503 - 5030	23,114	89,411	163,800	138,531	244,610	140,660
PD ADMINISTRATIVE SERVICES - 511 - 5145	5,165	5,165	-	-	-	-
Total Operating Expenditures	28,279	94,576	163,800	138,531	244,610	140,660
Reimbursements	(22,303)	(85,006)	(107,400)	(85,010)	(85,010)	(85,010)
Net Internal Service	5,976	9,570	56,400	53,521	159,600	55,650
TOTAL POLICE	30,390,050	32,042,785	32,773,900	32,722,624	34,850,260	35,142,290

ADMINISTRATION

Division Description: The Administrative Division consists of the Professional Standards Bureau (PBS) and Special Services Bureau. The Professional Standards Bureau oversees training, public information, Internal Affairs and personnel. The Special Services Bureau is responsible for budget, fiscal matters, purchasing and grants. Fleet and facilities maintenance is also included in this Division.

2014-2016 Accomplishments

- The Administration and PSB were reorganized to improve efficiency and cost savings.
- Renewed VPD Way philosophy and provided training to all department personnel.
- Established a plan to increase community outreach via increased social media presence and community events.
- Software solution IA Pro was launched providing a comprehensive data tracking system for PSB and field units.
- Transferred 3rd party alarm permit processing to existing staff creating cost savings and enhanced service.

2016-2018 Objectives

- Identify new in car camera vendor for future patrol vehicle purchases.
- Body Camera implementation to increase public trust and transparency.
- HQ rear parking lot security fence to enhance site security.
- Establish recruiting team to fill ongoing department vacancies for both sworn and professional staff.
- Department wide formal inspection

OPERATIONS

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

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

The Special Enforcement Bureau (SEB) is also a part of the Operations Division. This Bureau consists of the Special Enforcement Unit (SEU) and the Narcotics Unit. The primary function of the Bureau is gang suppression in the City of Visalia, which is accomplished by identifying the most active gang members and focusing enforcement efforts towards those individuals. This is accomplished through proactive enforcement methods including, but not limited to, informants, arrest warrants, search warrants, parole and probation violations, weapons investigations and narcotics investigations. In addition to this, they are utilized in other areas to support the overall mission of the Department

Other important units fall within the Operations Division and include the Special Weapons and Tactics Team (S.W.A.T.), the Field Training Unit, Reserve Unit, Volunteers in Police Services (VIPS) and the Tulare County Consolidated Explosive Ordinance Destruction Unit.

2014-2016 Accomplishments

- Continued a partnership with the Tulare County Probation Department and the Visalia Police Department to actively monitor AB109 (prison realignment) probationers.
- Completion of a Multi-Agency detail, "Operation Red Sol", which was led by the Tulare County Regional Gang Enforcement Team (TARGET). This operation focused on the violent "Norteno" street gang. This county-wide operation culminated with over 60 arrests of violent gang members.
- The Visalia Police Department received recognition from the State of California for its efforts related to local traffic and DUI enforcement through the administration of several state-funded traffic grants, including a two-county regional AVOID grant.
- Expanded the availability of "less than lethal" options to Patrol.
- The Visalia Police Department hosted multiple POST certified training courses, including; an Honor Guard Academy, Crisis Intervention Training and Critical Incident Response for Patrol.
- Transitioned the Police Motorcycle Fleet from the Harley-Davidson to the BMW Motorcycle. The BMW is anticipated to be a safer, more efficient vehicle. It is

anticipated that the BMW will provide double the useful life as compared to the previous fleet.

- Evaluated and secured funding of \$120,000 to implement a Body-Worn Camera (BWC) program.

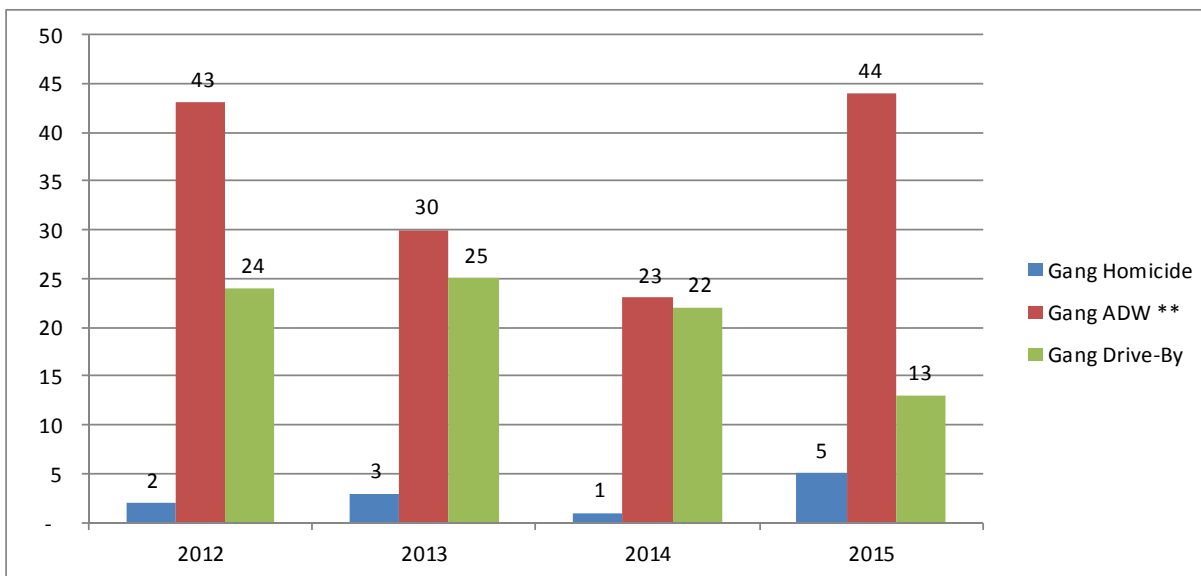
2016-2018 Objectives

- Formation of a Crime Reduction Strategy to reduce residential burglaries by 5%
- Increase use of social media to enhance the Neighborhood Watch program and Crime Prevention efforts to improve connectivity between the Visalia Police Department and the Visalia citizenry.
- Development of a Traffic Strategy to reduce the number of fatal collisions city-wide by 10% and focus on enhanced internal driving safety.
- Creation of a special detail to combat the issues of vagrancy and homelessness. Additionally, an enhanced method of data collection will be utilized to maximize information to better deploy resources.
- Implementation of a Body-Worn Camera (BWC) program to the uniformed members of the Department

Performance Measurements - Police - Operations

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 16-17	Forecast 17-18
Through efforts of the Special Enforcement Bureau and TARGET Task Force, focus on seizure of weapons from gang members in an effort to reduce gun-related gang crime	# of Fire Arm Seizures by SEB	39	41	49	59	71

Gang Violence Stats



** Assault With A Deadly Weapon

OPERATIONS SUPPORT

Division Description: The Operations Support Division consists of the Support Services Bureau and the Investigations Bureau.

The Support Services Bureau includes the Records Unit, Communications Unit, and Court & Subpoena Services Unit which provide services to the public, as well as other Bureaus within the Department. These services include processing reports, radio/computer dispatching, and court liaison.

The Investigations Bureau includes the Property Crimes Unit, Violent Crimes Unit, Youth Services Unit, Crime Analysis Unit, and the Crime Lab. The Investigations Bureau provides competent, thorough follow-up investigation of adult and juvenile crimes committed in the City of Visalia.

2014-2016 Accomplishments

- Reorganized the Property and Evidence Unit to include a supervisory position.
- Added 2 hourly positions in the Crime Lab to assist with fingerprint analysis and forensic capabilities.
- Developed a Department-wide technology committee.
- Implemented an automated pawn register for second-hand stores.
- Evaluated and selected a vendor to implement a new CAD/RMS system.
- An internal audit was completed focusing on the Department's missing person investigation process and implemented a new process to properly monitor each case.
- The design of the Visalia Communications Center (VECC) was approved and a construction company was selected by our City Council for construction to begin in February of 2016.

2016-2018 Objectives

- Reorganize the Communications Unit to add a second supervisory position.
- Expand the automated pawn register to full implementation.
- Implement a cold-case task force.
- Implement a serial number property identification system available to the public.
- Successful transition to the new CAD/RMS system.
- Hire an additional Property and Evidence supervisor.
- Increase surveillance capabilities to assist detectives in solving crimes.
- Monitor the construction of the VECC and prepare for our communications operations for transition into the new facility.

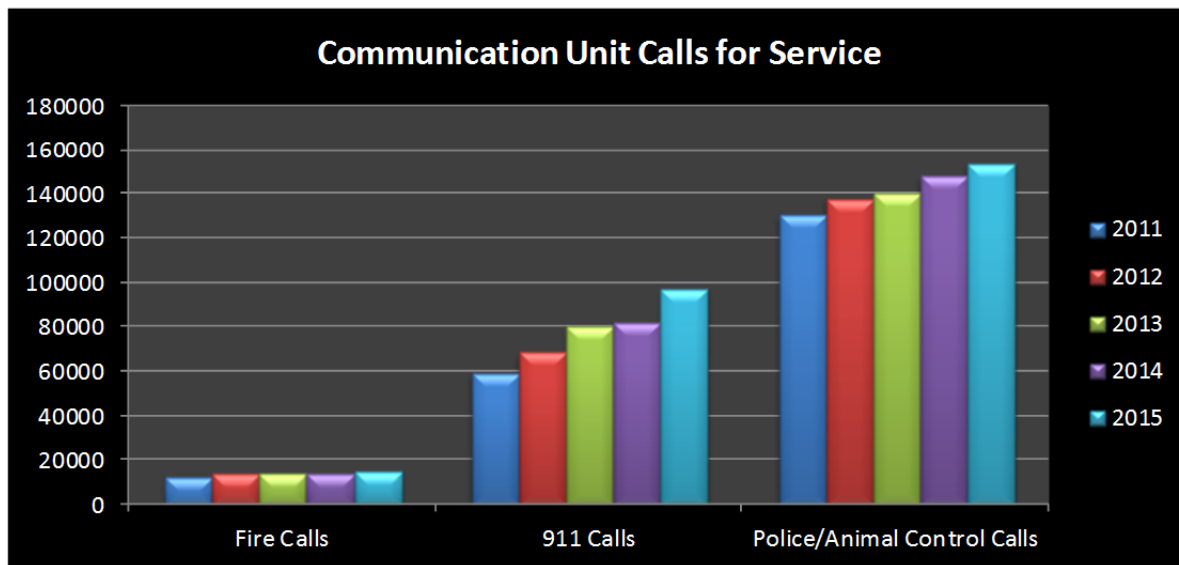
Performance Measurements - Police - Operations Support

	Actual 2012-13	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
City of Visalia Population	128,443	129,582	130,753	132,061	133,382	134,716
Number of Calls for Service	220,417	234,328	240,295	265,354	275,968	287,835
% Increase in Calls		1.4%	2.6%	6.8%	4.4%	4.3%

Population forecast based on 1% growth.

Number of calls for service is for Police, Animal Control, Fire & 911

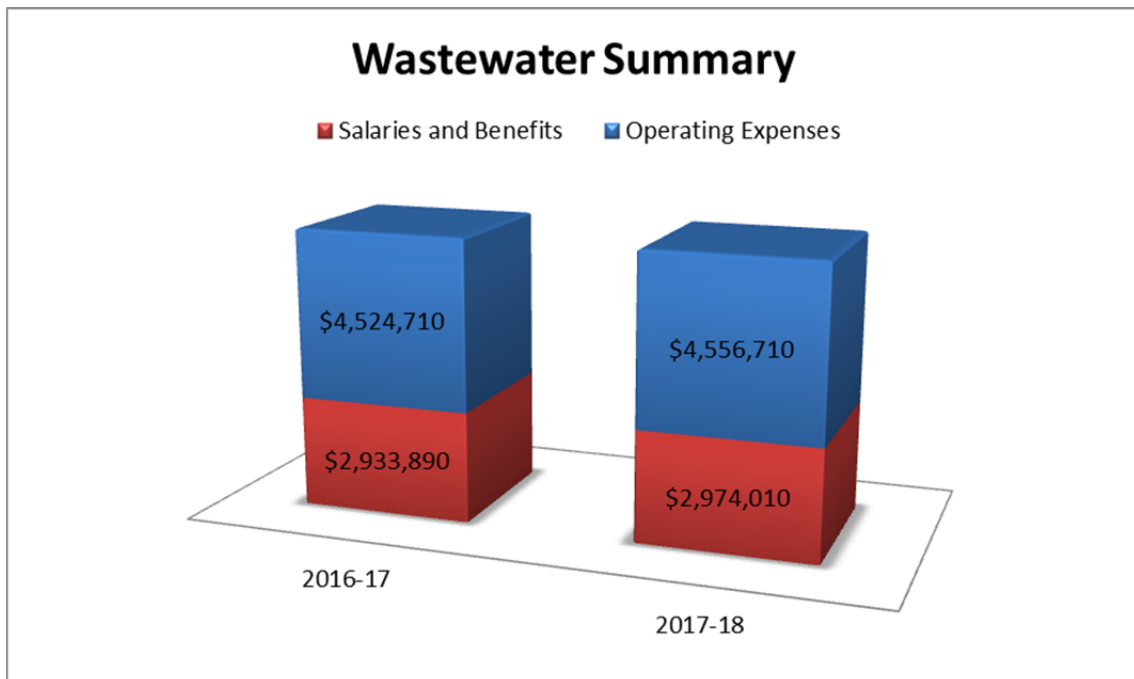
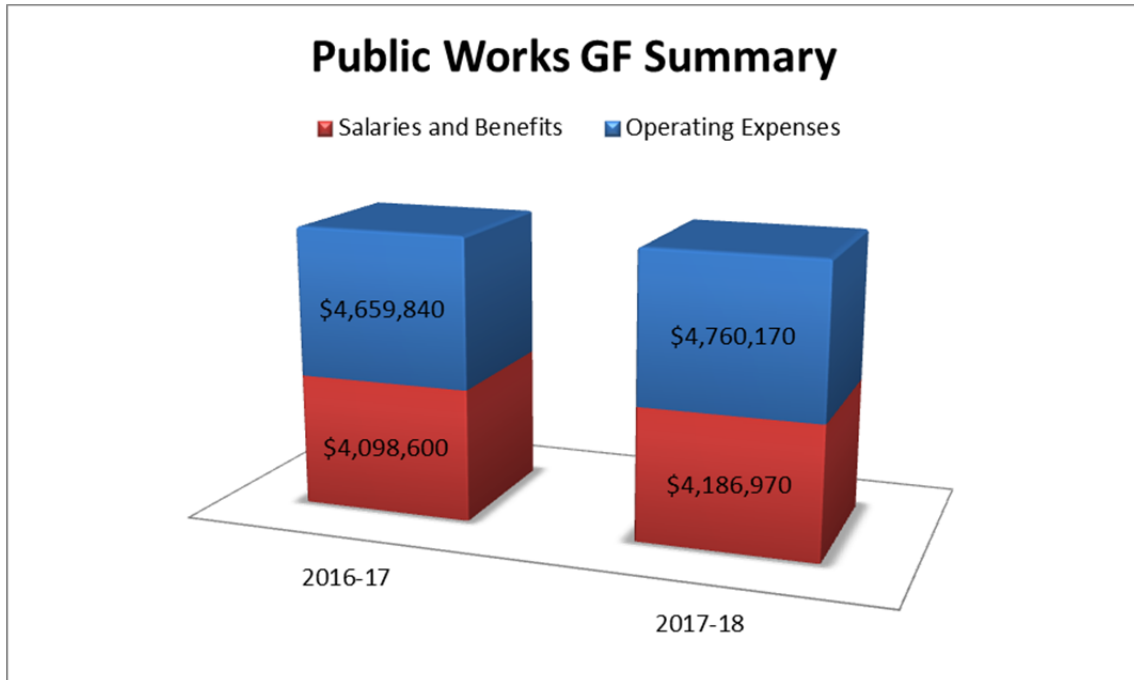
Calls for service forecast of 3.6% is based on the average percentage growth between 2013 and 2015.



In comparing calls for service in 2015 to 2014, there is an 8.5% increase for all calls for service. There is a 7.2% increase in Fire calls, 15.4% increase in 911 calls, and 3.7% increase in Police/Animal Control calls.

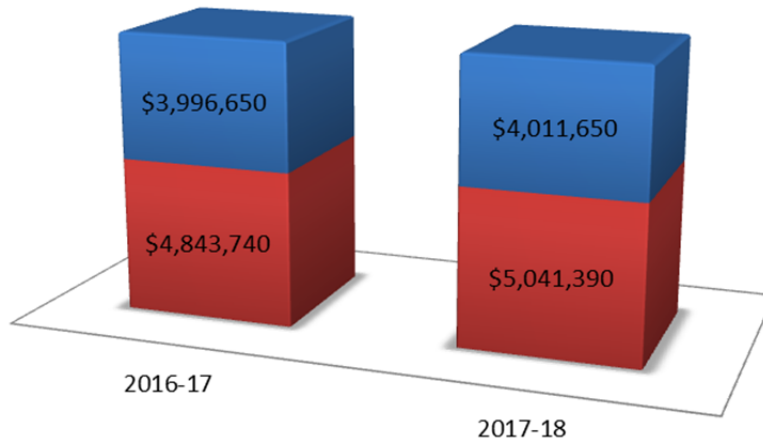
PUBLIC WORKS DEPARTMENT

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.



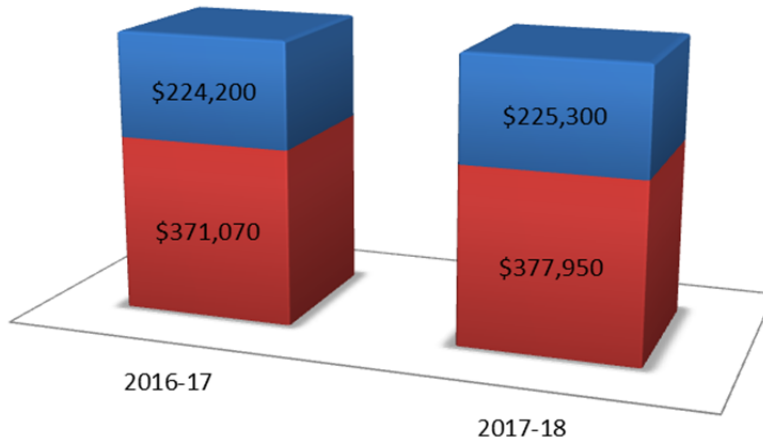
Solid Waste Summary

Salaries and Benefits Operating Expenses



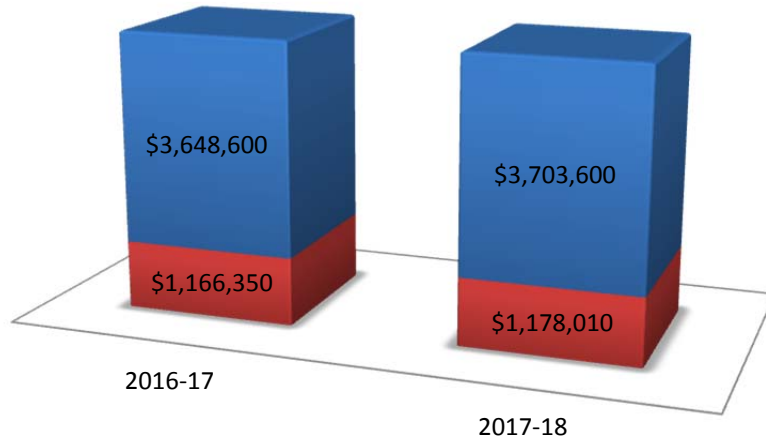
Storm Maintenance Summary

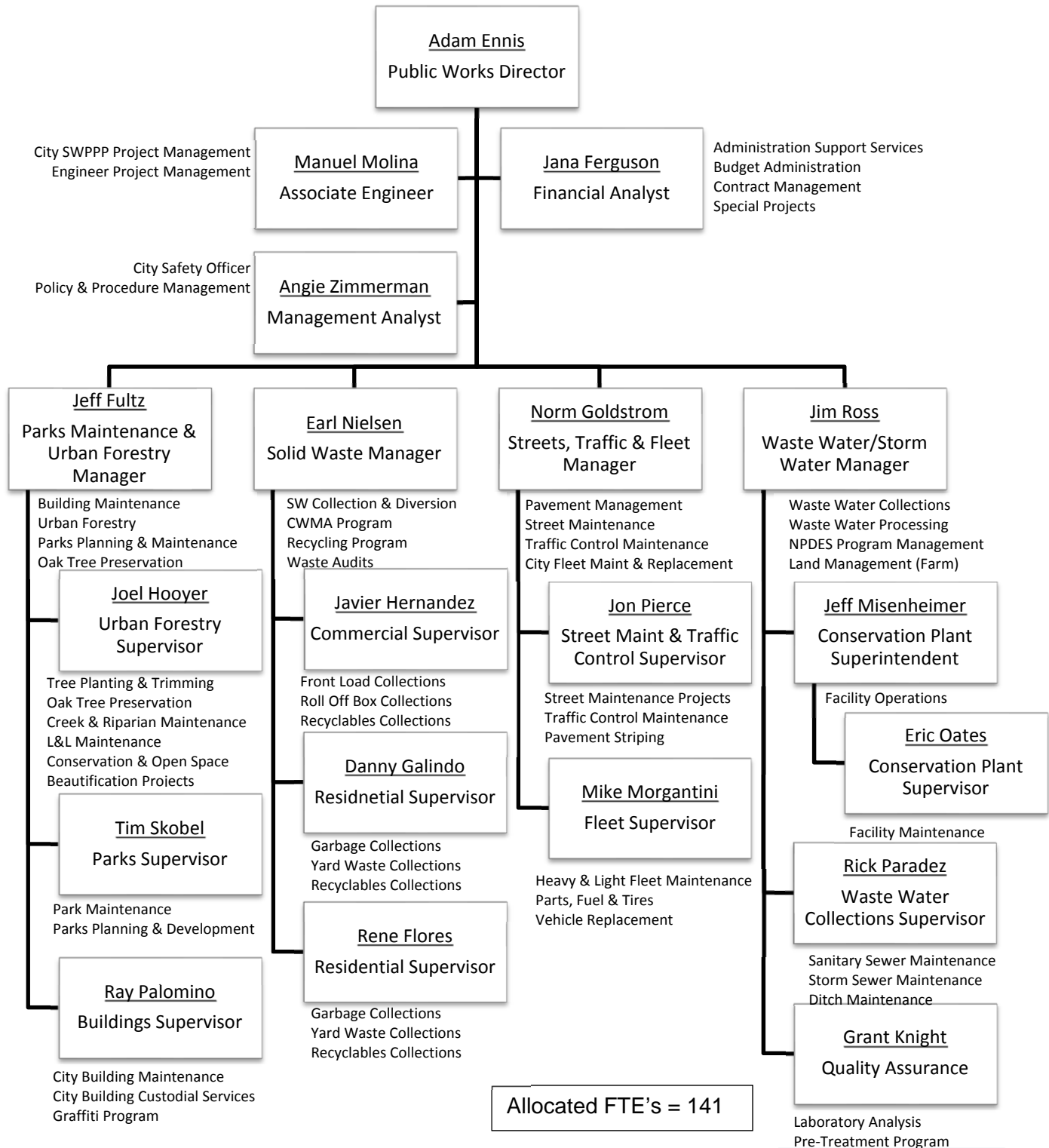
Salaries and Benefits Operating Expenses



Fleet Maintenance Summary

■ Salaries and Benefits ■ Operating Expenses





Allocated FTE's = 141

PUBLIC WORKS

ALL FUNDS

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
GENERAL FUND						
FIRE SAFETY PROGRAM - 001 - 2225	118,852	136,426	142,100	-	-	-
CD CITY PARKING LOT MAINT - 001 - 3105	309,834	322,327	324,900	342,910	346,270	346,270
PW MANAGEMENT - 001 - 3106	584,125	626,530	605,900	656,910	795,640	805,210
PARKS PROJECT MANAGER - 001 - 3121	298,488	349,295	485,300	434,570	527,540	564,070
PARK MAINTENANCE - 001 - 3122	3,204,786	2,949,739	3,520,900	3,238,526	3,509,910	3,598,470
BUILDING MAINTENANCE - 001 - 3123	908,109	899,300	897,100	915,600	997,860	1,021,230
STREET MAINTENANCE - 001 - 3124	1,669,622	1,701,624	1,447,900	1,877,269	1,925,980	1,950,510
TRAFFIC MAINTENANCE - 001 - 3126	1,448,699	1,523,679	1,413,600	1,493,410	1,530,200	1,539,730
GRAFFITI - 001 - 3128	146,404	85,478	141,900	105,240	124,930	132,280
BIKE PATH - 001 - 3129	125,585	120,632	139,000	139,730	155,620	155,120
PARKS AND DEV ADMIN - 001 - 3131	304,224	240,179	251,300	244,440	179,840	182,580
PW SAFETY PROGRAM - 001 - 3132	-	-	-	143,564	151,080	157,140
E/TS SIGNALS AND LIGHTS - 001 - 3314	1	41	-	-	-	-
Total Operating Expenditures	9,118,729	8,955,250	9,369,900	9,592,169	10,244,870	10,452,610
Reimbursements	(4,709,525)	(4,031,824)	(4,145,400)	(4,521,280)	(4,881,820)	(4,934,170)
Net General Fund	4,409,204	4,923,426	5,224,500	5,070,889	5,363,050	5,518,440
SPECIAL REVENUE						
WATERWAYS MAINT ZERO DIV - 251 - 2530	422,553	192,099	39,500	181,853	263,880	263,880
SPEC SERV DIST NE ZERO DIV - 271 - 2710	3,237	3,237	-	-	-	-
SPECIAL SERVICE DIST NE - 271 - 2711	183,021	190,270	263,900	178,850	193,570	194,570
SPEC SERV DIST OP SP ZERO DIV - 272 - 2720	45	-	-	-	-	-
SPEC SERV DIST OPEN SPACE - 272 - 2721	22,781	33,892	23,700	16,630	15,870	15,870
SPEC SERV DIST L&L ZERO DIV - 273 - 2730	40,376	640,591	523,006	-	8,000	32,000
SPEC SERVICE DISTRICT L&L - 273 - 2731	2,036,386	2,037,433	2,608,500	2,029,650	2,466,570	2,474,270
Total Operating Expenditures	2,708,399	3,097,522	3,458,606	2,406,983	2,947,890	2,980,590
Reimbursements	-	-	-	-	-	-
Net Special Revenue	2,708,399	3,097,522	3,458,606	2,406,983	2,947,890	2,980,590
PROPRIETARY						
WWTP ZERO DIV - 431 - 4330	8,650,244	1,198,303	88,830,833	3,731,300	3,732,800	2,227,700
WWTP MANAGEMENT - 431 - 4331	834,945	802,777	874,200	809,530	841,830	849,330
WWTP OPERATIONS - 431 - 4332	5,378,811	5,872,972	6,270,900	5,997,220	6,302,440	6,309,750
WWTP QUALITY ASSURANCE - 431 - 4333	582,633	402,592	602,700	478,060	589,680	590,780
WWTP MECHANICAL MAINT - 431 - 4334	730,852	677,683	725,200	685,440	768,600	796,850
WWTP SANITARY SEWER - 431 - 4335	1,783,679	1,860,136	1,802,300	1,851,070	2,027,800	2,039,790
WWTP BIO SOLIDS - 431 - 4336	448,058	723,792	286,300	558,610	592,630	593,690
WATER CONSERVATION - 431 - 4337	215	171	-	-	-	-
WWTP FARM - 431 - 4344	1,121,153	885,784	854,100	1,066,910	1,014,770	1,014,770
SOLID WASTE ZERO DIV - 441 - 4410	345,756	6,294,575	12,459,003	12,459,000	9,858,200	5,742,400
PW ADMINISTRATION - 441 - 4418	2,132,135	3,023,374	2,897,100	2,930,630	3,187,490	3,176,820
CWMA - 441 - 4419	130,031	135,269	134,400	78,310	-	-
PW CONSTR/DEMO & WASTE RED - 441 - 4421	99,760	105,231	107,800	106,180	113,140	113,920
SOLID WASTE RESIDENTIAL - 441 - 4443	8,645,278	7,896,185	8,413,400	7,967,400	8,175,430	8,377,330
SOLID WASTE COMM ROLL OFF - 441 - 4444	1,590,037	1,056,263	1,187,200	1,074,280	1,104,000	1,109,430
SOLID WASTE COMM FRONT LOAD - 441 - 4445	5,461,734	5,086,265	5,330,100	5,044,230	5,320,460	5,417,870
STORM SEW MAINT ZERO DIV - 481 - 4880	(684,001)	333,701	743,624	1,074,520	879,400	810,900
STORM SEWER MAINTENANCE - 481 - 4881	1,119,803	1,390,930	1,574,830	1,390,650	1,465,620	1,491,800
Total Operating Expenditures	38,371,123	37,746,003	133,093,990	47,303,340	45,974,290	40,663,130
Reimbursements	(2,156,187)	(1,626,879)	(2,057,000)	(2,064,300)	(2,736,430)	(2,737,520)
Net Proprietary	36,214,936	36,119,124	131,036,990	45,239,040	43,237,860	37,925,610

OPERATING EXPENDITURES	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
INTERNAL SERVICE						
FLEET MAINTENANCE ZERO DIV - 501 - 5010	39,896	212,196	384,784	384,784	84,100	-
FLEET ADMINISTRATION - 501 - 5011	7,703	2,316	-	-	-	-
FLEET MAINTENANCE - 501 - 5012	1,996,529	2,453,024	2,001,700	2,446,582	2,484,040	2,496,370
FLEET PARTS - 501 - 5013	1,448,402	1,344,167	1,475,670	1,586,860	1,589,610	1,590,140
FLEET FUEL - 501 - 5014	1,034,227	851,768	1,235,000	729,343	826,950	881,950
VEHICLE REPLACE ZERO DIV - 502 - 5020	-	1,061,461	3,393,083	4,427,493	2,583,920	1,911,420
VEHICLE REPLACE ZERO DIV - 502 - 5021	-	28,094	906,900	800	800	800
Total Operating Expenditures	4,526,757	5,953,026	9,397,137	9,575,862	7,569,420	6,880,680
Reimbursements	(4,699,002)	(5,669,241)	(5,477,200)	(5,681,820)	(5,799,200)	(5,856,930)
Net Internal Service	(172,245)	283,785	3,919,937	3,894,042	1,770,220	1,023,750
TOTAL PUBLIC WORKS	43,160,294	44,423,857	143,640,033	56,610,954	53,319,020	47,448,390

PUBLIC WORKS - ADMINISTRATION - 3106

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

2014-2016 Accomplishments

- Completed the transition of the Utility Payment Center from a division of Public Works to the Finance Department. A new front counter was built at CHW to accommodate the move and allow for greater access for residents.
- Maintained the personnel records for approximately 146 employees in the Department, including evaluation and CV-9 processing.
- Assisted in the WCP Upgrade Project; including securing \$15M dollars in grant money to offset the State Revolving Loan Fund
- Successfully coordinated 4 major street rehabilitation projects over the summer months utilizing our Pavement Management Program to select the streets and make the greatest impact on our city streets.
- Converted from the Customer Service Request system to the new Customer Request Module. This new CRM system is tied to both the City website and mobile site. This offers our citizens the opportunity to seamlessly report issues they come across without the limitations of office hours. Our citizens reported over 1,400 issues in the 2015 calendar year, most of which were completely resolved within 30 days.

2016-2018 Objectives

- Complete the development of the Corporation Yard properties, including Storm Drain management and permitting.
- Continue the implementation of greater tracking of work activities, costs and materials use across all divisions.
- Assist in the completion of the Water Conservation Plant Upgrade.
- Continue to implement new technologies throughout all divisions to allow for management by matrix, greater long term planning and cost effective daily management.

Performance Measurements - Public Works Administration

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Personnel Support To provide CV9 preparation service to Public Works.	Number of CV9s prepared.	80	70	53	70	70
Clerical Support/Payroll Provide payroll services, clerical and administrative support to Public Works.	Number of full-time staff supported:					
	Administration	9	9	9	9	9
	Street Maintenance	9	9	8	10	10
	Traffic Maintenance	4	4	3	4	4
	Solid Waste	57	57	51	57	57
	Fleet Maintenance	10	10	12	12	12
	Water Conservation Plant			28	28	28
	Parks Maintenance			10	12	12
	Urban Forestry			3	3	3
	Building Maintenance			6	6	6
	Total	89	89	130	141	141
Liability Claims Represent department on Liability Review Committee & Safety Committee.	Number of claims filed for the department.	45	20	18	30	30
Customer Service Requests (CSR) To resolve citizen concerns and requests for service.	Number of CSR's completed for the department.	1,377	1,438	1,500	1,515	1,530
Walk in Customers (Solid Waste) Rental of Temporary Bins and Payment of Utility Accounts	Number of face-to-face interactions with residents	2,500	37,914	52,980	n/a	n/a

STREET MAINTENANCE - 3124

Division Description: 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 cleanup/assistance for vehicular accidents as called on by VPD. These activities are mainly funded by the Gas Tax fund, and with charges to Special Revenue and Enterprise Funds.

2014-2016 Accomplishments

- Increased our Thin Skin Patch and Pot Hole Patching activity throughout the city in accordance with citizen requests and our Pavement Management Program.
- Repaired more than 1.5 miles of collector and arterial roadways with Dig-Outs and 48 miles with Crack Seal
- Responded to all reported traffic hazards arterial and collector roadways.
- Successfully completed 2 Reclamite and 2 Cape Seal projects over the western half of the City as dictated by our Pavement Management System technology.
- Applied Minor Overlays to 2.5 miles of streets.
- Increased our Cost Recovery processes by utilizing in-house technology.

2016-2018 Objectives

- Continue to maximize the use of funding sources other than the General Fund.
- Continue to utilize our trained staff to perform pavement maintenance activities as deemed necessary in conjunction with citizen requests and the Pavement Management Program.
- Utilize the PMP to designate the streets within the eastern half of the City to be treated with Reclamite or Cape Seal and oversee this work.

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 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
DIG OUTS - extends the life of roadways by removing and replacing isolated deteriorated pavement on various city streets.	Tons of asphalt	5,400	5,600	5,800	5,800	1,000
CAPE SEAL - extends the life of roadways by placing aggregate chips over an asphalt binder as a sealant.	Number of linear feet of roadway	147,840	137,280	75,000	25,000	12,000
RECLAMITE – extends the life of the roadway pavement thru rejuvenation; by allowing rejuvenating oil to soak into the asphalt surface maintaining a supple sealed surface and keeping water from penetrating the asphalt	Miles of roadway	48	48	48	10	10
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	166,362	177,437	175,000	200,000	225,000
CONCRETE REPAIRS - eliminates trip hazards in sidewalks, remove deficiencies in gutters to remove standing water.	Number of locations	198	10	240	255	270
THIN SKIN PATCH - extends the life of roadways by recouping the structure of a badly deteriorated street.	Tons of asphalt	1,000	1,500	2,500	2,500	2,000
POT HOLE PATCHING - patches pavement with an asphalt mix to effectively and efficiently provide preventative maintenance on small deteriorated isolated areas.	Number of hours	1,250	1,350	1,350	1,350	1,350
SHOULDER REPAIR - provides needed roadway maintenance for safe travel.	Miles of roadway	12	8	10	15	20

TRAFFIC MAINTENANCE – 3126

Division Description: The Traffic Maintenance Division has three employees and its responsibilities include the maintenance of traffic signs, pavement markings, intersection traffic control and 120 signalized intersections. This division is supported in part by Gas Tax funding and cost recovery efforts.

2014-2016 Accomplishments

- Maintained and serviced all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Provided maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Replaced faded, missing, or damaged street name signs to provide effective guidance throughout the city as requested through the CRM module and as deemed necessary by departmental staff.
- Provided maintenance for the City owned street lighting systems.

2016-2018 Objectives

- Install 32 battery back-up systems (16 per year) to signal controlled intersections to be better prepared for emergency responses and continue to maintain and service all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Continue to provide maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Continue to maintain the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Continue to replace faded, missing, or damaged street name signs to provide effective guidance throughout the city.
- Continue to provide maintenance for the City owned street lighting systems.

Performance Measurements - Traffic Maintenance

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

<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
<u>Underground Service Alerts (USA)</u> - provides contractors with utility information.	# of Underground Service Alerts completed	4,294	4,538	4,800	4,500	4,500
<u>Street & Regulator Signs</u> - are manufactured and installed to replace faded, damaged or missing.	# of Street Signs installed.	1,263	1,013	1,400	2,500	2,600
<u>Work Orders</u> - provide specific task in the maintenance of traffic flow	# of Work Orders completed.	864	1,067	1,200	1,350	1,500

CITY SAFETY - 3130

Division Description: The City Safety Division is staffed by a Management Analyst with the working title of City Safety Officer. The Safety Officer is responsible to plan, lead, administer, analyze, develop, and maintain a full scope, cost effective, occupational health and safety program. Program components include state and federal regulatory compliance, consultation services, training programs, accident investigation, root cause analysis, accident and injury prevention programs, and indoor air quality concerns relating to asbestos, mold, and other potential contaminants. The goal of the City's safety efforts is to provide education and guidance to prevent injuries, illnesses, and exposures while achieving regulatory compliance. This division seeks to ensure the safety and health of the workforce by inspecting City workplaces, analyzing work practices to reduce the frequency and severity of occupational injuries and illnesses, and mitigation of potentially hazardous conditions within city boundaries.

2014-2016 Accomplishments

- Conducted monthly investigation and analysis of occupational illness, injury, vehicle accidents, property damage, and near miss events.
- Conducted ongoing analysis of Safety Program status and regulatory requirements.
- Developed and implemented Cal/OSHA and ANSI required programs and training.
- Performed facility inspections in/at City facilities.
- Analyzed and mitigated potential hazardous indoor air quality issues.
- Developed database to track multiple aspects of vehicle accidents.

2016-2018 Objectives

- Complete monthly investigation and analysis of all occupational illness, injury, accidents, property damage, and near miss events.
- Analyze and improve compliance in safety program status and implement Cal/OSHA and ANSI required programs.
- Conduct evacuation planning and facility inspections in/at City facilities.
- Manage and mitigate potential indoor air quality hazards.
- Develop mission specific employee safety training where needed.

PARKS DIVISION - 3122

Division Description: Provide safe, clean, attractive parks and facilities in adequate numbers distributed throughout the community.

2014-2016 Accomplishments

- Completed the installation of a new Pickleball Court at Recreation Park.
- Installation of new outfield fences for Plaza Park Softball fields for field #1 and #2.
- Installation of new protective netting at the Plaza Park Tennis Courts to protect tennis players from errant softballs hit from the softball fields.
- Installation of a new backflow and irrigation booster pump for Houk Park.
- Installation of new fencing, new play equipment, and shade structure for Lincoln Oval Park.

2016-2018 Objectives

- To keep the Parks safe, green, and clean.
- Continue to work with volunteer groups on park related projects, i.e.: Master Gardener for Memorial Park, Park Foundation, Latter Day Saints for Make a Difference Day, and other volunteer groups.
- Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.
- 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.

<i>Performance Measurements - Parks and Recreation</i>					
<i>Parks Divisions - 3122</i>					
<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Park acres maintained	269	269	269	269.25	291.5
Riparian open space acres acquired	4.2	3.09	15.5	4	4
Number of grant applications submitted	8	6			
Dollar value of grants received	\$0	\$2,235,700	\$3,204,600	\$1,500,000	\$750,000
Park acres developed	6	0	23.25	0.25	23
Park acres acquired	0	280	0	0	0
Acres per 1,000 pop.	2.12	2.09	2.26	2.09	2.26
Miles of multi- purpose path constructed	1.9	1.62	0.7	6.85	4
Valley oaks inspected	155	185	200	200	200
Acres of L&L District landscape maintained	120	142	152	170	180
Street & park trees trimmed or removed	5,600	5,091	5,250	5,500	5,500
Street trees added or replaced	800	1,011	1,200	1,200	1,100
Buildings Div. ; Service requests completed	629	597	700	750	800
S.F. of bldgs w/ custodial service	189,835	189,835	189,835	206,669	211,669
S.F. of bldgs per custodian	10,546	11,823	11,823	12,916	13,229

URBAN FORESTRY – 3121 SPECIAL DISTRICT MAINTENANCE DIVISIONS – 2711, 2721, 2731

Division Description: 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.

2014-2016 Accomplishments

- Worked with Toro to have our Central Irrigation Controllers communicate with our computer.
- Performed site visits and inspection reports on 482 Valley Oaks in response to removal or pruning requests.
- Supervised a comprehensive tree maintenance program. Supervised tree service contract that pruned 8,198 trees in the road right of way along arterial, parks and collector streets and removed an additional 574 problem trees
- Continued to oversee the Oak Tree Ordinance to improve the City's ability to protect Valley Oak trees.
- Revised the Landscape Maintenance inspection report forms.

2016-2018 Objectives

- Maintain the health of the Urban Forest in right of ways, Landscape and Lighting Districts and parks through the efficient use of the tree trimming contractors.
- Revise the current contracts standards, bidding process, and enforcement policies.
- 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.
- Manage the twelve current and any future maintenance contracts for our current 349 acres and projected 22 acres of Landscape in our Landscape and Lighting districts, Northeast districts, riparian, bike paths, parkland, ponding basins, backflows, trails, roadsides, and medians.
- Maintain all landscape areas of transients and transient debris.
- Work with and implement new efficient measures to adhere to the new mandated drought restrictions

BUILDING MAINTENANCE - 3123

Division Description: Manage and maintain City owned facilities.

2014-2016 Accomplishments:

- Provided preventive maintenance and repairs to 134 HVAC units and 54 evaporative cooling units.
- Provided electrical, plumbing, carpentry, painting, roofing, and locksmith services to 38 City buildings.
- Completed over 1,100 requests for service submitted by City departments.
- Provided daily custodial services for 230,000 sq. ft. of City buildings.

2016-2018 Objectives:

- Provide preventive maintenance and repairs to 146 HVAC units and 54 evaporative cooling units. Replace units as needed.
- Provide electrical, plumbing, carpentry, painting, roofing, and locksmith services to 40 City buildings. Work on re-roofing projects as needed at City facilities.
- Complete 1,200 requests for service submitted by City departments.
- Provide daily custodial services for 230,000 sq. ft. of City buildings.

GRAFFITI - 3128

Division Description: Abate graffiti on public property.

2014-2016 Accomplishments:

- Removed or covered 309,404 square feet of graffiti city-wide.
- Responded to 3,064 removal requests.
- Removed graffiti within 24 hours of receiving requests.
- Oversaw one community volunteer event in promoting and removing graffiti.

2016-2018 Objectives:

- Remove 500,000 square feet of graffiti city wide per year.
- Collaborate with Code Enforcement and local authorities in removing graffiti on private properties.
- Collaborate with private homeowners other entities in removing graffiti in shopping centers, water facilities, schools, highways, and other private properties.
- Increase public awareness in promoting graffiti awareness.

<i>Performance Measurements - Parks and Recreation</i>					
<i>Graffiti Removal - 3128</i>					
<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
No of Graffiti calls	850	873	374	500	500
Graffiti found by maintenance staff	640	645	1,142	1,200	1,200
Email and web reports	115	117	118	300	300
Hours spent removing graffiti	3,000	3,173	4,217	4,000	4,000
Sq ft removed/covered	160,000	160,253	164,300	200,000	200,000
Avg. removal response time	2 days	1-2 days	1-2 days	1-2 days	1-2 days

WASTEWATER OVERVIEW

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

The wastewater collection system includes 13 lift stations and over 450 miles of sanitary sewer mains ranging in size from 4-inches to 54-inches in diameter. All lift stations are continuously monitored, via a telemetry system, to reduce the risk of sewer blockages and overflows. The wastewater flows to the Water Conservation Plant (WCP) for treatment.

The WCP is designed to provide secondary treatment and disinfection of 22.0 million gallons of wastewater per day (mgd). The treatment processes remove greater than 98.5% of total suspended solids (TSS) and biological oxygen demand (BOD); the regulatory requirement is 85%. Current flows average about 10.5 mgd, which is down from about 12.0 mgd since 2013. This decrease in flow is attributable to conservation efforts by Visalia residents.

WASTEWATER – ADMINISTRATION - 4331

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

2014-2016 Accomplishments

- Complied with all monthly and annual reporting deadlines for permits held by the Wastewater Division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.
- Complied with all requirements of Title 5 Air Standards.
- Began construction of the WCP Upgrade project, which includes
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane filtration.
 - Nitrogen removal to below 10 mg/l.
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Took first delivery of the water from resulting from a Water Exchange Agreement between City and Tulare Irrigation District (TID). Under the agreement, City will deliver recycled water to TID for use by its growers. In exchange, TID will supply City with surface water from its share in the Friant-Kern Canal to be used for groundwater recharge.

2016-2018 Objectives

- Work with the Regional Water Quality Control Board to obtain a wastewater discharge permit for the updated WCP which includes extensive water recycling.
- Complete the WCP upgrade project and begin delivering recycled water for beneficial uses.
- Maintain the facility in a clean and professional manner so it is presented appropriately to regulators and the general public.

WASTEWATER – PLANT OPERATIONS - 4332

Division Description: 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 controlling and adjusting the treatment processes of the facility.

2014-2016 Accomplishments

- Maintained high level of operator certification. This allows greater flexibility in staffing and provides a clear indication of the competency of the operations staff.

Operator Certification levels

	2008	2010	2012	2014	2016
Grade 1	45 %	11 %	0%	0%	0%
Grade 2	44 %	33 %	0%	0%	0%
Grade 3	11 %	56 %	88%	76%	77%
Grade 4	0%	0%	12%	24%	11%
Grade 5	0%	0%	0%	0%	11%

- Maintained effective operation of treatment processes during construction of the WCP Upgrade project.
- There were no time loss accidents during the two year cycle.
- Received training on proper operation of new equipment and processes.

2016-2018 Objectives

- Continue to maintain effective operation of WCP during construction and integrate new processes as they are completed.
- Maintain compliance with discharge limitations.

WASTEWATER – QUALITY ASSURANCE - 4333

Division Description: The quality assurance division has three employees and is responsible for providing oversight to the WCP's contract laboratory, calculating industrial billings, and monitoring, inspecting, and sampling the 12 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.

2014-2016 Accomplishments

- Administered the pretreatment program and complied with all regulatory guidelines.
- Conducted weekly visits and annual facility inspections of all 13 significant industrial users.
- Complied with all regulatory requirements.

2016-2018 Objectives

- Continued compliance with State and Federal regulations.
- Streamline the data collection and information management functions of the division.

WASTEWATER –MAINTENANCE - 4334

Division Description: The maintenance division has six employees and is responsible for preventative and corrective maintenance on plant equipment and structures.

2014-2016 Accomplishments

- Performed preventative maintenance on all equipment in accordance with manufacturer's specifications.
- Interfaced with construction contractor to ensure construction activities did not adversely impact plant operations.
- Received training on proper maintenance of new equipment and processes.
- There were no time loss accidents during this two year cycle.

2016-2018 Objectives

- Continue with an effective preventative maintenance program.
- Continue to observe the installation of and receive extensive manufacturer's training on all new equipment installed in the WCP Upgrade project.

WASTEWATER / STORMWATER – COLLECTIONS – 4335/4881

Division Description: The collections division has twelve 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.

2014-2016 Accomplishments

- Maintained over 450 miles of sanitary sewer mains and over 250 miles of storm sewer mains throughout the City.
- Maintained over 30 miles of waterways through the City.
- Responded to routine and emergency calls for service.
- Assigned a dedicated crew to maintain waterways and basins. Voters approved a measure to redirect a portion of existing fees to this effort.
- No sanitary sewer overflows (SSO) during this two year cycle.
- Performed extensive cleaning of the stormwater system resulting in significantly less standing water on City roadways during rain events.
- Modified various locations to facilitate groundwater recharge efforts.

2016-2018 Objectives

- Identify and correct deficiencies within the sewer system.
- Modernize the division's data collection and management system.

WASTEWATER – BIO SOLIDS - 4336

Division Description: 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.

2014-2016 Accomplishments

- Removed approximately 2,500 dry tons of biosolids per year for beneficial reuse.
- Produced Class A, Exceptional Quality biosolids which is the highest quality possible.
- Ongoing daily operation of a belt filter press to dewater biosolids. This operation is necessary to facilitate WCP Upgrade project earthwork.

2016-2018 Objectives

- Efficiently operate the new dewatering system
- Evaluate sludge drying process to determine most efficient operation of drying beds.

Continue to aggressively control unwanted vegetation.

WASTEWATER – FARMING OPERATIONS - 4344

Division Description: The Farming division has no employees and was set up to segregate farming revenue and expenses from wastewater user fees and expenses. Land lease income and proceeds from the sale of crops is used by the wastewater division to offset monthly wastewater rates charged to City residents and businesses.

2014-2016 Accomplishments

- Used approximately 276 million gallons of recycled water to irrigate fodder crops.
- Continued a multi-year process to replace the walnut trees with a combination of walnuts, pecans, and possibly pistachios. To date, 439 acres of pecans and 130 acres of walnuts have been planted.
- Removal of final 165 acres of aged trees scheduled for removal by June 2016.
- Conversion 569 acres of trees from flood to microsprinkler irrigation. This will significantly cut water usage on the site.

2016-2018 Objectives

- Continue to recycle treated effluent for the irrigation of fodder crops.
- Continue orchard replacement project. Next scheduled planting is for 265 acres of walnuts in 2019.

Performance Measurements - Wastewater

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

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
PLANT OPERATION:						
<u>Compliance with Governmental Regulations</u> - ensures compliance with applicable regulations	# of violations received	4	4	4	4	4
<u>Treatment of Wastewater</u> - provides community with the treatment of sewer waste stream	# of millions of gallons (Mgd) treated a day	12.30	12.40	12.45	10.75	11.00
<u>Generator MW-hour production</u> - reduces the energy consumption costs	# of Mega Watt (MW) hours produced	1,725	1,751	1,751	-	1,751
<u>Septic Truck Loads</u> - provides treatment of waste for septic haulers	# of septic loads processed	1,750	1,800	1,800	1,800	1,800
<u>Grease Loads</u> - Reduces the risk of sanitary sewer overflows.	# of grease loads processed	70	70	70	75	75
<u>After Hour Call Backs</u> - reflects the efficiency of the plants operation during non-business hours.	# of call backs incurred	80	80	80	100	90

Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
QUALITY ASSURANCE:						
Laboratory Test - measure of the quality control effort	# of tests performed	14,587	14,780	15,000	15,000	15,000
Surveillance Monitoring Reports Measurement of effort in enforcing pretreatment program	# of monitoring	1,620	1,650	1,525	1,550	1,550
Inspections - provides protection for the treatment processes	# of Significant Industrial Users (SIU)	15	13	13	13	13
	# of Non-significant Industrial Users (NIU)	304	312	290	325	325
Samples - Measurement of effort in enforcing pretreatment program	# of Surcharge samples	300	312	300	300	300
	# of Compliance Confirmation samples	512	500	500	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	100	77	101	100	100
	# of main line plug ups	25	43	34	35	40
	# of lateral plug ups	30	48	64	55	60
	# of sanitary sewer overflows	5	45	70	55	60
FARMING OPERATIONS						
Water Reuse - provides for the efficient disposal of treated water.	# of millions of gallons per year applied to the City's farm	250.0	250.0	250.0	250.0	250.0

SOLID WASTE OVERVIEW

Solid Waste divisions are responsible for the collection and disposal of residential, commercial and industrial solid waste. The operation services more than 37,000 residential customers and over 3,000 business customers within the City of Visalia. As an enterprise fund, 100% of operational revenues come from user fees.

The Solid Waste operation currently has 51 employees and operates 44 residential routes and about 15 commercial routes within the City. Residential routes are serviced with split containers (half recyclable and half waste) which are collected by split trucks that have a divided body to keep recyclables separated from waste, and with green waste containers that collect grass trimmings and other green waste. Commercial accounts are serviced with a variety of bins and boxes, ranging from two-yard bins to thirty-yard boxes. Residential and commercial services include trash, recyclable and organic waste stream collection.

SOLID WASTE ADMINISTRATION - 4418

Division Description: The administration division is staffed by one employee and provides for overall administration and management of the Solid Waste operation.

2014-2016 Accomplishments

- Expanded Dump on Us events to 6 times per year and increased hours of operation from 4 hours to 5 hours.
- Added two operators in 2015-16 to cover increased workloads in each operation.
- Ordered and received 2 Front Load trucks 100% funded through CMAQ grants.
- Added signs to residential trucks advertising water conservation and Solid Waste events.
- Created and implemented a food waste collection program for Visalia Unified School District. The program currently collects approximately 100 tons of food waste each month while school is in session.
- Created a listing of potential commercial businesses that will be required to separate organics beginning April 2016.
- Worked with and received final report from consultants on Solid Waste Operation Evaluation Program.
- Began process with consultants to find and implement a new Account Management program.

2016-2018 Objectives

- Create and implement a comprehensive food waste organics collection program.
- Continue to aggressively seek grant funding for truck purchases.
- Continue to develop and implement a commercial food waste/organics collection program that complies with AB1826.
- Participate in the process to find and procure an Account Management system that will facilitate better, more efficient data availability, bill and work order processing.
- Set up and initiate a 3-cart conversion process after the new Account Management system is in place, per Council direction.
- Continue to seek ways to increase diversion.

SOLID WASTE – CONSOLIDATED WASTE MANAGEMENT AUTHORITY (CWMA) - 4419

Division Description: Effective January 1, 2016, the Consolidated Waste Management Authority (CWMA) was disbanded. Reporting to the State, program oversight and other functions previously done by the CWMA for all members now must be done by each reporting agency individually. Public Works Administrative Division (3106) will assume these responsibilities for the City of Visalia.

2014-2016 Accomplishments

- Continue to work towards a goal of 75% diversion. As of 2014, the diversion requirement for each municipality is 50%.
- Worked with individual jurisdictions to implement recycling programs.
- Member agencies worked to adopt the Home-generated Sharps Waste management Ordinance.
- CWMA were provided educational materials for the Sharps Program.
- Kiosks for sharps disposal paid for with membership dues and were distributed on an 'as needed' basis to sharps retailers.
- Worked to develop programs for proper disposal of sharps, batteries, medications, and other banned materials.
- Administered the CWMA operation to be efficient and cost effective.

2016-2018 Objectives

- Position will be brought into Public Works Department to continue the educational outreach needed to citizens regarding recycling and the programs available.
- Staff will manage and report to Cal Recycle on all special funding as required by the State.

SOLID WASTE - CONSTRUCTION & DEMOLITION / WASTE REDUCTION (C&D) - 4421

Division Description: 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.

2014-2016 Accomplishments

- Performed approximately 350 Waste Stream Audits to establish recycling programs and provide advice and education on commercial recycling, pursuant to AB341.
- Conducted several recycling presentations at commercial businesses, schools and day care centers. With Solid Waste Residential Supervisors demonstrating how the split truck works and packets of recycling information and samples of recycled items for them to take home.

2016-2018 Objectives

- Expand the public's knowledge of the construction and demolition ordinance and the awareness to reduce, reuse and recycle construction and demolition material.
- Work with the Community Development department to require the submission of weight tags on all C&D projects prior to issuance of Final by City Inspector.
- Continue to monitor and participate in the planning for large events in the City of Visalia to ensure they have a recycling plan; emphasizing requirements on their end to be certain there is no mess left after their event. Working with Special Events Committee to determine if deposit should be required.
- Continue the auditing process of commercial accounts to ensure that they are recycling; implementing AB 341 which makes recycling mandatory, not only for commercial businesses with more than 4 yards of refuse and for multi-residential units with 5 units or more. This sets a state-wide 75% waste diversion goal by 2020.
- Continue to educate the citizens and contractors in Visalia regarding the Construction and Demolition and large events recycling ordinances.

SOLID WASTE - RESIDENTIAL 4443

Division Description: The residential division is staffed with 30 full time and 6 hourly budgeted positions and is responsible for servicing over 38,000 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.

2014-2016 Accomplishments

- Continued the residential food waste/organics collection program using the green waste carts.
- Participated in six Dump On Us events.
- Collected approximately 30,500 tons of trash to the landfill in 2014 and 28,200 tons in 2015.
- Collected approximately 9,300 tons of recyclables in 2014 and 9,600 tons in 2015.
- Collected 27,300 tons of organics in 2014 and 24,400 tons in 2015.

2016-2018 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.
- Implement a comprehensive commercial food waste collection program in compliance with AB1826, and collect data on program as required.
- Achieve 100% conversion of all trucks to CNG alternative fuel.
- Implement operational improvements as recommended by consultant and staff and authorized by Council.
- Continue efforts to decrease landfill tonnages.

SOLID WASTE - ROLL-OFF - 4444

Division Description: The roll-off division is staffed by four 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.

2014-2016 Accomplishments

- Successfully increased roll-off service business to servicing as many as 30 roll-off boxes in a day.
- Began separating mattresses for recycling at DOU events, approximately 150 mattresses collected per event.
- Successfully coordinated the six Dump On Us events per year, servicing over 900 vehicles in disposing of waste material and recycling as much as possible. Roll off boxes play an important part in the events to be able to haul off all the green waste, metal and large item stuff.
- Collected 16,500 tons of landfill in 2014 and 12,200 tons in 2015.
- Collected 2,700 tons of recyclables in 2014 and 3,500 in 2015.
- Collected 2,400 tons of organics in 2014 and 1,400 tons in 2015.

2014-2016 Objectives

- Look for ways to increase recycling in the Roll-Off division.
- Promote green waste recycling in the Roll-Off division.
- Look for ways to increase the amount of recyclables collected in the Dump-On-Us events.
- Evaluate how to service food scraps for composting.
- Implement operational improvements as recommended by consultant and staff and authorized by Council.

SOLID WASTE - FRONT LOAD – 4445

Division Description: The Front load division is staffed by 20 full time positions and 2 hourly positions, and is responsible for servicing all of the bins (2-yard to 10-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 removal of both bins and boxes throughout the City.

2014-2016 Accomplishments

- Added the VUSD food waste collection route (22 schools).
- Revised recyclable collection routes and added 1 ½ more routes to cover expanding commercial recycling demand.
- Worked with multi-family units to decrease contamination and increase recycling diversion for those accounts.
- Collected approximately 27,900 tons of trash to the landfill in 2014 and 27,800 tons in 2015.
- Collected approximately 4,100 tons of recyclables in 2014 and 4,250 in 2015.
- Collected 136 tons of organics in 2014 and 1,700 tons in 2015. Increase in 2015 primarily from VUSD food waste program.

2016-2018 Objectives

- Continue to Increase customers in the front load green waste and compost recycle routes.
- Complete the repair of the floor in the bin maintenance shop.
- Increase the recycling diversion at the Dump On Us events.
- Increase overall recycling diversion rates for front load operation.
- Prepare for and establish effective bin service routes and services days/times for commercial organics collection.

Performance Measurements - Solid Waste

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

<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Call Center						
To ensure telephone calls answered in a professional and timely manner	Total # of calls received	42,784	64,176	70,594	--	--
	Answered Calls % of total received	79%	80%	85%	--	--
	Dropped Calls % of total received	21%	22%	19%	--	--
	Average Wait (seconds)	42	60	45	--	--
Landfill Diversion						
To ensure that state regulations for mandatory landfill diversion are accomplished.	% of materials recycled (from CalRecycle for the Consolidated Waste management Authority)	70.0%	71.0%	71.0%	73%*	75%*
	*in anticipation of increased food waste diversion					
Operational Efficiencies						
To ensure that drivers are efficiently picking-up containers	Average number of residential containers per day picked-up by each	695	700	710	710	1000*
	* in anticipation of 3 can system					

FLEET MAINTENANCE - 5012

Division Description: The Fleet Maintenance division has twelve employees and maintains the City's full fleet of vehicles and equipment; performing preventative maintenance on over 615 City vehicles and pieces of equipment. The Fleet division allows for a minimum level of mechanical failures and keeps 98% of the fleet in operation each day. This division also assists with the management the City's Vehicle Replacement fund, to ensure cost effective replacement of vehicles.

2014-2016 Accomplishments

- Serviced and maintained over 615 City vehicles and equipment in a cost effective manner and minimized vehicle down time, keeping a minimum of 98% of the fleet mechanically sound and available for service.
- Continued to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Continued to maintain the fuel dispensing system and vehicle washing facility with minimal down time.
- Continued to assist in the disposition of vehicles and equipment that were removed from the active fleet.

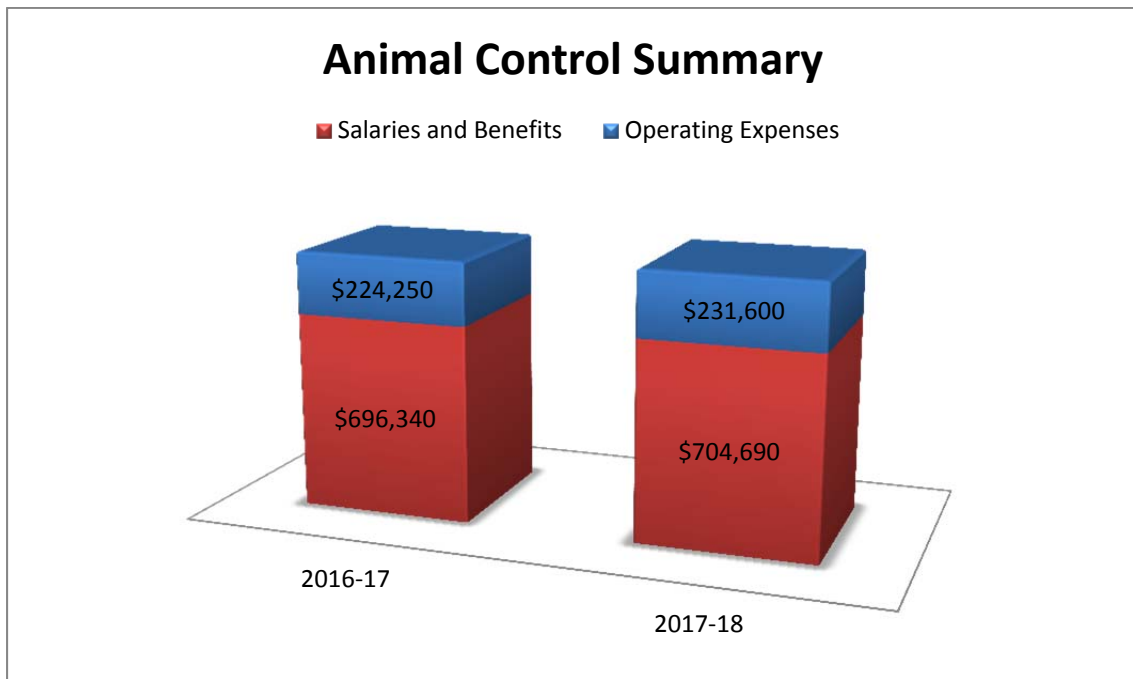
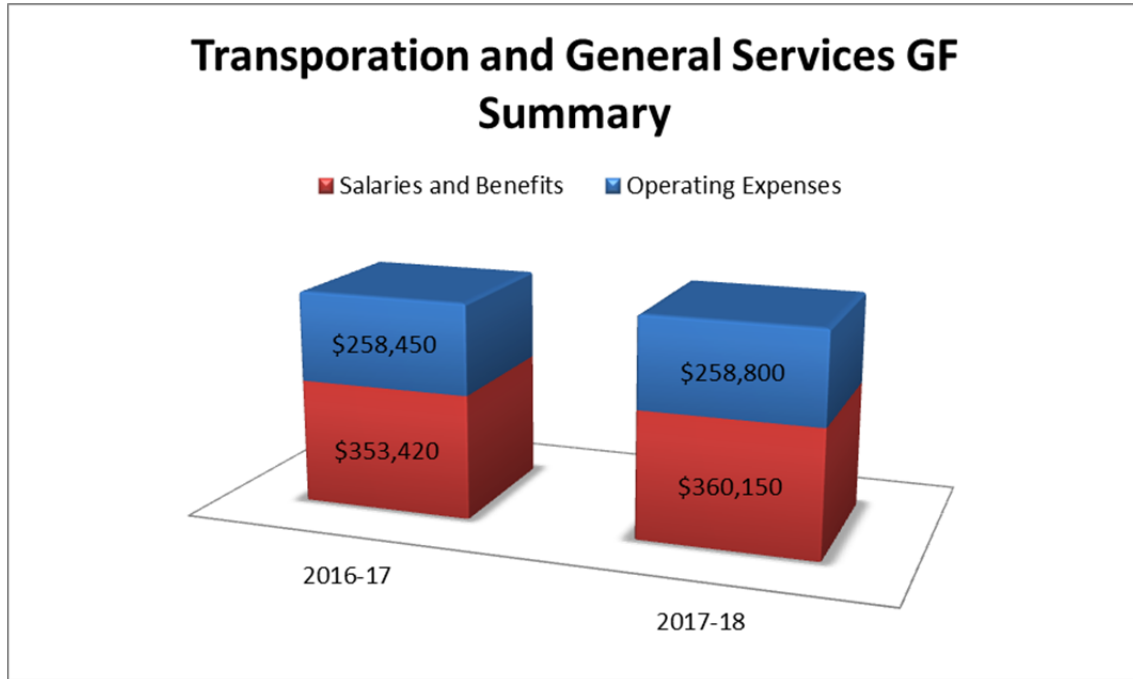
2016-2018 Objectives

- Continue the minimum percentage level of 98% of the fleet deemed mechanically sound and available for service.
- Add bar code scanning capabilities to the Parts and Maintenance departments, increasing efficiency, accuracy in billing and increase inventory capabilities.
- Continue to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Continue to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
- Continue to assist in the writing of specifications and acquisition of vehicles and equipment and in the disposition of vehicles and equipment that were replaced.

<i>Performance Measurements - Fleet Maintenance</i>						
Goal: To provide quality cost effectively maintenance of the City's fleet including responsive service and keeping						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
To have the City's fleet readily available for use.	Percentage of the City's fleet available for use.	98%	98%	98%	98%	98%
To provide cost effective service.	Hourly shop labor rates	\$70	\$70	\$70	\$70	\$70
To prevent breakdowns and extend the useful life of the fleet.	The number of preventative work orders processed	1,015	1,033	1,033	1,033	1,033
To maintain the fleet to be mechanically sound.	The number of repair work orders processed	3,018	3,172	3,172	3,172	3,172
To maintain the minimum amount of inventory, while ensuring an adequate supply.	Inventory Turnover in Days - Parts	107	105	105	105	105
	Inventory Turnover in Days - Fuel	7	7	7	7	7
To increase the City's use of alternative fuels.	Percentage of the City's fleet using alternative fuels	19%	20%	21%	22%	23%

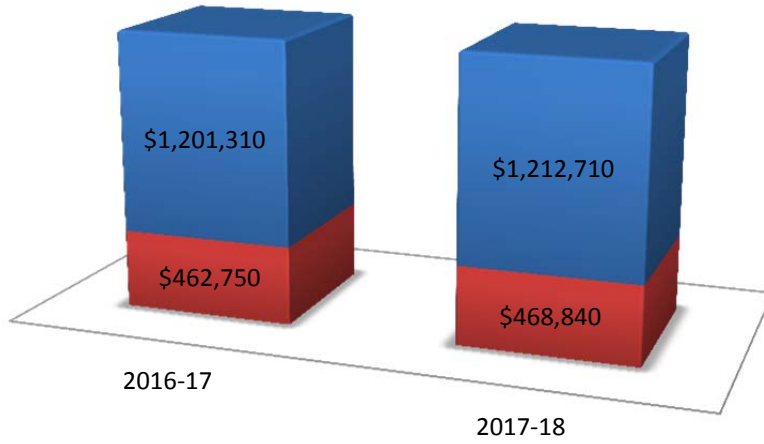
TRANSPORTATION AND GENERAL SERVICES DEPARTMENT

MISSION: To provide high quality, consistent, and reliable services to the community and internal organization in our diverse functions of transportation, risk management, economic development and special projects.



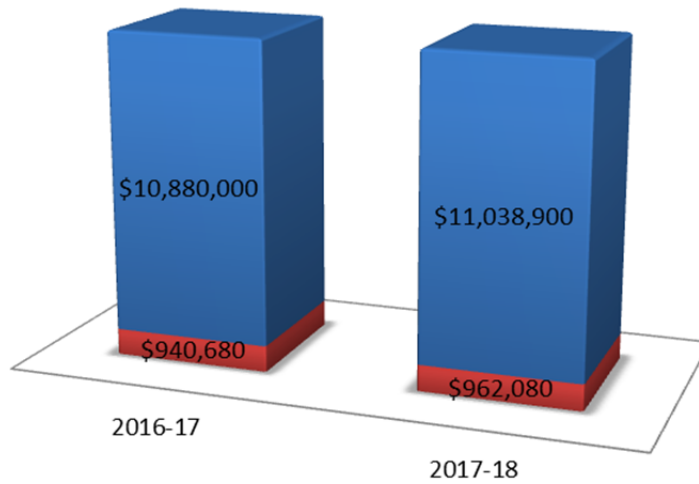
Airport Summary

Salaries and Benefits Operating Expenses



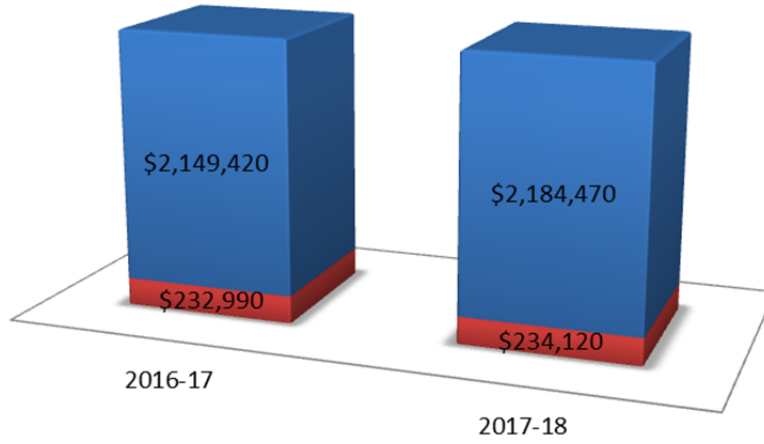
Transit Summary

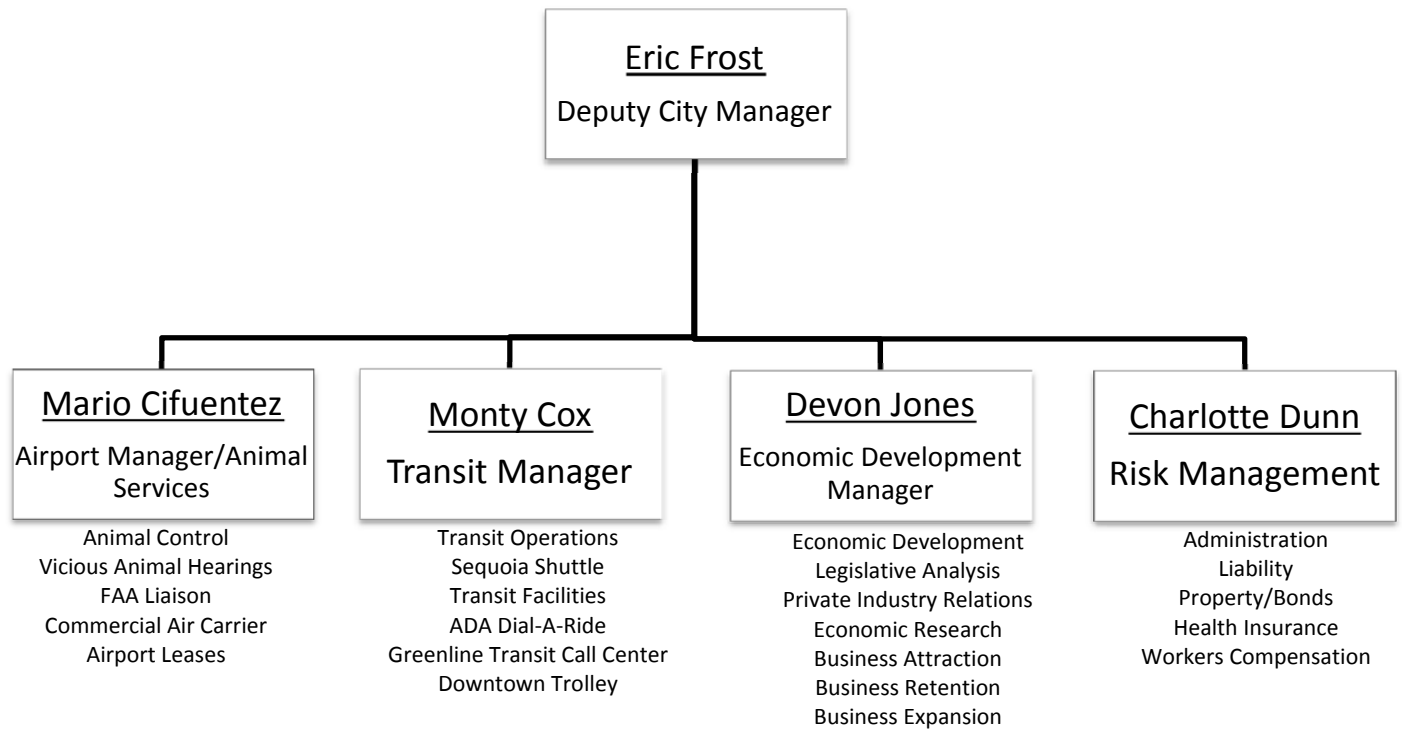
Salaries and Benefits Operating Expenses



Risk Summary

■ Salaries and Benefits ■ Operating Expenses





Allocated FTE's = 29

**TAGS TRANSPORTATION & GEN SERV
ALL FUNDS**

	2013-14 ACTUALS	2014-15 ACTUALS	2015-16 BUDGET	2015-16 PROJECTED	2016-17 PROPOSED	2017-18 PROPOSED
OPERATING EXPENDITURES						
GENERAL FUND						
ADMIN SERVICES DIRECTOR - 001 - 1501	159,147	234,563	216,400	234,070	249,600	250,800
ECONOMIC DEVELOPMENT - 001 - 1809	302,948	385,410	395,500	464,560	407,430	413,650
Total Operating Expenditures	462,095	619,973	611,900	698,630	657,030	664,450
Reimbursements	-	(42,394)	-	(131,550)	(190,000)	(190,000)
Net General Fund	462,095	577,579	611,900	567,080	467,030	474,450
PROPRIETARY						
AIRPORT ZERO DIV - 411 - 4040	192,476	86,806	1,543,848	43,000	1,872,000	1,806,000
AIRPORT OPERATIONS - 411 - 4041	2,283,684	2,362,212	2,311,100	2,353,470	2,491,340	2,508,830
ANIMAL SERVICES ZERO DIV - 406 - 4060	664,984	21,832	877,005	877,105	100	100
ANIMAL SERVICES - 406 - 4061	946,238	891,310	887,200	1,124,290	1,210,940	1,231,760
TRANSIT ZERO DIV - 451 - 4510	1,663,194	1,976,092	14,353,799	13,255,000	634,100	5,589,700
TRANSIT OPERATIONS - 451 - 4551	11,037,033	10,713,004	10,559,300	11,547,670	12,921,680	13,066,680
TRANSIT SEQUOIA SHUTTLE - 451 - 4553	1,543,989	1,743,137	1,280,700	1,980,350	2,021,420	2,058,220
TRANSIT CALL CENTER - 451 - 4554	222,106	282,289	295,900	266,520	296,460	298,300
TRANSIT -V LINE - 451 - 4555	-	-	-	148,000	267,200	271,900
Total Operating Expenditures	18,553,704	18,076,682	32,108,852	31,595,405	21,715,240	26,831,490
Reimbursements	(621,649)	(679,307)	(762,760)	(625,000)	(625,000)	(630,000)
Net Proprietary	17,932,055	17,397,375	31,346,092	30,970,405	21,090,240	26,201,490
INTERNAL SERVICE						
RISK PROP INS ZERO DIV - 551 - 5510	-	15,445	35,000	35,000	-	-
RISK MANAGEMENT ADMIN - 551 - 5512	154,923	309,092	314,700	321,773	263,823	269,173
RISK - LIABILITY PROTECTION - 551 - 5521	1,962,142	1,719,999	1,413,500	1,839,500	1,873,200	1,898,920
RISK - PROPERTY & BONDS - 551 - 5522	251,519	258,411	258,900	254,410	259,000	264,500
RISK PERSONNEL INS ZERO DIV - 552 - 5530	10,089,700	10,259,755	10,668,600	10,832,490	10,989,660	11,113,260
RISK - HEALTH BENEFITS - 552 - 5532	150	4,015	-	-	-	-
RISK WORK COMP ZERO DIV - 553 - 5540	1,388,529	802,853	1,050,900	1,120,010	1,220,010	1,230,010
RISK - WORKER'S COMP - 553 - 5541	214,709	74,592	-	960	960	1,000
Total Operating Expenditures	14,061,672	13,444,162	13,741,600	14,404,143	14,606,653	14,776,863
Reimbursements	(150,352)	(323,086)	(150,400)	(292,850)	(327,210)	(327,210)
Net Internal Service	13,911,320	13,121,076	13,591,200	14,111,293	14,279,443	14,449,653
TOTAL TAGS TRANSPORTATION & GEN SERV	32,305,470	31,096,030	45,549,192	45,648,778	35,836,713	41,125,593

DEPUTY CITY MANAGER — 1501

Division Description: The Deputy City Manager is the department head for the Transportation and General Services Department. The Department has four major divisions: Transit, Airport, Animal Care, Risk Management and Economic Development. In addition, the Deputy City Manager is assigned special projects by the City Manager in carrying out the business of the City.

2014-2016 Accomplishments

- Conducted Citizen Discussion of Potential Ballot Measure for the Ballot Measure Advisory Committee and the Citizen Advisory Committee for the Ballot Measure Advisory Committee.
- Revised the ABC (Alcoholic Beverage Control) process for City with new adopted policy.
- Developed a new Rawhide Stadium Lease Agreement beginning in 2017.
- Assisted two neighborhoods which to provide water after private wells begin to fail by creating an assessment district and installing water mains.
- Accomplished a number of land transactions including 640 Riverway Drive, Sonic Offices on Ben Maddox, the Mineral King and Stevenson parking lot sale and the Golden West St. John's Levee Trail.
- Supported Redevelopment Dissolution by supporting the Oversight Board and working with the Department of Finance for the State of California.

2016-2018 Objectives

- Complete the acquisition of street lights in the City of Visalia.
- Finalize Successor Agency dissolution of the former Redevelopment Agency such that a final debt report may be submitted to the County of Tulare and the Department of Finance.
- Provide the City Manager with a special projects management mechanism, completing projects as assigned by the City Manager while coordinating with operating departments.

AIRPORT — 411

Division Description: 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.

2014-2016 Accomplishments

- Worked closely with the Department of Transportation and SeaPort Airlines to increase passenger usage.
- Realized a 90% increase in passenger totals as a result of SeaPort replacing the previous carrier and offering reliable service to new markets.
- Doubled annual jet fuel sales by offering corporate discounts and a negotiated into-plane rate for air carriers.
- Accepted almost \$300,000 in FAA grant funding for airport planning projects, which provided for a Wildlife Hazard Assessment and an update to the Airport Layout Plan, which identifies sites for future aviation development and aeronautical improvements to meet fleet changes over the next ten (10) years.
- Worked closely with the airport's cargo companies to accommodate additional aircraft and facilities, which resulted in a 30% increase of total cargo volume carried in and out of the Visalia Airport.

2016-2018 Objectives

- Continue to monitor expenses and look for new revenue streams to fund FAA grant funding matches.
- Work closely with the DOT to acquire new, sustainable air service for Visalia or explore alternatives that better serve the local travelers.
- Operate a safe and thriving airport in accordance with all FAA regulations. Encourage the growth of general aviation and provide all of the support possible to the Airport Community.
- Promote airport development through marketing of available land and execution of long-term leases. Focus development of non-aviation airport properties to maximize revenue from airport property.
- Continue to work with current Cargo operators to increase the size of their operations and allow them to utilize larger aircraft.

<i>Performance Measurements - Airport</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
<i>Airport</i>						
To provide a premium fuel service to aircraft users which merits a premium fee	Gallons of fuel sold - Jet Fuel - Aviation Gasoline	112,358 94,764	230,485 85,724	233,810 96,100	240,000 98,000	245,000 100,000
To assure that leased facilities are fully utilized (assumes 100% leased hangars.)	Number of individuals on paid hangar waiting list	5	5	5	3	2
To encourage growth of cargo facilities at the Visalia Airport	Total annual pounds of Cargo - Inbound - Outbound	1,260,752 1,382,035	1,332,364 1,310,427	1,795,074 1,202,912	1,974,581 1,323,203	2,172,040 1,455,524

ANIMAL SERVICES — 406

Division Description: The Animal Services Division is responsible for all aspects of planning, management, and oversight of the City's Animal Services Division. The Animal Services Division is charged with meeting the state's mandate of providing services for sick, injured and vicious animals, within the City limits. Animal Services is divided into 3 basis functions: Shelter Care & Management, Animal Field Services, and Animal Licensing. Animal services works with local non-profits and rescue organizations throughout the West coast in order to increase the save rate of incoming animals and reduce unwanted pets within the community.

2014-2016 Accomplishments

- Completed construction of the Visalia Animal Care Center and began operation of the new 17,000 square facility in May 2015.
- Resumed direct oversight and operation of all animal service functions, March 2016, including Shelter management and field services.
- Increased the ratio for altered licenses from the previous budget cycle.
- Established the barking/nuisance hotline and hired an hourly enforcement officer to address citizen complaints in those areas and provide patrols of the City's dog parks.
- Began an aggressive Pet licensing campaign to encourage owners to license their pets with a maintained focus on the importance of Spaying/Neutering pets.

2016-2018 Objectives

- Continue to improve the Standard Operating Procedures for the Animal Care Center and implement new procedures for intake, transfer and redemption of animals in the City's care, with a goal of reducing the time that animals are held.
- Develop a network of pet rescue organizations, both locally and throughout the West Coast in order to increase the live release for animals at the Animal Care Center.
- Initiate outreach to local veterinary offices to identify opportunities to increase animal licensing by meeting with 50% of the local veterinary offices in Visalia.
- Work with local animal care and rescue organizations in an effort to complete a comprehensive update to the City's animal ordinances by December 31, 2016.

Performance Measurements - Animal Services

Strategy	Measure	Actual 2013-14		Actual 2014-15		Projected 2015-16		Forecast 2016-17		Forecast 2017-18	
		Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio
Animal Services											
To increase the ratio of altered licenses to unaltered licenses issued	Altered Dog	5,895	10:1	5,676	12:1	6,200	13:1	6,800	17:1	7,500	21:1
	Unaltered Dog	551		490		496		400		350	
	Altered Cat	1,180	236:1	1,214	152:1	1,022	340:1	1,200	400:1	1,500	500:1
	Unaltered Cat	5		8		3		3		3	
To increase the total save rate of incoming animals at the shelter	Incoming	6297		5978		6365		4000		3800	
	Saved	2473		2788		2888		2400		2500	
	Euthanized	4765		4144		3958		1000		1000	
	-Save Rate	39%		47%		45%		60%		66%	
To build the network of animal rescue organizations in order to save more of Visalia's animals	Rescue Groups that draw from the Visalia shelter	5		4		6		8		10	

TRANSIT—4551

Division Description: The Transit Division provides transportation services in and around the greater Visalia area, including Goshen, Exeter and Farmersville, Tulare, as well as seasonal shuttle service to and within the Sequoia National Park. The Division provides service seven days a week in the form of 12 fixed-routes, Para transit service to primarily the elderly and disabled, Trolley service in and around the downtown area, a youth “LOOP” shuttle under the direction of the Recreation Department, and the new VLINE shuttle to Fresno. 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. The Transit Division utilizes many contracts for vehicle & equipment purchases, facility & bus maintenance, as well as bus operations.

2014-2016 Accomplishments

- Successfully completed the 9th season of the Sequoia Shuttle in 2015. Through a partnership with Sequoia & Kings National Park, the City operated a route from Visalia to the Giant Forest Museum and five routes within the Park. Using 20 buses, over 11,400 passengers were transported to and from the park, and over 484,000 passengers within the park. This is a 14% increase from the previous season and the highest to date. It is estimated that over 165,133 automobile trips were eliminated because of the shuttle. The Sequoia Shuttle will be celebrating ten years of service in 2016.
- Continued to expanded our compressed natural gas (CNG) bus fleet. Except for the Sequoia Shuttle operation, where natural gas is unavailable, our entire fleet of buses will be 100% converted to CNG by March 2016 when we replace our last diesel buses.
- Implemented a new shuttle service, branded as the V-LINE, between Visalia and Fresno. This route provides express service six times daily from the Visalia Transit Center and Visalia Airport to the Fresno Airport, Fresno State and Downtown Fresno.
- Installed solar panels at the Visalia Bus Operations & Maintenance facility. These solar panels will largely offset the power requirements of the maintenance facility as well as the CNG fueling facility, saving the City up to \$50,000 annually.
- The Transit Division entered into a new Compressed Natural Gas procurement contract that not only lowered our vehicle fuel cost, but also allowed us to maximize monetary credits generated from operating the facility. The low-carbon and greenhouse gas credits received will translate into over \$100,000 per year.
- The Greenline (countywide transit information call center operated by Visalia) surpassed 250,000 calls taken since it began in 2010. The Greenline provides bus information regarding schedules, bus locations and special needs. They also provide transit information for groups and at events.

2016-2018 Objectives

- Complete the 2016 Short Range Transit Plan, which will provide an operations, financial and capital plan for the next five years for all the services operated by Visalia Transit.
- Implement a new Information Technology System (ITS) including a new bus tracking system, passenger counters, and an improved camera system.
- Complete the 2016 Long Range Transit Plan and implement recommendations to improve the Transit operations over the next 25 years.
- Complete an expansion of the Compressed Natural Gas (CNG) fueling facility. This expansion includes additional slow-fill fueling dispensers for the Solid Waste Division, new fast-fill dispensers for the Transit buses as well as the public, and additional storage vessels. This expansion will increase the number of vehicles fueled and will speed up the fueling process for all of them.
- Install a compressed natural gas emergency generator capable of powering the bus operations & maintenance facility, the CNG facility and critical public works operations in the case of a power outage.
- Increase the countywide transit coordinated effort to streamline bus connections between agencies and lead the effort to make transit options more available to all potential riders.

<i>Performance Measurements - Transit</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Provide and raise awareness of a safe transit system	Miles between preventable accidents	138,989	143,099	111,206	131,000	138,000
	Number of preventable incidences	15	15	20	16	16
Increase ridership in all areas of the community	Total passengers systemwide	1,735,627	1,708,182	1,643,816	1,693,000	1,744,000
	Passenger per hour	12.2	13.6	12.2	12.6	13.0
Offer reliable and efficient transit services to meet the needs of the community	Cost per mile	\$ 4.40	\$ 4.59	\$ 4.78	\$ 4.92	\$ 5.07
	Cost per passenger	\$ 5.31	\$ 4.78	\$ 5.37	\$ 5.53	\$ 5.70
	Cost per hour	\$ 64.65	\$ 64.89	\$ 65.00	\$ 65.00	\$ 65.00
	On-time performance	72%	89%	90%	90%	90%
Maximizing the use of Federal, state, and local grants to support the transit program	Farebox ratio	18%	22%	25%	24%	24%
<p>Performance Measurements Outcome: Overall ridership is down systemwide. On-time performance was down in FY 13/14 however improved significantly in the following two fiscal years. The farebox ratio has increased and is expected to stay at or above its required percentage of 20%.</p>						

RISK MANAGEMENT – Administration 5512, Liability 5521, Property 5522, 5523 Workers Comp, Health Insurance 5524

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

2014-2016 Accomplishments

- Managed 139 liability and 97 workers compensation claims filed against the City of Visalia.
- Coordinated employee medical leaves with federal and state guidelines including disability and retirement benefits.
- Recovered \$180,941 from 74 claims for subrogation when City property was damaged.
- Issued 49 certificates of insurance for private community events under an insured special event program.
- Increased services of employee on site health & wellness clinic to include employment physicals and vaccination program.

2016-2018 Objectives

- Manage workers compensation claims and employee leaves.
- Evaluate Risk Management programs for affordability and appropriate protection during the renewal periods.
- Seek opportunities to increase the health & wellness clinic offerings that will increase utilization and improve general employee and family health.
- Develop health plan alternatives to lower cost and employee premiums.
- Promote options for employees to save for retiree health with high deductible health plan, health savings accounts and retirement health savings accounts.

Performance Measurements - Risk Management

<i>Strategy</i>	<i>Measure</i>	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Risk Management						
To encourage a safe work place which avoids injuries and costs	Workers Compensation claims	71	70	60	65	65
	* Program cost (<i>Thousands</i>)	\$1,228	\$953	\$1,050	\$1,000	\$1,000
	* Claims cost (<i>Thousands</i>)	\$898	\$731	\$750	\$700	\$700
To provide a quality employee health care benefit at a reasonable cost	Monthly composite employee health care cost	\$1,205	\$1,205	\$1,265	\$1,315	\$1,368
	Percentage change	-3.09%	0%	0.6%	4%	4%
To provide liability support in order mitigate loss and timely resolve	Claims received	75	73	72	70	70
	Claims settled	55	52	52	50	50
	Program costs (<i>Thousands</i>)	\$1,091	\$1,386	\$1,900	\$1,300	\$1,300

ECONOMIC DEVELOPMENT DIVISION -1809

Division Description: The Economic Development Division focuses on business attraction, retention and expansion. Its primary functions include: recruitment of industrial and other commercial firms as well as retention and expansion of existing companies. These efforts are achieved through playing an active role in community and region-wide strategic efforts to develop the economy, pro-actively marketing the City via the website, cold calls, partnering with developers and brokers, and working closely with other city departments and private industry through the development review process serving as the business liaison for prospective and expanding businesses. It should be noted that the Division's efforts do not result in immediate benefits since recruitment and expansion efforts often take a year or longer before a specific project may materialize, but the benefits are significant with sales and property tax revenues generated for the City as well as numerous jobs for the local community.

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

2014-2016 Accomplishments:

- A full time Economic Development Manager was hired.
- Between 2014 and 2015 calendar years, residential and commercial growth had an estimated valuation of approx. \$421,000,000 and yielded over 2,600,000 square feet in new development.
- Over 100 notable new business locations and/or expansions were established in key business districts ranging from retail to industrial projects.
- TCEDC database has been updated and will include an electronic method for tracking leads amongst participating brokers, site selectors, and Economic Development Manager.
- Business relations are positive with many partnerships in place and initiatives actively being worked on.

2016-2018 Objectives:

- Grow additional fulfillment center prospect interest.
- Grow manufacturing/food processing sector in industrial park.
- Increase industrial zoned land inventory.
- Acquire funding or easements for rail extension project into northern industrial areas.
- Support additional multi-story mixed-use housing projects in downtown.
- Support increased in labor pool available for industrial park employers.
- Remaining two vacant parcels in 'Community Campus' dedicated to service providers.
- Support infill development projects throughout City.
- Expand small business assistance resources available within City.

Strategy	Measure	Actual 2014-15	Actual 2015-16	Forecast 2016-17	Forecast 2017-18
Grow private sector employment	# of private sector jobs in City	new measure to 2016-18	42,575*	43,000	43,500
Make contact with prospective or expanding employers	# of employers contacted	new measure to 2016-18	new measure to 2016-18	100	100
Create monthly economic development reports	# of reports created	new measure to 2016-18	new measure to 2016-18	12	12
maintain support of the following economic development partner organizations: VEDC, TCEDC, SBDC	# of meetings attended	new measure to 2016-18	new measure to 2016-18	50	50

*estimate based on best data available (ratio of private sector employment at County level applied to estimated total employment for City of Visalia from Dec 2015 EDD estimate)

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, preparation of planning documents and other construction projects.

Revenue for capital improvements comes from the individual city fund that is paying for 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 2016/17 and 2017/18 Capital Improvements Program follows on Page 11-2.

A listing of the current top 25 CIP projects (by cost, highest to lowest) is presented below. These 25 projects represent 57% of the total capital program appropriations for the prior budget year (2015/16) and the two appropriation years of the budget (2016-2018) combined.

#	Project#	Project Description	2015/16	2016/17	2017/18	3-Year Total
1	CP8186	Waste Water Treatment Plant Upgrade	75,844,178.76			75,844,178.76
2	CP9750	Visalia Emergency Communications Center (VECC)	15,420,843.52			15,420,843.52
3	CP8268	Caldwell Widening- Santa Fe to Lovers Lane	5,485,325.46	3,316,900.00	3,316,900.00	12,119,125.46
4	CP0051	Riverway Sports Park Phase 5	0.01		8,640,000.00	8,640,000.01
5	CP9819	Mineral King Trunkline	8,169,756.29			8,169,756.29
6	CP8334	Lower Kaweah/Mill Creek System	4,771,161.22	1,801,800.00	-	6,572,961.22
7	CP8123	Traffic Signal Demaree/Goshen	1,538,970.25	3,894,900.00	234,500.00	5,668,370.25
8	CP9958	Lovers Lane Interchange	1,080,121.77	1,644,000.00	2,610,000.00	5,334,121.77
9	EQ0089	Solid Waste 3-Can Conversion		5,000,000.00		5,000,000.00
10	CP9485	Caldwell Improvements - Akers to Shady	3,074,255.89	1,099,800.00	-	4,174,055.89
11	CP0147	Akers/Riggin Improvements	4,132,302.00	-	-	4,132,302.00
12	VH0135	Fixed Route Bus Purchase (7 buses)			3,950,500.00	3,950,500.00
13	VH0120	40Ft Low Flow CNG Buses (7)	3,950,419.73			3,950,419.73
14	CP9510	Reclamite (Street Maintenance)	3,548,326.90	272,500.00	121,500.00	3,942,326.90
15	CP9225	Road Rehabilitation (Major Overlay)	320,000.00	1,578,800.00	1,769,000.00	3,667,800.00
16	VH0060	Fixed Route Bus Purchase (7 buses)	3,535,000.00			3,535,000.00
17	CP8332	Downtown Storm/Flood Protection	3,532,257.09	-	-	3,532,257.09
18	CP8130	Goshen Avenue Trail Reconstruction	3,388,677.14			3,388,677.14
19	CP8434	Convention Center Renovation	3,264,945.75			3,264,945.75
20	CP0115	2015 Major Overlay Construction	3,141,980.66			3,141,980.66
21	CP9456	Santary Sewer Main Replacement and Relocation		1,500,000.00	1,500,000.00	3,000,000.00
22	CP0020	General Aviation Apron Reconstruction	1,202,200.52	1,670,000.00		2,872,200.52
23	CP8007	Cape Sealing (Street Maintenance)	1,455,827.81	803,800.00	600,000.00	2,859,627.81
24	CP0195	Traffic Signal at Riggin Avenue & Shirk		300,000.00	2,500,000.00	2,800,000.00
25	CP0050	Police and Fire Computer Aided Dispatch/RMS	2,724,386.93			2,724,386.93

Budget Preparation

Over the course of 4 Council meetings during the months of April and May 2016, 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 (2016-2022).

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 2016/17 and 2017/18 fiscal years, along with four additional years presented for planning purposes (2018-2022).

A map reference is provided in the summary for appropriated projects (2016-2018) that can be mapped. The map reference refers to one of 5 maps of the City of Visalia. The first 4 maps (A, B, C and D) divide the City into four quadrants along Demaree and Highway 198 as follows:

Map Quadrants

Using Mooney and 198 as Axis Lines

Northwest	Map A (page 11-137)
Northeast	Map B (page 11-138)
Southwest	Map C (page 11-139)
Southeast	Map D (page 11-140)

A directory of map points for maps A-D begins on page 11-135. The 5th map is the Trails Map on Page 11-141 which displays all trail projects for the entire City.

**General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program**

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

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Available for Capital Projects	0	0	0	0	0	0
Contribution from Operating for Capital	652,500	800,000	280,500	262,500	262,500	262,500
Capital Expenditures	(652,500)	(800,000)	(280,500)	(262,500)	(262,500)	(262,500)
Total Resources Available for Projects	0	0	0	0	0	0

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Public Safety Projects:												
1	Replace (3) Fire Cardiac Defibrillator/Monitors: Replace 12-year-old Cardiac defibrillator/monitors for use by Fire Department Paramedics which have reached the end of their useful lives. These defibrillator/monitors have multiple features necessary for use by paramedics including 12-lead capability, end-tidal CO2 waveform capnography, carbon monoxide monitoring, defibrillation, transcutaneous pacing, as well as electrical cardiac activity monitoring. The units being replaced do not have current technology that meets the current standard of care; namely end-tidal CO2 waveform capnography and carbon monoxide (CO) monitoring which is critical to firefighter safety on fire grounds, as well as to the public who are involved in fire related incidents.	Dustin Hall	EQ0091	--	1A	N/A	87,100					
2	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 150 mobile computers utilized in vehicles for Police and Fire. One half of these MDTs (60 for PD Patrol units and 15 for Fire Apparatus) will be upgraded to Rugged Tablets and the remaining MDTs will be replaced with standard models comparable to the ones currently used. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule. (Multi-funded: Project total of \$389k from \$100k Federal Asset Forfeiture (622), \$50k COPS grant (631), \$135k Computer Replacement (511), \$50k prior year General Fund and \$54k 2016/17 General Fund (001).)	Mike Allen	CP8172	***	1B	N/A	54,000					
3	Purchase fully equipped marked patrol unit for new COPS grant funded Youth Services Officer position. Purchase of this vehicle is contingent upon receipt of COPS funding for this position.	Dexter Valencia	VH0166	**	N/A	N/A	52,500					

General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
4	Police Headquarters Remodel: This funding is requested in anticipation of some building remodel to allow for repurposing existing spaces as dispatch is moved to the VECC and as staffing increases in the future. The current plan is to staff Police Headquarters for at least another twelve years.	Jason Salazar	CP0205	--	2B	B21	50,000					
5	Pal Center Grounds Repaving: Repave the Police Activities League grounds located on Race Avenue between Tipton and Burke. The asphalt is uneven with holes and cracks. The children play multiple sports on the asphalt and it presents safety concerns.	Arturo Villarreal	CP0206	--	1B	B22	40,000					
6	(10) Motorola Radios for Fire Department: Replace 10 of the existing Kenwood radios with Motorola APX7000 Dual Band Interoperable radios which give Fire personnel the ability to communicate with all departments (Fire, PD & Emergency Medical Services) within the geographical area (60 minute radius) for emergency management and large scale disaster response. There are currently 35 Motorola APX7000 in service with no communication failures. The Motorola radios have been found to have far superior reliability over the Kenwood radios. The radios purchased will be placed in service on the apparatus for immediate use.	Jay Manning	EQ0046	--	1B	N/A	11,200	47,600				
7	Fire Station 51 Concrete Extension: Remove asphalt and extend concrete in the rear of Fire Station 51 from the apparatus bay to allow parking and maintenance of the apparatus on concrete rather than asphalt. The heat softens the asphalt resulting in damage from the weight of the apparatus when parking and turning. Creepers used to access the underside of the apparatus for routine maintenance aren't able to roll on the softened and damaged asphalt.	Danny Wristen	CP0207	--	1B	B21	18,400					
8	Analytics Software for Computer Aided Dispatch and Records Management System (CAD/RMS): Purchase BAIR Analytics software which integrates with the Spillman Solutions CAD/RMS currently being implemented by the Police Department. Since Spillman integrates with BAIR Analytics, a LexisNexis Company for ATACRAIDS, a third party vendor, this appropriation is for sole source.	Jason Salazar	CP0208	**	2A	N/A	16,500					
9	Fire Respirator Fit Tester (PortaCount Pro+): Fit Testing of Self Contained Breathing Apparatus (SCBA) respirators is required annually by OSHA and NFPA. The current Fit Test Machine is 12 years old and the company will no longer support repairs for this model.	Danny Wristen	EQ0092	--	1A	N/A	14,200					

General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
10	Public Safety Traffic signal Pre-emption System: Install 5 Emergency Vehicle Pre-emption Systems per year in existing traffic signals. This system allows emergency response vehicles to control traffic signals along their route. To date 50 signals out of 125 in the city are in need of retrofit. From 16/17 onward, 5 per year will be installed, completing the remaining 50 signals by 2026. (Multi-funded: \$50k each year from \$37.5k Fire Impact Fees (106) and \$12.5k General Fund (001).)	Eric Bons	CP9531	--	1B	various	12,500	12,500	12,500	12,500	12,500	12,500
11	PD Microfiche Conversion: Convert 137 microfilm cartridges into an electronic format compatible with our documents imaging system, Laserfiche. Laserfiche currently contains all reports generated from 1994 to the present. We are currently in the process of converting reports prior to 1994 from Microfiche into Laserfiche. The 137 microfilm cartridges are the last to complete the conversion process and contain reports from 1941 to 1963. Maintaining all reports in laserfiche format increases the department's efficiency in locating police information and eliminates the need to maintain multiple types of viewing equipment.	Lisa Davis	CP0083	--	1A	N/A	12,000	-	-	-	-	-
12	Police Crime Scene 3D Laser Scanner: Purchase FARO Focus 3D Laser Scanner, Faro Freestyle Handheld Scanner, Software, Notebook, Forensic Plug-in Software, Windows tablet, training. The Faro laser scanner will enable the technician to measure crime scenes with greater detail and speed. The Faro laser scanner collects measurements at speeds up to 976,000 points per second. The amount of time used to measure crime scenes would be reduced, saving money in overtime.	James Potts	CP0209	*	2A	N/A	-	120,700	-	-	-	-
13	Police Headquarters Parking Lot Replacement: Remove and replace front and rear parking lot at Police Headquarters. Parking lot is uneven with many pot holes. Excessive use with little to no maintenance over the years has resulted in extreme damage to the parking lot area front and rear, causing a hazardous area.	Dexter Valencia	CP0086	--	2A	B21	-	92,700	-	-	-	-

General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
14	Rugged Laptops (11) for Electronic Patient Care Reporting EPCR: Replace current EPCR tablets which will reach the end of their useful lives in 1/7/18 with eGetac V110 convertible rugged laptop with touchscreen protector film, hard handle, shoulder strap, "X"-strap, VDC vehicle adapter/charger, spare AC adapter & power cord, 1-year "bumper-to-bumper" warranty extension for a total of 4 years. This also includes a Havis vehicle docking station & replication w/screen stiffener (DC power adapter sold separately). Since 2012, the fire department has used EPCR to properly document the care that is provided by Fire paramedics to the citizens of Visalia. This mitigates risk and improves the standard of care given. Starting with this purchase, these devices will be depreciated into the computer replacement fund and replaced from that fund in the future.	Dustin Hall	EQ0093	--	1B	N/A		51,600				
15	Storage Server for COV Traffic Management Center: Purchase server to access the City's Traffic Management Center camera system to benefit Public Safety. The City's Engineering Division has undertaken a project to enhance traffic safety for the city by designating cameras at various traffic signals throughout the city. The camera feeds will be monitored in the Traffic Management Center located in the Emergency Communications Center. This server will allow this live feed to be recorded for use by the Police Department to integrate the video for recording/retrieving evidence. This equipment will be installed in 2018/19 after the completion of the Traffic Management Center to be located in the Visalia Emergency Communications Center (VECC).	Rick Haskill	EQ0094	--	1A	N/A			18,000			
Projects for Maintenance of General Fund Property and Assets												
16	Public Parking lot maintenance: Annual maintenance program for all city public parking and park parking lots. There are 23 Park and 34 City Public Parking lots in this program that will be crack sealed, overlaid, slurry seal, or reconstructed as needed. The maintenance in several of these parking lots has been deferred and they are in very bad condition. The city has a large investment in these parking lots which must be maintained. This program will complete annual maintenance and repairs as needed, with priority given to the lots in the poorest condition.	Norm Goldstrom	CP8214	--	1B	various	148,300	151,700	150,000	150,000	150,000	150,000

General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
17	Plaza Park Reclaimed Water Upgrades: Installation of new signage, sprinklers, valve boxes and valve tags for the conversion to reclaimed irrigation water at Plaza Park which will be occurring in January 2017. The use of reclaimed irrigation water in public parks requires the posting of reclaimed water use signs, a conversion to purple-colored capped sprinklers, a conversion to irrigation valve boxes that are purple in color, and purple reclaimed water irrigation valve tags attached to each irrigation valve.	Jeff Fultz	CP0210	--	1B	C7	54,000					
18	Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi funded: Remaining total of \$489k funded from \$322k Solid Waste (441), \$26k Storm Sewer (481) and \$140k General Fund (001).)	Norm Goldstrom	CP8340	--	1B	B2	39,000					
19	Bi-annual Parking Lot Oil: Bi-annual oil and sanding for the unimproved park parking lot at Kiwanis Park. This is an area of asphalt grindings for temporary parking or travel but needs to be oiled and sanded for dust control during high activity. This lot must comply with the San Joaquin Valley Air Pollution Control Board standards and must be kept in a manner to avoid dust.	Jeff Fultz	CP0064	--	1B	D10	12,600					
20	Blain Park LED Light Fixtures: Replace old incandescent light bulbs and fixtures and install thirteen new LED light fixtures to illuminate the pathways through Blain Park. The existing thirteen vandal-proof light fixture covers have darkened in color due to age and exposure to the elements, making the current lighting at the park very dim. Replacement covers for the existing lights are no longer available. New lights are now required for this park and we have an opportunity to convert the lights to LED technology which will result in considerable energy and cost savings for the city.	Jeff Fultz	CP0211	****	2B	D11	12,000					

General Fund - 001 (1010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Rank	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
21	Plaza Park Pond Concrete Shoreline Edging Replacement: Demolish and replace concrete shoreline edging and area pond liner for the Plaza park pond. Built in 1971, the edging has become unstable and been collapsing in many places for several years, causing concerns about public safety and requiring frequent repairs. These repairs must be made after the shoreline has become unstable and do not address the ongoing safety concerns.	Jeff Fultz	CP0212	--	1A	C7		223,200				
22	Maintain City Owned Property Leased to Tenants: Maintenance of City leased property such as the Creative Center, Icehouse, etc. As these properties age, needs for various maintenance issues arise.	Elizabeth Hobbs	CP9491	--	2A	N/A		50,000	50,000	50,000	50,000	50,000
23	Maintain City owned/City Occupied Property: As buildings age, needs for various maintenance issues arise and are critical. For example: Replacement of air conditioners, pressure washing, repair of storm and vandalism damage, etc.	Elizabeth Hobbs	CP9708	--	2A	N/A		50,000	50,000	50,000	50,000	50,000
24	Repair RWSP Water Feature: Repairs and maintenance on interactive water feature at Riverway Sports Park. Project includes replacement of pumps and poured in place material as well as underground repairs to nozzle and a plugged line in the concrete. Project total of \$32k funded from prior year General Fund \$14k and \$18k in 2016/17.	Jeff Fultz	CP0096	--	2B	N/A	18,200					
							652,500	800,000	280,500	262,500	262,500	262,500

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 301".

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

**Sports Parks Reserve - 004 (3730)
2016/17 - 2021/22 Capital Improvement Program**

This reserve was established by Council in FY 1998/1999 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. This fund also receives community donations earmarked for recreation projects. Any donations for the Riverway Sports Park are deposited to, and spent from, this fund.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	573,700	537,700	543,100	549,900	558,200	568,000
Interest Earnings	4,400	5,400	6,800	8,300	9,800	11,400
Capital Improvements	(40,400)	-	-	-	-	-
Total Resources Available for Future Projects	537,700	543,100	549,900	558,200	568,000	579,400

Additional Information: The General Fund is not projected to set aside any additional reserves in this fund at year end for the 2016/17 and 2017/18 Budget years. Future General Fund land sale revenue could be distributed to this fund as directed by Council.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	East Side Regional Park & Ground Water Recharge: Design and environmental work for the East Side Regional Park & Groundwater Recharge Project consisting of park master planning, preliminary engineering for recharge facilities and project level EIR. The completed design and environmental work will put the project in a good position to seek grant funding opportunities with a well planned package. The additional appropriation is needed to add a noise study and to expand the traffic impact study to meet Caltrans' requirements for impacts to SR-198 and SR-216. Project total of \$430k is funded from \$194k Groundwater Recharge (224), \$128k Sport Park Reserve (004), \$89k Park Impact Fee (211), 10k Transportation Impact (241) and \$9k Waterways (261), all of which include prior year funding.	Doug Damko		***	TBD	40,400	-	-	-	-	-
						40,400	-	-	-	-	-

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 301".

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

**Police Unclaimed Funds - 012 (3820)
2016/17 - 2021/22 Capital Improvement Program**

This fund holds found or seized money in accordance with the requirements of government code section 804.7.2 "Unclaimed Money". Once the requirements of this section are satisfied, any unclaimed funds are released to this General Fund reserve to be spent for Public safety purposes.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	138,600	76,800	76,800	76,800	76,800	76,800
Capital Improvements	(61,800)	-	-	-	-	-
Total Resources Available for Future Projects	76,800	76,800	76,800	76,800	76,800	76,800

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Rifles (10) for Traffic Motorcycle Officers: Ten heavy duty rifles for exterior mounting on police motorcycles. Project includes 10 Sig Sauer MCX 5.56 Rifles with sighting system and folding stock as well as rifle storage for mounting on police traffic motorcycles. Traffic Officers may arrive at the scene of a call for service that would require the deployment of a long rifle, which they currently do not have.	James Andrews	EQ0095	--	N/A	29,400	-	-	-	-	-
2	Unmanned Surveillance Aircraft (Drone): Purchase FreeFly Alta unmanned surveillance aircraft for use by hostage negotiators for limited surveillance during tactical operations. Project includes the extra purchase of cameras, extra batteries and accessories.	Steve Scofield	EQ0096	--	N/A	16,400	-	-	-	-	-
3	SWAT Tactical Headsets (22): Replace 22 SWAT TAX Tactical Communication Headsets for use during tactical operations. New headsets will replace older models which have reached the end of their useful life.	Ron Epp	EQ0097	--	N/A	16,000	-	-	-	-	-
						61,800					

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 301".

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

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

**Asset Forfeiture - 622 (6220)
2016/17 - 2021/22 Capital Improvement Program**

This fund holds cash seized by the City of Visalia Police department in conjunction with the prosecution of criminal activity. Funds must be held until a court determines whether the City must forfeit the money or the City may recover law enforcement costs from the seized funds.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Spendable/Consumable	130,100	30,100	30,100	30,100	30,100	30,100
Capital Improvements	(100,000)	-	-	-	-	-
Total Resources Available for Future Projects	30,100	30,100	30,100	30,100	30,100	30,100

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 150 mobile computers utilized in vehicles for Police and Fire. One half of these MDTs (60 for PD Patrol units and 15 for Fire Apparatus) will be upgraded to Rugged Tablets and the remaining MDTs will be replaced with standard models comparable to the ones currently used. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule. (Multi-funded: Project total of \$389k from \$100k Federal Asset Forfeiture (622), \$50k COPS grant (631), \$135k Computer Replacement (511), \$50k prior year General Fund and \$54k 2016/17 General Fund (001).)	Mike Allen	CP8172	***	N/A	100,000					
						100,000					

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 301".

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

**Corporation Yard Impact Fee - 103 (2330)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Corp Yard New Site Development: Site development for property acquired adjacent to existing Corporation Yard. Development of property North of existing Corporation Yard. Project to include all grading, drainage, NPDES permit requirements, paving, utilities and lighting on 3.74 acres. (Multi Funded: Project total of \$678k funded from \$109k Corp Yard Impact Fee (103), \$434k Solid Waste (441), \$14k Storm Sewer (481) and \$122k Fleet (501), all including prior year funding.)	Adam Ennis	CP0047	**	B2	25,900	-	-	-	-	-
						108,900					

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 301".

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

**Corporation Yard Impact Fee - 103 (2330)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from Corporation Yard 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	440,100	380,600	431,300	483,300	536,600	591,300
Corporation Yard Impact Fees	50,900	52,200	53,500	54,800	56,200	57,600
Capital Improvements	(108,900)	-	-	-	-	-
Allocations	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Total Resources Available for Future Projects	380,600	431,300	483,300	536,600	591,300	647,400

#	Project Description	Project Manager	Project #	Budget Impact	Budget Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Works Administrative Complex Buildings: Funding for Tenant Improvements for the new Public Works Administrative Complex in the recently purchased "Sonic" buildings at 440 N. Ben Maddox. The current 2,700 sq ft building is no longer large enough to support the Administration division for the department. The new administration buildings can be built out to accommodate current and future needs. The old building will be repurposed for use by other City divisions located at the Corporation Yard. (Multi Funded: Project total of \$995k funded from \$99k Corp Yard Impact Fees (103), \$443k WWTTP (431), \$425k Solid Waste (441) and \$28k Storm Sewer Maint (481).	Adam Ennis	CP0046	***	B1	83,000	-	-	-	-	-

**Fire Impact Fee Fund - 106 (2360)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from Fire 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(1,649,000)	(1,468,800)	(1,282,600)	(1,089,200)	(887,500)	(676,000)
Revenues	248,600	254,800	261,200	267,700	274,400	281,300
Interest Expense	(27,300)	(27,500)	(26,600)	(24,700)	(21,500)	(17,000)
Allocations	(3,600)	(3,600)	(3,700)	(3,800)	(3,900)	(4,000)
Capital Improvements	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)
Total Resources Available for Future Projects	(1,468,800)	(1,282,600)	(1,089,200)	(887,500)	(676,000)	(453,200)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Safety Traffic signal Pre-emption System: Install 5 Emergency Vehicle Pre-emption Systems per year in existing signals. This system allows emergency response vehicles to control traffic signals along their route. To date 50 signals out of 125 signals in the city are in need of retrofit. From 16/17 onward, 5 per year will be installed, completing the remaining 50 signals by 2026. (Multi-funded: \$50k each year from \$37.5k Fire Impact Fees (106) and \$12.5k General Fund (001).)	Eric Bons	CP9531	--	Various	37,500	37,500	37,500	37,500	37,500	37,500
						37,500	37,500	37,500	37,500	37,500	37,500

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 301".

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

**Recreational Facilities - 211 (2440)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from impact 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	7,706,600	9,210,500	2,118,900	3,015,400	3,976,400	1,938,900
Park & Recreational Impact Fees	1,498,800	1,536,200	1,574,600	1,614,000	1,654,400	1,695,800
Interest Earnings	64,400	43,400	33,700	54,400	53,600	22,900
Operating Expenditures	(31,200)	(31,200)	(31,800)	(32,400)	(33,000)	(33,700)
Capital Expenditures	(28,100)	(8,640,000)	(680,000)	(675,000)	(3,712,500)	(3,500,000)
Total Resources Available for Future Projects	9,210,500	2,118,900	3,015,400	3,976,400	1,938,900	123,900

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	East Side Regional Park & Ground Water Recharge: Design and environmental work for the East Side Regional Park & Groundwater Recharge Project consisting of park master planning, preliminary engineering for recharge facilities and project level EIR. The completed design and environmental work will put the project in a good position to seek grant funding opportunities with a well planned package. The additional appropriation is needed to add a noise study and to expand the traffic impact study to meet Caltrans' requirements for impacts to SR-198 and SR-216. Project total of \$430k is funded from \$194k Groundwater Recharge (224), \$128k Sport Park Reserve (004), \$89k Park Impact Fee (211), 10k Transportation Impact (241) and \$9k Waterways (261), all of which include prior year funding.	Nick Mascia	CP0123	--	TBD	28,100	-	-	-	-	-
2	Riverway Sports Park Phase 5: Develop Phase 5 of the Riverway Sports Park including four lighted adult/youth softball fields with a concession/restroom and additional parking and picnic amenities. This phase will include additional irrigation system and new pump system.	Jeannie Greenwood	CP0051	**	B4	-	8,640,000	-	-	-	-

Recreational Facilities - 211 (2440)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Cameron Creek Park & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. (Multi-funded: Project total \$750k from Recreation (211) \$375k and Storm Sewer (221) \$375k FROZEN.)	Nick Mascia	CP8103	***	TBD	-	-	375,000	-	-	-
4	East Civic Center Park: 14/15 develop specific plan for park improvements from Tipton St. to Burke St. on South side of Oak. To occur after Oak St. is extended. Develop a 4-acre park, trail, and riparian area. Project total of \$660k funded with prior year Recreation Facilities (211) of \$350k and 20/21 Recreation Facilities of \$310k.	Nick Mascia	CP9920	**	B5	-	-	-	-	310,000	-
5	Hillsdale Park/Storm Basin: Acquisition of three parcels for remaining setback for future development as a passive recreational open space and naturally shaped drainage basin to serve existing and planned development north of Highway 198 and both east and west of Shirk Street. The basin will utilize a pipeline in Preston St to receive water from Mill Creek for storm layoff and recharge purposes. Acquire 13.8-acre parcel in FY 18/19 and two parcels of 4.1-acres total in FY 20/21. This section of the setback area will serve the immediate neighborhoods and includes planning of other setback areas to the south and the west. (Multi Funded: Total of \$1.3m funded from Storm Sewer (221) \$408k FROZEN , Recreation (211) \$527k and Storm Sewer Deficiency (222) \$408k. FROZEN)	Nick Mascia	CP9719	**	A1	-	-	305,000	-	102,500	-

**Recreational Facilities - 211 (2440)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	South Side Multi Generational Center: Staff is proposing the hiring of an architectural consultant to develop conceptual designs with associated costs for Council review and comment. The City does not have recreational facilities on the south side of town. Project will build a 20,000 sq. ft. space for community events, recreation and educational classes, in an effort to promote both health and wellness for both youth and active adults in one common facility. The facility will be located on a City owned 3 acre parcel just south of the Police precinct at Cameron and County Center and could also include an aquatic complex if so desired by the City, but no budget is identified in the estimate. The facility will also include a control room with opportunities for solar generation to help offset facility utility costs.	Jeannie Greenwood	CP 8096	***	D3	28,100	8,640,000	680,000	675,000	3,300,000	3,500,000
				-	-	-	-	-	675,000	3,712,500	3,500,000

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 301".

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

Storm Sewer Construction - 221 (2450) 2016/17 - 2021/22 Capital Improvement Program

This fund is derived from Storm Sewer impact fees collected at the time of development and a portion of the monthly storm sewer users fees. This fund shares \$.84 of the \$.2.47 monthly storm sewer fee with the Wastewater Trunkline construction fund (231). Funds are to be used only for construction of new storm sewer infrastructure to implement the Storm Sewer Master Plan.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(1,753,700)	(1,672,600)	(941,100)	(805,100)	(28,300)	404,800
Storm Sewer Impact fees	271,800	278,600	285,600	292,700	300,000	307,500
Storm Sewer Rate	611,500	621,900	634,300	647,000	659,900	673,100
Interest Earnings (Expense)	(26,100)	(24,900)	(24,100)	(17,400)	(4,800)	(9,600)
Operating Expenses	(26,500)	(26,500)	(27,000)	(27,500)	(28,100)	(28,700)
Capital Improvements	(742,000)	(110,000)	(725,000)	(110,000)	(485,700)	(1,487,500)
Allocations	(7,600)	(7,600)	(7,800)	(8,000)	(8,200)	(8,400)
Total Resources Available for Future Projects	(1,672,600)	(941,100)	(805,100)	(28,300)	404,800	(148,800)
Deferred Projects Waiting on Funding (Shaded section below)	-	-	(680,000)	(680,000)	(782,500)	(782,500)
Funding deficit including unfunded projects	(1,672,600)	(941,100)	(1,485,100)	(708,300)	(377,700)	(931,300)

The Storm Sewer Impact fees have decreased significantly in prior years as a result of decreased housing development. Revenues are estimated to grow 2.5% in 16/17 and 17/18 and 2.5% each year after that. Sewer Fees are estimated to increase annually by 2% as a result of new accounts and the annually authorized CPI increase.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Shannon Parkway Street & Storm Sewer: Design and Construct Shannon Parkway Storm Drain and Street Improvements from Fairway Street to Giddings Street. Completion of the 54" storm drain is necessary for two reasons: 1) To serve the new school being constructed on the northwest corner of Giddings St. and Shannon Pkwy and 2) to backfill the temporary storm retention basin to accommodate construction of the Riverway Sports Park, Phase 5. Street improvements are necessary because of increased traffic to the new school. (Multi-funded: Total of \$2.2m funded from \$582k Storm Sewer (221) and \$1.57m Transportation Impact Fee (241).)	Fred Lampe	CP0151	*	B6	582,000					

Storm Sewer Construction - 221 (2450)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	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. To implement necessary Storm Sewer Master improvements and reimburse developers for implementation of Master Plan.	Jason Huckleberry	CP9229	--	N/A	150,000	100,000	100,000	100,000	100,000	100,000
3	Storm Sewer Construction Administration: Staff preliminary design and administration of new storm sewer construction projects as identified in the Storm Sewer Master Plan.	Jason Huckleberry	CP8222	--	N/A	10,000	10,000	10,000	10,000	10,000	10,000
4	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54. allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. (Project total of \$915K from \$105K prior year Storm Sewer (221), \$615K 2018-19 Storm Sewer and \$195K Storm Sewer Deficiency (222).)	Doug Damko	CP9796	*	B7	-	-	615,000	-	-	-

**Storm Sewer Construction - 221 (2450)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	North Shirk Storm Drain Line Extension: Extend the existing 48" storm drain line in Hillsdale Avenue north on Shirk Street for 2,800 feet with pipe sizes to vary from 36" to 48". The existing temporary basin on the south side of Hillsdale Avenue will need to be expanded for the additional storm water runoff resulting from the project. This project will be done in coordination with the Shirk Widening project (CP9822) and the North Shirk Sewer Line Extension project (CP9741). This storm drain line will provide necessary storm water infrastructure to support the Shirk Widening Project north of State Highway 198. It will also allow the elimination of a temporary drainage basin on the north end of the Hurley Elementary School campus. This temporary basin serves the school and two adjoining residential subdivisions. The sizing of the line will allow it to also serve future development on the west side of Shirk St.	Doug Damko	CP0183	*	A2	742,000	110,000	725,000	110,000	375,700	1,377,500
						742,000	110,000	725,000	110,000	485,700	1,487,500

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 301".

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

Storm Sewer Construction - 221 (2450) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	Hillsdale Park/Storm Basin: Acquisition of three parcels for remaining setback for future development as a passive recreational open space and naturally shaped drainage basin to serve existing and planned development north of Highway 198 and both east and west of Shirk Street. The basin will utilize a pipeline in Preston St to receive water from Mill Creek for storm layoff and recharge purposes. Acquire 13.8-acre parcel in FY 18/19 and two parcels of 4.1-acres total in FY 20/21. This section of the setback area will serve the immediate neighborhoods and includes planning of other setback areas to the south and the west. (Multi Funded: Total of \$1.3m funded from Storm Sewer (221) \$408k FROZEN , Recreation (211) \$527k and Storm Sewer Deficiency (222) \$408k. FROZEN)	Nick Mascia	CP9719	N/A	N/A			305,000		102,500	
7	Cameron Creek Park & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. (Multi-funded: Project total \$750k from Recreation (211) \$375k and Storm Sewer (221) \$375k FROZEN.)	Nick Mascia	CP8103	N/A	N/A			375,000			
								680,000		102,500	

**Transportation Impact Fee - 241 (2520)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(90,100)	(1,814,600)	(2,039,100)	(1,725,600)	(577,700)	27,200
Transportation Impact Fees	3,457,100	3,543,500	3,632,100	3,722,900	3,816,000	3,911,400
Interest Earnings (Expense)	(16,500)	(38,400)	(33,400)	(9,200)	3,400	4,000
Operating Expenditures	(15,800)	(15,800)	(16,100)	(16,400)	(16,700)	(17,000)
Capital Expenditures	(5,135,500)	(3,700,000)	(3,255,000)	(2,535,000)	(3,183,100)	(3,876,300)
Allocations	(13,800)	(13,800)	(14,100)	(14,400)	(14,700)	(15,000)
Total Resources Available for Future Projects	(1,814,600)	(2,039,100)	(1,725,600)	(577,700)	27,200	34,300
Deferred Projects (shaded projects below)	(565,300)	(565,300)	(1,115,300)	(2,193,300)	(9,659,500)	(17,874,500)
Funding deficit including deferred projects	(2,379,900)	(2,604,400)	(2,840,900)	(2,771,000)	(9,632,300)	(17,840,200)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Modification of Traffic Signal at Demaree & Goshen: Project will widen the intersection of Demaree St. at Goshen Ave. It includes upgrading the Railroad tracks & equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will be needed. The project limits are along Goshen Avenue, 700' west and east of Demaree; along Demaree Street, 2000' south and 1100' north of Goshen. (Multi-funded: Total of \$5.67m funded from \$1.24m prior year and additional \$2.5m Measure R Local (131), \$300k prior year Grant (281 and \$1.64m Transportation Impact Fee (241).)	Nick Mascia	CP8123	--	B10	1,640,000	-	-	-	-	-
2	Shannon Parkway Street & Storm Sewer: Design and Construct Shannon Parkway Storm Drain and Street Improvements from Fairway Street to Giddings Street. Completion of the 54" storm drain is necessary for two reasons: 1) To serve the new school being constructed on the northwest corner of Giddings St. and Shannon Pkwy and 2) to backfill the temporary storm retention basin to accommodate construction of the Riverway Sports Park, Phase 5. Street improvements are necessary because of increased traffic to the new school. (Multi-funded: Total of \$2.2m funded from \$582k Storm Sewer (221) and \$1.57m Transportation Impact Fee (241).)	Nick Mascia	CP0151	--	B6	1,570,500	-	-	-	-	-

Transportation Impact Fee - 241 (2520)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	<p>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. To implement the Circulation Element. Funded 100% from Transportation Impact Fee (241).</p> <p>Tulare Ave at Santa Fe Roundabout: The project will replace the existing all-way stop at the intersection of Tulare Avenue and Santa Fe Street with a round-about. There are existing utilities to be relocated and minor right of way acquisitions. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. The round-about will provide a means for traffic to move through the intersection, reduce the severity of traffic collisions, and reduce vehicle emissions. In addition, a round-about will improve the north/south connectivity along the Santa Fe Street corridor. (Multi-funded: Total of \$2.4m funded from \$500K TIF (241), \$230K Measure R Regional (131) and \$1.67m CMAQ grant (281).)</p>	Doug Damko	CP9130	--	Various	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	500,000
4	<p>Traffic Signal at Riggins Ave & Shirk St: The installation of a traffic signal and the associated roadway improvements are to be installed at the intersection of Riggins Avenue and Shirk Street. The existing Southern California Edison (SCE) transmission poles will need to be relocated to accommodate the widening of Riggins Avenue and Shirk Street near the intersection. The traffic data collected by the Annual Traffic Data Collection contract will be analyzed to determine which traffic signals meet the on Uniform Traffic Control Devices. The installation of this traffic signal is dependent on development in the Industrial Park. Project funded 100% from Transportation Impact Fee (241).</p>	Nick Mascia	CF0197	--	D7	500,000					
5		Nick Mascia	CP0195	--	A10	300,000	2,500,000				

Transportation Impact Fee - 241 (2520)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	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. Administration time for staff and consultants - 2017/18 update to be done.	Chris Tavaraz	CP9633	--	N/A	25,000	100,000	25,000	100,000	25,000	100,000
7	Tulare Ave Extension Lovers Lane to McAuliff: Acquire ROW and extend Tulare Avenue between Lovers Lane and McAuliff (south side of Tulare only). Tulare to be constructed to half-street status. Improve traffic circulation. This project will provide additional access route from east to west to help relieve congestion on Walnut and provide access to Kiwanis Park. This option does not signalize Tulare/Lovers Lane. This option is an alternative to the full build-out of Tulare, and does not include extension of Tulare to Tower Road. Funded 100% from Transportation Impact Fee (241).	Jason Huckleberry	CP9823	--	D8	-	-	2,000,000	-	-	-
8	Santa Fe Street Houston to Riggini: Project will construct a 4-lane, north-south, arterial along the old Santa Fe Railroad. The City owns the right of way, and the tracks have been removed. Project includes, grading, a new structural section, curb, gutter, a storm drain system, median, street lighting, landscaping and striping. In addition, construction includes a single box culvert (100' wide) over Modoc Ditch and a new signal at the Riggini intersection. Hydraulic studies will be necessary to determine potential expansion of existing basins. The US Army Core of Engineers (USACE) has issued a letter (valid till 2020) stating they do not have jurisdiction. Project funded 100% from Transportation Impact Fee (241). A portion of this project has been frozen below.	Nick Mascia	CP0040	--	B18	-	-	-	-	1,653,100	3,276,300

**Transportation Impact Fee - 241 (2520)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
9	Shirk St & Walnut Ave Roadway Improvements: Complete the roadway improvements along the south side of Walnut Avenue for 700 feet east of Shirk Street and Shirk Street for 1,400 feet south of Walnut Avenue and restripe Walnut Ave from Teddy Street to Shirk Street. The north side of Walnut Ave. for approximately 350 feet east of Roeben Ave. is also to be widened to remove a west bound travel lane restriction. The relocation of the Southern California Edison (SCE) power poles along Shirk St and Walnut Avenue along with the underground conversion of SCE facilities through the intersection of Shirk Street and Walnut Avenue are to be complete by the Shirk/Walnut Intersection project (CP8073). Funded 100% from Transportation Impact Fee (241).	Nick Mascia	CP0196	--	C5	-	-	130,000	1,250,000		
10	Shirk Street and Walnut Ave traffic signal: The installation of a traffic signal at the intersection of Shirk Street and Walnut Avenue. The traffic signal is to be installed after the SCE underground conversion is complete and the roadway improvements are completed on Shirk Street and Walnut Avenue. The traffic data collected by the Annual Traffic Data Collection contract will be analyzed to determine which traffic signals meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. Funded 100% from Transportation Impact Fee (241).	Nick Mascia	CP0045	--	C6	5,135,500	3,700,000	3,255,000	85,000	405,000	3,876,300
						5,135,500	3,700,000	3,255,000	2,535,000	3,183,100	3,876,300

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 301".

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

Transportation Impact Fee - 241 (2520) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
11	Widen Santa Fe St from K St to Noble Ave: Widening will follow the Santa Fe Master Plan to improve traffic circulation. This project may be split into two phases from south of 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. Project funded 100% from Transportation Impact Fee (241).	Fred Lampe	CP9942	--	N/A	-	-	550,000	868,000	500,000	6,550,000
12	Tulare Road Extension to Tower Road: Construct Tulare Avenue from Arroyo Street to Road 148 (Tower Road) and extend Tower Road from Tulare Avenue to just north of Hanard to improve traffic circulation. This project is intended to be constructed with the extension of Tulare Ave from Lovers Lane to McAuliff and will provide addition access to help alleviate congestion on Walnut Avenue and McAuliff. Project funded 100% from Transportation Impact Fee (241).	Jason Huckleberry	CP9946	--	N/A	565,300	-	-	-	-	-
13	Chinoweth Street Extension: Construct Chinoweth from Goshen Ave to Houston Ave. Project includes: ROW acquisition, pavement, curb, gutter, sidewalk and landscaping, new railroad crossing and intersection signalization project will improve traffic circulation and provide a N/S alternative to busy intersections at Demaree and Akers. The City may have to abandon another RR crossing to add this location. Funded 100% from Transportation Impact Fee (241).	Nick Mascia	CP9762	--	N/A	-	-	-	210,000	695,000	695,000
14	Santa Fe Street Houston to Riffin: Project will construct a 4-lane, north-south, arterial along the old Santa Fe Railroad. The City owns the right of way, and the tracks have been removed. Project includes, grading, a new structural section, curb, gutter, a storm drain system, median, street lighting, landscaping and striping. In addition, construction includes a single box culvert (100' wide) over Modoc Ditch and a new signal at the Riffin intersection. Hydraulic studies will be necessary to determine potential expansion of existing basins. The US Army Core of Engineer's (USACE) has issued a letter (valid till 2020) stating they do not have jurisdiction. Project funded 100% from Transportation Impact Fee (241). A portion of this project is funded above.	Nick Mascia	CP0040	--	N/A	-	-	-	-	6,271,200	-

Transportation Impact Fee - 241 (2520) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
15	<p>Stonebrook Crossing of Packwood Creek: Construct the Stonebrook Street culvert crossing of Packwood Creek between Cameron Avenue and Caldwell Avenue. This work only includes the culvert. Stonebrook Street curb, gutter and paving will be constructed in conjunction with the development of the adjoining commercial properties. This culvert crossing is a critical component of the Stonebrook Street connection at the east end of the Packwood Creek Shopping Center. This connection will further improve the circulation for the regional retail land use in the vicinity.</p>	Nick Mascia	CP0043	--	N/A	565,300	-	550,000	1,078,000	7,466,200	970,000
											8,215,000

**State Transportation - 281 (2810)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	84,600	84,600	84,600	84,600	84,600	84,600
LTD (Local Transportation Development Funds)	590,000	275,000	260,000	260,000	260,000	260,000
TCAG (Tulare County Association of Governments)	10,000	10,000	10,000	10,000	10,000	10,000
Other Grant Funding:						
CMAQ (Congestion Mitigation Air Quality)	486,800	709,000	1,670,000	4,370,000		
Wal mart Contribution to Lovers Lane Interchange	(1,086,800)	(994,000)	(1,940,000)	(4,640,000)	(270,000)	(270,000)
Capital Expenditures	84,600	84,600	84,600	84,600	84,600	84,600
Total Resources Available for Future Projects						

Additional Information: All transportation related grants are housed in this fund.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Traffic Control Signal Installation: Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. It is anticipated that the intersection of Riggan Avenue at Mooney Boulevard and County Center at Houston Avenue will be signalized in FY 16/17. In FY 17/18 the intersection of Akers Street at Ferguson Avenue will be signalized. (Multi Funded: 6-year total of \$3.1m funded from \$1.2m Measure R Local (131) and \$1.9m Local Transportation Development (281).)	Nick Mascia	CP0038	--	2 locations	590,000	275,000	260,000	260,000	260,000	260,000

**State Transportation - 281 (2810)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Annual Traffic Counts: Traffic counts, speed survey & supplemental services to assist staff with increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections to help relieve vehicle congestion. As the City grows, an increased number of vehicles, bikes, or pedestrians travel through our intersections. These funds will allow the City to perform yearly traffic counts to ensure the appropriate traffic control at those intersections. In addition, these traffic counts help provide information for economic development and traffic signal coordination. (Multi Funded: Project annual funding of \$45k funded from \$35k Gas Tax (111) and \$10k TCAG funding (281).)	Eric Bons	CP8101	--	Various	10,000	10,000	10,000	10,000	10,000	10,000
3	Near Term Lovers Lane Interchange at SR 198: The near term improvements to the existing interchange at Lovers Lane and State Route 198 includes work to provide operational improvements to the area. The project includes demolition of existing curb, gutter, pavement, embankments, and other miscellaneous features. The project will install new curb, gutter, pavement, and widen Lovers Lane under the freeway to provide additional sidewalk and turn lanes. It will also modify the existing hook ramps located in the north east quadrant, to provide additional improvements. This budget does not include possible modifications to the existing Cal Water well, which could go up to \$3M. (Multi-funded: Project total of \$17.3m funded with \$15.7m Measure R Regional (133), \$486k funds received from Wal Mart (281), and \$937k prior year Measure R local (131).)	Nick Mascia	CP9958	--	D5	486,800					

State Transportation - 281 (2810)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
4	<p>Downtown/NW Intelligent Transportation System (ITS) Signal Interconnect Update: The project will replace the aging copper wire traffic signal interconnect system with fiber optic cable within Murray Avenue between Divisadero Street and Giddings Street between Murray Avenue and Main Street, and within Center Avenue between Hall Street and Conyer Street within the existing conduits. The truck line fiber optic cable will be installed in Acequia Avenue between Conyer Street and Santa Fe Street, Santa Fe Street between Acequia Avenue and School Avenue, and in School Avenue between Santa Fe Street and into the VECC building. The traffic signal interconnect cable replacement will create a fiber optic cable back bone structure that will extend the existing interconnection system. This project is contingent upon the receipt of CMAQ funding. (Multi-funded: Project total of \$800k funded from \$91k Measure R Regional (133) and \$709k CMAQ grant (281).)</p>	Eric Bons	CP0200	-	B16	709,000					
5	<p>Tulare Ave at Santa Fe Roundabout: The project will replace the existing all-way stop at the intersection of Tulare Avenue and Santa Fe Street with a round-about. There are existing utilities to be relocated and minor right of way acquisitions. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. The round-about will provide a means for traffic to move through the intersection, reduce the severity of traffic collisions, and reduce vehicle emissions. In addition, a round-about will improve the north/south connectivity along the Santa Fe Street corridor. (Multi-funded: Total of \$2.4m funded from \$500k TIF (241), \$230k Measure R Regional (131) and \$1.67m CMAQ grant (281).)</p> <p>Caldwell Avenue Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Caldwell Ave. between Santa Fe St. and Lovers Lane interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system utilizing Congestion Mitigation and Air Quality (CMAQ) grant funding. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.76m funded from \$210k Measure R Regional and \$1.55m CMAQ grant (281).)</p>	Nick Mascia	CP0197	-	D7			1,670,000			
6	<p>Measure R Regional and \$1.55m CMAQ grant (281).)</p>	Eric Bons	CP0198	-	D6				1,550,000		

State Transportation - 281 (2810)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
7	<p>Houston Avenue Intelligent Transportation System (ITS) Interconnection Project: The project is to install signal interconnect conduit in Houston Avenue from Demaree St. to Divisadero St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Project total of \$1.6m funded from \$180k Measure R Regional (133) and \$1.42m CMAQ grant (281).)</p>	Nick Mascia	CP0201	--	B17	1,420,000					
8	<p>Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.6m funded from \$790k Measure R Regional and \$1.4m CMAQ grant (281).)</p>	Eric Bons	CP0199	--	B15	1,086,800	994,000	1,940,000	1,400,000	270,000	270,000

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 301".

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

**Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program**

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

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	1,239,300	164,800	(71,700)	(203,300)	(319,700)	(456,700)
Gas Tax Apportionment	2,364,100	2,387,700	2,411,600	2,435,700	2,460,100	2,484,700
Gas Tax Swap	308,400	311,500	314,600	317,700	320,900	324,100
STP - STR HWY exchange	1,486,000	1,486,000	1,486,000	1,486,000	1,486,000	1,486,000
Interest Earnings	4,900	1,000	400	400	500	800
Concrete Repair Reimbursements	10,800	10,800	10,800	10,800	10,800	10,800
Services Provided/Allocations	(823,200)	(823,200)	(831,400)	(839,700)	(848,100)	(856,600)
Capital Improvements - New Construction, Improvements and Administration	(504,100)	(425,000)	(430,000)	(430,000)	(430,000)	(430,000)
Capital Improvements - Street Maintenance	(3,921,400)	(3,185,300)	(3,093,600)	(3,097,300)	(3,137,200)	(3,137,200)
Total Resources Available for Future Projects	164,800	(71,700)	(203,300)	(319,700)	(456,700)	(574,100)

Deferred New Construction, Improvements and Admin Projects Waiting on Funding - Cum Total (Shaded below)	(61,000)	(142,000)	(223,000)	(304,000)	(385,000)	(466,000)
Deferred Maintenance Projects Waiting on Funding - Cumulative Total (Shaded section below)	(156,800)	(1,235,700)	(2,406,300)	(3,579,900)	(5,385,400)	(7,094,900)
Funding deficit including unfunded projects	(53,000)	(1,449,400)	(2,832,600)	(4,203,600)	(6,227,100)	(8,135,000)

Additional Information: In March of 2010 the California State Legislature converted the state sales tax on gasoline to a gasoline excise tax. Included in the inacting legislation was a requirement to fully replace the amount cities would have received under the old sales tax structure with their share of the new excise tax, making the measure "revenue neutral". As gas prices have fallen, the excise portion of the gas tax has been adjusted downward to maintain the revenue neutral status of this funding. The result of these adjustments is a loss of roughly \$1 million in annual gas tax revenue beginning in 2016-17. Combined with the unrealized growth that had been projected, the gas tax fund has been required to defer \$1.2 million in maintenance annually beginning in the 2017-18 year.

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
New Construction, Improvements and Administration:												
1	Railroad Crossing Upgrades: For use with projects associated with railroad crossings that require upgrades, widening or improvements based on the RR. Projects currently looking to use these funds are Oak and Burke at the Civic Center, Demaree and Goshen, and Mooney and Goshen. To improve rail crossing and supplement existing projects where rail crossings will be impacted and need for improvement. A portion of this project has been deferred due to the lack of funding.	Nick Mascia	CP9367	--	B9	Eng	80,000	80,000	80,000	80,000	80,000	80,000
2	Preliminary Engineering: Preliminary engineering and design work necessary for potential future capital projects. This project is important to fund pre-design work on future projects involving grants and special projects. A portion of this project has been deferred due to the lack of funding.	Nick Mascia	CP9699	--	N/A	Eng	75,000	75,000	75,000	75,000	75,000	75,000

Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Reimburse developers for street improvements: 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. This is needed on an annual basis for improvements on existing arterial/collector and local streets not identified in the circulation element that are not eligible for TIF.	Jason Huckieberry	CP9207	--	Various	Eng	75,000	75,000	75,000	75,000	75,000	75,000
4	Concrete Repairs: Repairs concrete (sidewalk, curb and gutter, and drive approaches) in the city. (Note: Property owners will reimburse the city for their portion of the cost of material and labor). The repairs bring the concrete into compliance with codes and regulations.	Norm Goldstrom	CP9646	--	Various	Eng	30,000	30,000	30,000	30,000	30,000	30,000
5	Replace Traffic Signs Citywide: Replace signs that have been stolen, vandalized, damaged, faded, or do not pass retroreflectivity standards. Funding of \$50K per year: will replace as needed for emergency safety concerns and as advised by the retroreflectivity survey. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9555	--	Various	Eng	50,000	40,000	40,000	40,000	40,000	40,000
6	Neighborhood Traffic Maintenance: To install traffic calming devices when criteria is met and in accordance with the Neighborhood Traffic Management Program (NTMP). Requests have been sent to Council and are received for the installation of stop signs or street closures to provide a traffic calming effect or to increase safety. This program addresses residents concerns regarding excessive vehicle speed and traffic volumes on neighborhood streets. The NTMP Policy outlines a process for neighborhood groups (experiencing these concerns) to work with the City to improve their quality of life. A portion of this project has been deferred due to the lack of funding.	Leslie Blair	CP8282	--	Various	Eng	40,000	30,000	30,000	30,000	30,000	30,000
7	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. To continue improvements for bicyclists and support recommendations from Waterways and Trails Committee. A portion of this project has been deferred due to the lack of funding.	Nick Mascia	CP9923	--	Various	Eng	30,000	30,000	30,000	30,000	30,000	30,000

Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
8	Traffic Signal at Akers & Ferguson: Install a fully actuated traffic signal at the intersection of Akers Street and Ferguson Avenue along with the construction of associated roadway improvements, and modify existing pedestrian ramps to meet the current Americans with Disabilities Act requirements. Replace temporary traffic signal with a permanent traffic signal.	Eric Bons	CP0192	--	A6	Eng	59,100					
9	Annual Traffic Counts: Traffic counts, speed survey & supplemental services to assist staff with increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections to help relieve vehicle congestion. As the City grows, an increased number of vehicles, bikes, or pedestrians travel through our intersections. These funds will allow the City to perform yearly traffic counts to ensure the appropriate traffic control at those intersections. In addition, these traffic counts help provide information for economic development and traffic signal coordination. (Multi Funded: Project annual funding of \$45k funded from \$35k Gas Tax (111) and \$10k TCAG funding (281).)	Leslie Blair	CP8101	--	Various	Eng	35,000	35,000	40,000	40,000	40,000	40,000
10	Traffic control (STOP) installations: On-call contractor services to install NEWLY warranted STOP signs and related traffic control devices including signage, striping, and markings at various locations throughout the City. The City has need for STOP signs to be installed when warranted. These funds will allow the City to have them installed in a timely manner.	Leslie Blair	CP0037	--	Various	Eng	30,000	30,000	30,000	30,000	30,000	30,000
11	Street Maintenance Projects: Road Rehabilitation (Federal Aid Routes): Asphalt overlay of major collector and arterial roadways. As previous years work is completed or installed new, staff completes the submittal form for the pavement management software. An analysis is completed by the Streets Division that lists roads that are showing signs of stress or repair. Asphalt overlays are done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. This project is a longer lasting and important maintenance project for City streets that will be coordinated with the Public Works Department through analysis from Pavement Management System.	Nick Mascia	CP9225	--	Various	Maint	1,578,800	1,769,000	1,769,000	1,769,000	1,769,000	1,769,000

Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
12	Cape Seal: Places an emulsified seal over weathered and revealed pavement without a substantial amount of cracking. Timely proactive maintenance to extend the life of the pavement. As part of implementing the Pavement Management System it has been determined to spend a portion of street maintenance dollars on cape seal projects to assist in a "catch-up" of street maintenance from prior years. Funded exclusively from Gas Tax. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP8007	--	Various	Maint	803,800	600,000	803,800	806,300	803,800	803,800
13	Reclaimite various City streets: Cost effective pavement maintenance if performed routinely after initial proper street installation, within the first 5-7 years. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces and results in cost savings for pavement life span over other more expensive methods of pavement maintenance or costly pavement replacement. As a part of implementing the Pavement Management System it has been determined to spend a portion of street maintenance dollars on large cape seal and reclaimite projects to assist in a "catch-up" of street maintenance from prior years. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9510	--	Various	Maint	272,500	121,500	201,500	202,500	250,000	250,000
14	Thin Skin Patch Miscellaneous Streets: Thin skin patching is used to fill in uneven pavement surfaces. This provides better drainage and improves the ride on the pavement. This provides a first step in the cost effective method of recouping the structure of a badly deteriorated streets and is used also as a leveling course for easy and cost effective future maintenance. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9520	--	Various	Maint	261,300	150,500	-	-	30,000	30,000
15	Minor Asphalt Overlays: Placement of an asphalt overlay on local 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. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9525	--	Various	Maint	258,000	25,000	-	-	-	-

Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
16	Crack Sealing: Placement of rubber type based product in cracked pavement. Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9496	--	Various	Maint	175,000	175,000	-	-	25,100	25,100
17	Dig Outs: Remove and replace isolated deteriorated pavement on various city streets. This will improve the ride quality of city streets, reduce pothole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9508	--	Various	Maint	212,500	20,000	-	-	-	-
18	Annual Striping Contract: Pays for the annual striping contract for pavement marking on the City's roadways. The existing pavement markings need to be repainted to be in compliance with the California Manual on Uniform Traffic Control Devices. To provide delineation of travel lanes, turn lanes, crosswalks, curb markings and other pavement markings on the roadways throughout the City. A portion of this project has been deferred due to the lack of funding.	Eric Bous	CP9226	--	Various	Maint	80,000	80,000	80,000	80,000	80,000	80,000
19	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. Battery Backup systems for 80 Traffic Signals: Purchase and install battery backup systems for approximately 80 signals owned and maintained by the City. Currently about 1/3 of the City's existing signalized intersections have battery backup systems that can provide power for approximately 4-6 hours with traffic signals in full operation for about 8-12 hours in 'flash' mode. These backups systems can provide the power necessary to operate the signals through shorter power outages or operate long enough to allow City staff to place stop signs at the intersections in preparation of a longer outage. The costs are around \$6,000 per signalized intersection. Funding in this line will be to install 10 per year for five years. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9515	--	Various	Maint	99,500	99,300	99,300	99,500	99,300	99,300
20		Norm Goldstrom	CP0193	--	Various	Maint	60,000	60,000	60,000	60,000	-	-

Gas Tax - 111 (2370)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
21	Infrastructure Management System: To maintain the data on street conditions (Pavement Condition Index) and sign inventories this system stores and maintains sign retroreflectivity data. Data will be used to create annual maintenance and repair programs using different methods to extend the life of the pavement and signage.	Norm Goldstrom	CP8313	--	N/A	Maint	40,000	40,000	40,000	40,000	40,000	40,000
22	Pave Outs: Restore pavement that has been cut away to install/refurbish curb and gutter and approach ways. This will improve environmental conditions and maximize use of roadway.	Norm Goldstrom	CP9094	--	Various	Maint	40,000	40,000	40,000	40,000	40,000	40,000
23	Hot Patching: Allows for repairing of small areas of alligatored asphalt or potholes surrounded by generally good condition asphalt. Used for small repairs in colder weather situations. A heating device is used to heat the existing asphalt roadway (maximum 6' x 8' area) in order to introduce small amounts of new hot asphalt paving with fresh oil emulsions to blend the new with the old (existing). A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP8351	--	Various	Maint	20,000	5,000	-	-	-	-
24	Slurry Seal: Seal the asphalt surface using petroleum based product. Used as filler to seal pavement cracks and for minor resurfacing. Slurry sealing extends the life of asphalt pavement. A portion of this project has been deferred due to the lack of funding.	Norm Goldstrom	CP9530	--	Various	Maint	20,000	-	-	-	-	-
Total Capital Improvements - New Construction, Improvements and Administration							504,100	425,000	430,000	430,000	430,000	430,000
Total Capital Improvements - Street Maintenance							3,921,400	3,185,300	3,093,600	3,097,300	3,137,200	3,137,200

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 301".

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

Gas Tax - 111 (2370) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
25	Railroad Crossing Upgrades: For use with projects associated with railroad crossings that require upgrades, widening or improvements based on the RR. Projects currently looking to use these funds are Oak and Burke at the Civic Center, Demaree and Goshen, and Mooney and Goshen. To improve rail crossing and supplement existing projects where rail crossings will be impacted and need for improvement. A portion of this project is funded above.	Nick Mascia	CP9367	--	N/A	Eng	20,000	20,000	20,000	20,000	20,000	20,000
26	Preliminary Engineering: Preliminary engineering and design work necessary for potential future capital projects. This project is important to fund pre-design work on future projects involving grants and special projects. A portion of this project is funded above.	Nick Mascia	CP9699	--	N/A	Eng	25,000	25,000	25,000	25,000	25,000	25,000
27	Neighborhood Traffic Maintenance: To install traffic calming devices when criteria is met and in accordance with the Neighborhood Traffic Management Program (NTMP). Requests have been sent to Council and are received for the installation of stop signs or street closures to provide a traffic calming effect or to increase safety. This program addresses residents concerns regarding excessive vehicle speed and traffic volumes on neighborhood streets. The NTMP Policy outlines a process for neighborhood groups (experiencing these concerns) to work with the City to improve their quality of life. A portion of this project is funded above.	Leslie Blair	CP8282	--	N/A	Eng	6,000	16,000	16,000	16,000	16,000	16,000
28	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. To continue improvements for bicyclists and support recommendations from Waterways and Trails Committee. A portion of this project is funded above.	Nick Mascia	CP9923	--	N/A	Eng	10,000	10,000	10,000	10,000	10,000	10,000
29	Replace Traffic Signs Citywide: Replace signs that have been stolen, vandalized, damaged, faded, or do not pass retroreflectivity standards. Funding of \$50K per year: will replace as needed for emergency safety concerns and as advised by the retroreflectivity survey. A portion of this project is funded above.	Norm Goldstrom	CP9555	--	N/A	Eng	-	10,000	10,000	10,000	10,000	10,000

Gas Tax - 111 (2370) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
30	Cape Seal: Places an emulsified seal over weathered and raveled pavement without substantial amount of cracking. Timely proactive maintenance to extend the life of the pavement. As part of implementing the Pavement Management System it has been determined to spend surplus street maintenance dollars on cape seal projects to assist in a "catch-up" of street maintenance from prior years. Funded exclusively from Gas Tax. A portion of this project is funded above.	Norm Goldstrom	CP8007	--	N/A	Maint	-	203,800	-	-	-	-
31	Annual Striping Contract: Pays for the annual striping contract for pavement marking on the City's roadways. The existing pavement markings need to be repainted to be in compliance with the California Manual on Uniform Traffic Control Devices. To provide delineation of travel lanes, turn lanes, crosswalks, curb markings and other pavement markings on the roadways throughout the City. A portion of this project is funded above.	Eric Bons	CP9226	--	N/A	Maint	20,000	20,000	20,000	20,000	20,000	20,000
32	Reclaimite various City streets: Cost effective pavement maintenance if performed routinely after initial proper street installation, within the first 5-7 years. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces. Results in cost savings for pavement life span over other more expensive methods of pavement maintenance or costly pavement replacement. As a part of implementing the Pavement Management System it has been determined to spend a portion of street maintenance dollars on large cape seal and reclaimite projects to assist in a "catch-up" of street maintenance from prior years. A portion of this project is funded above.	Norm Goldstrom	CP9510	--	N/A	Maint	50,000	200,000	120,000	120,000	750,000	750,000
33	Thin Skin Patch Miscellaneous Streets: Thin skin patching is used to fill in uneven pavement surfaces. This provides better drainage and improves the ride on the pavement. This provides a first step in the cost effective method of recouping the structure of a badly deteriorated streets and is used also as a leveling course for easy and cost effective future maintenance. A portion of this project is funded above.	Norm Goldstrom	CP9520	--	N/A	Maint	-	110,300	260,800	261,300	230,800	230,800

Gas Tax - 111 (2370) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
34	Minor Asphalt Overlays: Placement of an asphalt overlay on local 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. A portion of this project is funded above.	Norm Goldstrom	CP9525	--	N/A	Maint	-	232,200	257,200	258,000	257,200	257,200
35	Crack Sealing: Placement of rubber type based product in cracked pavement. Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger. A portion of this project is funded above.	Norm Goldstrom	CP9496	--	N/A	Maint	50,800	50,100	225,100	225,800	200,000	200,000
36	Dig Outs: Remove and replace isolated deteriorated pavement on various city streets. This will improve the ride quality of city streets, reduce pothole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles. A portion of this project is funded above.	Norm Goldstrom	CP9508	--	N/A	Maint	-	191,500	211,500	212,500	211,500	211,500
37	Battery Backup systems for 80 Traffic Signals: Purchase and install battery backup systems for approximately 80 signals owned and maintained by the City. Currently about 1/3 of the City's existing signalized intersections have battery backup systems that can provide power for approximately 4-6 hours with traffic signals in full operation for about 8-12 hours in 'flash' mode. These backups systems can provide the power necessary to operate the signals through shorter power outages or operate long enough to allow City staff to place stop signs at the intersections in preparation of a longer outage. The costs are around \$6,000 per signalized intersection. Deferred Funding would be to install 6 per year for five years. A portion of this project is funded above.	Norm Goldstrom	CP0226	--	N/A	Maint	36,000	36,000	36,000	36,000	96,000	

Gas Tax - 111 (2370) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Budg Imp	Map Ref	Maint or Eng	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
38	Hot Patching: Allows for repairing of small areas of alligatored asphalt or potholes surrounded by generally good condition asphalt. Used for small repairs in colder weather situations. A heating device is used to heat the existing asphalt roadway (maximum 6' x 8' area) in order to introduce small amounts of new hot asphalt paving with fresh oil emulsions to blend the new with the old (existing). A portion of this project is funded above.	Norm Goldstrom	CP8351	--	N/A	Maint	-	15,000	20,000	20,000	20,000	20,000
39	Slurry Seal: Seal the asphalt surface using petroleum based product. Used as filler to seal pavement cracks and for minor resurfacing. Slurry sealing extends the life of asphalt pavement. A portion of this project is funded above.	Norm Goldstrom	CP9530	--	N/A	Maint	-	20,000	20,000	20,000	20,000	20,000
Deferred New Construction, Improvements and Admin Projects Waiting on Funding							61,000	81,000	81,000	81,000	81,000	81,000
Deferred Maintenance Projects Waiting on Funding							156,800	1,078,900	1,170,600	1,173,600	1,805,500	1,709,500
Annual Total of Derrd Projects Waiting on Funding							217,800	1,159,900	1,251,600	1,254,600	1,886,500	1,790,500

**Measure R Local - 131 (2410)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(603,900)	(1,930,600)	175,700	1,696,500	3,495,900	3,032,200
Measure R Local Funding	2,583,000	2,647,600	2,713,800	2,822,400	2,935,300	3,052,700
Interest Earnings (Expense)	(21,600)	(17,200)	11,800	39,000	57,200	53,700
Services Provided	(900)	(900)	(900)	(900)	(900)	(900)
Capital Expenditures	(3,828,500)	(464,500)	(1,144,000)	(1,000,000)	(3,393,000)	(3,757,000)
Allocations	(58,700)	(58,700)	(69,900)	(61,100)	(62,300)	(63,500)
Total Resources Available for Future Projects	(1,930,600)	175,700	1,696,500	3,495,900	3,032,200	2,317,200

Additional Information: Measure R Local Fund revenues are estimated based upon Tulare County Association of Governments (TCAG) projections.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Modification of Traffic Signal at Demaree & Goshen: Project will widen the intersection of Demaree St. at Goshen Ave. It includes upgrading the Railroad tracks & equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will be needed. The project limits are along Goshen Avenue, 700' west and east of Demaree; along Demaree Street, 2000' south and 1100' north of Goshen. (Multi-funded: Total of \$5.67m funded from \$1.24m prior year and additional \$2.5m Measure R Local (131), \$300k prior year Grant (281 and \$1.64m Transportation Impact Fee (241).)	Nick Mascia	CP8123	--	B10	2,254,900	234,500	-	-	-	-

Measure R Local - 131 (2410)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Burke Street Connection to Roosevelt: This project converts Burke Ct. into Burke Street by extending the street south of Houston Avenue to connect to Roosevelt Street. The Project includes Right of Way, Demolition and relocation of existing features, including curb, gutter, sidewalk, driveways, trees, landscaping, trash enclosures, fences, mailboxes, and car ports. The new construction will include pavement, curb, gutter, sidewalks, driveways, block walls, gates, trash enclosures, walk ways, curb ramps, a new car port, and signing/stripping. Burke street is shown in the current Circulation Element as a collector street between St. John's Parkway and Tulare Avenue. Burke is one of the City's streets that has an existing crossing over SR 198. By eliminating the existing cul-de-sac, and making the connection south, the City will meet the objective of the Circulation Element to provide a collector corridor from St. John's Parkway to Tulare Avenue.	Nick Mascia	CP8031	--	B11	817,200	-	-	-	-	-
3	School Ave Extension: Extend School Avenue from Tipton Street to the VECC. This project would extend School Avenue east from Tipton street along the south side of the Gas Co. property and includes the new street section, sidewalk, curb and gutter on the south side, and curb and gutter on the north side. Improves east downtown circulation and provides a new E/W route from downtown to the new VECC as well as providing an ADA path of travel along Tipton to the VECC. Traffic Control Signal Installation: Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. It is anticipated that the intersection of Riggin Avenue at Mooney Boulevard and County Center at Houston Avenue will be signalized in FY 16/17. In FY 17/18 the intersection of Akers Street at Ferguson Avenue will be signalized. (Multi Funded: 6-year total of \$3.1m funded from \$1.2m Measure R Local (131) and \$1.9m Local Transportation Development (281).)	Nick Mascia	CP8065	--	B12	364,400	-	-	-	-	-
4		Nick Mascia	CP0038	--	A7 2 locations	210,000	210,000	210,000	210,000	210,000	210,000

Measure R Local - 131 (2410)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	Burke St. from Mill Creek to Goshen Ave: Reconstruct Burke Street from Mill Creek to Goshen Avenue. This project includes repaving Burke Street, and adding curb, gutter & sidewalk. Improves east downtown vehicle circulation and provides an ADA accessible sidewalk on Burke Street. The improvement of Burke Street will help facilitate vehicle and pedestrian access to the VECC.	Nick Mascia	CP8122	--	B13	126,500	-	-	-	-	-
6	Safe Routes to School (SR2S): SR2S-Modify curb ramps at the following locations: 1. SW Corner of County Center Dr and Packwood Ave, 2. SE Corner of County Center Dr and Packwood Ave, 3. NW Corner of Ferguson Ave and Leila St, 4. NE Corner of Ferguson Ave and Leila St, 5. South side at the T-intersection with Ferguson Ave and Leila St, 6. SW Corner of Ferguson Ave and Leila St, 7. SE Corner of Ferguson Ave and Leila St. After construction was completed on the SR2S project, the project was submitted to Caltrans for acceptance. However, it was discovered later that the Division of State Architect (DSA) had to approve and accept the project also. After review of the project, DSA requested that the City modified curb ramps to meet current ADA standards. This additional funding will complete the DSA request.	Nick Mascia	CP8188	--	B14	35,500	-	-	-	-	-
7	Traffic Signal Optimization Project (TSOP): This project is to optimize the traffic signal operations along various corridors within the City. The optimization of the traffic signals will minimize traffic delays and as a result reduce vehicle emissions. This is part of the traffic management system to aide the flow of traffic along the City corridors.	Eric Bons	CP0193	--	Various	20,000	20,000	20,000	20,000	20,000	20,000
8	Widen Shirk from SR 198 to Goshen Ave: 1st Phase will be environmental and project report. Phase 2 to include Right of Way acquisition and design. This project needs to be timed with 9741 (Sewer), 9725 (Traffic Signal at Hurley), and (NEW) Shirk Storm Drain. To improve vehicle congestion and safety in an area that is impacted by industrial and residential development.	Nick Mascia	CP9822	--	A8	-	-	684,000	770,000	1,263,000	3,527,000

Measure R Local - 131 (2410)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
9	Tulare Ave at Santa Fe Roundabout: The project will replace the existing all-way stop at the intersection of Tulare Avenue and Santa Fe Street with a round-about. There are existing utilities to be relocated and minor right of way acquisitions. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. The round-about will provide a means for traffic to move through the intersection, reduce the severity of traffic collisions, and reduce vehicle emissions. In addition, a round-about will improve the north/south connectivity along the Santa Fe Street corridor. (Multi-funded: Total of \$2.4m funded from \$500k TIF (241), \$230k Measure R Regional (131) and \$1.67m CMAQ grant. (281).)	Nick Mascia	CP0197	--	D7		230,000				
10	Akers Street Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Akers Street between Walnut Ave. and Goshen Ave. interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system. Project is funded 100% from Measure R Local.	Eric Bons	CP0194	--	A9	3,828,500	464,500	1,144,000	1,000,000	1,900,000	3,757,000

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 301".

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

**Measure R Trailways - 132 (2420)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Balance	-	-	-	-	-	-
Measure R Bike and Trail Revenue	2,054,000	767,500	13,684,000		508,000	2,439,800
Capital Expenditures	(2,054,000)	(767,500)	(13,684,000)		(508,000)	(2,439,800)
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Packwood Creek Trail including three sections: Design and construction of a 10' wide Class 1 multi-use Packwood Creek Trail between Santa Fe Trail to Crumal. Project includes acquisition of 6.79 acres and construction of 1.17 miles of asphalt trail with landscape & irrigation, amenities, striping and signage. Additional funds are being requested to provide the funding for conditions imposed on the project thru the environmental process, increased land acquisition costs due to the appraisal on the properties and an estimate of construction costs based on the topographic survey. (Multi Funded: Project total of \$1.8m funded with \$847k prior year CMAQ (281), \$383k prior year Meas R Trailways and \$569k 2016/17 Measure R Trailways (132).)	Vaughn Melcher	CP0012	**	Parks and Trails map page 141	569,600	-	-	-	-	-
2	Jennings Ditch Trail and Landscaping: Design and construction of approx. 1,850' of a 10' wide Class 1 multi-use Jennings Ditch Trail and approx. 467' of a DG trail between Burke Street and Goshen Avenue. Project includes trail amenities, solar lighting and landscape & irrigation improvements. Additional funding is necessary to prepare for and acquire the Regulatory Agency permits (401/404/1602) for Jennings Ditch, pay actual fee of the design consultant and estimated costs of construction staff. (Multi funded: Project total of \$1,02m funded from \$342k prior year Measure R Trails, \$478k 2016/17 Measure R Trails (132) and \$204k prior year Urban Greening Grant (UGG) funds (281).)	Vaughn Melcher	CP0121	**	Parks and Trails map page 141	478,000	-	-	-	-	-

Measure R Trailways - 132 (2420)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	<p>St Johns Bike/Pedestrian Trail - Rigin to Dinuba Blvd: Design and construction of 1.1 miles of a 12' wide Class 1 multi-use St. John's River Trail between Rigin Avenue to Dinuba Blvd. Project includes land acquisition of 11.03 acres of ROW and landscape & Irrigation improvements. Construction includes trail amenities, signage and striping. The request for additional funds is to cover an increase in the land acquisition costs conforming to the actual appraisal of the land. The appraisal is based on the highest and best use of the land on which the trail is being constructed. (Multi Funded: Project total of \$1.5m funded from \$611k prior year CMAQ (281), \$422k prior year Meas R Trails, and \$467k Measure R Trails (132).)</p> <p>Rigin Avenue/Santa Fe Pedestrian Crossing: Design and construction of a Pedestrian Crossing signal on the Santa Fe Trail as it crosses Rigin Avenue. Project includes an intersection modification with curbs and access ramps for the trail as well as providing crossing signal equipment and sensors. The request is to complete the connection of the Santa Fe Trail and the St. John's River Trail at Rigin Avenue. The speed of the traffic on Rigin as well as a relatively short radius curve in the street alignment would cause a huge liability to the City for the trail users crossing Rigin without a signal to forewarn and control traffic allowing a safer crossing. The signal will include increased lighting of the crossing.</p>	Vaughn Melcher	CP8131	**	Parks and Trails map page 141	467,000	-	-	-	-	-
4	<p>Rigin Avenue/Santa Fe Pedestrian Crossing: Design and construction of a Pedestrian Crossing signal on the Santa Fe Trail as it crosses Rigin Avenue. Project includes an intersection modification with curbs and access ramps for the trail as well as providing crossing signal equipment and sensors. The request is to complete the connection of the Santa Fe Trail and the St. John's River Trail at Rigin Avenue. The speed of the traffic on Rigin as well as a relatively short radius curve in the street alignment would cause a huge liability to the City for the trail users crossing Rigin without a signal to forewarn and control traffic allowing a safer crossing. The signal will include increased lighting of the crossing.</p>	Vaughn Melcher	CP0175	--	Parks and Trails map page 141	340,000	-	-	-	-	-

Measure R Trailways - 132 (2420)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	Northern Santa Fe Bike/Pedestrian Trail-Houston to Riggins Design and construction of 5,300' of 12' wide Class 1 multi-use Santa Fe Trail between Houston and Riggins Avenues including paving, trail lighting, striping and signage and a culvert at Modoc Ditch. Project includes biological, geotechnical, and environmental testing and preliminary design of future Santa Fe Street alignment. Additional funds requested due to testing and remediation of soil contaminants found within project site, biological studies required thru the environmental process, regulatory permitting issues pertaining to Modoc Ditch, extra consultant's fees due to project delays and increased costs of construction. (Multi Funded: Project total of \$1.6m funded with prior year OMAQ grant (281) \$560k, \$848k prior year Meas R Trails, and 2016/17 Meas R Trails (132) \$199k.)	Vaughn Melcher	CP8118	**	Parks and Trails map page 141	199,400	-	-	-	-	-
6	Mill Creek Trail-Lovers Lane to Cain St: Design and construction of a 10' wide Class 1 multi-use Mill Creek Trail between to Lover's Lane and Cain Street. This section will acquire 2.65 acres of riparian right of way and construct 4,100 ft of a Class 1 pedestrian/ bicycle trail including landscaping and irrigation. The Mill Creek Trail will provide continuity to the Mill Creek Trail System and is shown on the Waterways and Trails Master Plan. The right of way is being purchased as the right of way is becoming available. Project total of \$967k includes prior year Meas R Trails funding of \$200K.	Vaughn Melcher	CP9919	**	Parks and Trails map page 141	-	767,500	-	-	-	-
7	K Road Regional Trail-from Lovers Lane east to City of Exeter: Design and construction of a 10' wide Class 1 multi-use K Road Regional Trail from Lover's Lane, west to Road 156 (Farmersville). Acquire the right of way, work with San Joaquin Valley Railroad, prepare environmental documentation, design and construct. To improve the City trail system and implement Measure R Trails, City Bicycle Master Plan and the County Regional Trails Master Plan.	Vaughn Melcher	CP0013	***	Parks and Trails map page 141	-	-	6,446,000	-	-	-

Measure R Trailways - 132 (2420)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
8	Greenway Trail - Rector to St. Johns: Construction (only) of approx. 2.3 miles of a 12' wide Class 1 multi-use trail along the Southern California Edison Power Lines/ Tower Road between the SCE Rector Station and St. John's River Trail. The project design includes the asphalt trail, solar lighting, landscape and irrigation, signage and trail amenities. The total length excludes the future footprint of the SR 198/ Road 148 interchange area. The Greenway trail will be constructed to help provide continuity in the overall City trail system. SCE and Measure R funding were obtained to design the Class 1 trail for reduction of vehicles on the City streets, reduction of air pollution and to provide recreational opportunities to the citizens of Visalia.	Vaughn Melcher	CP0181	***	Parks and Trails map page 141	-	-	4,384,800	-	-	-
9	Goshen Ave Trail Akers to Miller Park: Design and re-construction of 1.9 miles of the 8' wide Class 1 multi-use Goshen Avenue Trail between to Akers Street to Miller Park Street to include additional amenities, striping, new landscaping and irrigation system. Railroad permits will need to be obtained for all spur crossings. Project will reconstruct the existing asphalt trail which is deteriorated due to drainage and debris. Measure R funding was obtained to re-construct the Class 1 trail to provide for a greater degree of safety to the recreational users.	Vaughn Melcher	CP0182	***	Parks and Trails map page 141	-	-	2,073,700	-	-	-
10	Cameron Creek Trail-Santa Fe to Mooney Grove Park: Santa Fe Railroad RW to Avenue 272 @ Mooney Grove Park. Acquire approx. 8 acres of land for the trail and develop approximately 7,000 lf of a Class 1 trail. This segment of trail lies within County Agricultural land. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan. The trail will provide trail access to Mooney Grove Park. Project total of \$1.04m includes \$270k prior year Meas R Trails funding.	Vaughn Melcher	CP3356	**	Parks and Trails map page 141	-	-	779,500	-	-	-

Measure R Trailways - 132 (2420)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
11	Mill Creek Arboretum Trail: Design and construct 1,500 lf of 8' wide Class 1 Mill Creek Arboretum Trail along the north side of the west campus of Redwood High School between Giddings Street and Dolliner Street. This request for additional funding includes regulatory permitting for the 401/404/1602 permits, and increase in construction costs since the original funding application was prepared, additional costs for extension of an irrigation culvert and City construction management services. (Multi Funded: Project total of \$524k funded with Meas R Trails (132) \$508k and \$16k Prior Year Waterway (261) funding.)	Vaughn Melcher	CP8182	**	Parks and Trails map page 141	-	-	-	-	508,000	-
12	Mill Creek Trail-west from Shirk Avenue to State Route 198: (north side of 198) Acquire 5.2 acres of riparian setback and develop approximately 4,500 lf of a Class 1 multi-purpose trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage and striping. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan. This project is contingent upon receiving Measure R funds and/or State/Federal funding.	Vaughn Melcher	CP0011	**	Parks and Trails map page 141	-	-	-	-	-	1,092,200
13	Mill Creek Trail-Chinoweth to Linwood Avenue: Acquire 2.0 acres of Riparian Area, design and construct approximately 1,280 lf of a Class 1 Pedestrian/bicycle trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage, striping. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan. This project is contingent upon receiving Measure R funds and/or State/Federal funding.	Vaughn Melcher	CP0010	**	Parks and Trails map page 141	-	-	-	-	-	707,600

**Measure R Trailways - 132 (2420)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
14	Mill Creek Trail-Akers Road to Crenshaw Road: Acquire 0.75 acres of Riparian Area, design and construct 1,280 lf of a Class 1 pedestrian/bicycle trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage and striping. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan.	Vaughn Melcher	CP8357	**	Parks and Trails map page 141	2,054,000	767,500	13,684,000	-	508,000	640,000
											2,439,800

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 301".

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

**Measure R Regional - 133 (2430)
2016/17 - 2021/22 Capital Improvement Program**

This fund receives monies from the Regional Portion of the Measure R 1/2 cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Regional projects in Tulare County collectively receive 1/2 of all Measure R revenues. The Tulare County Transportation Authority (TCTA) administers the Measure R expenditure plan which restricts how this money can be spent.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	-	-	-	-	-	-
Measure R Regional Funding	6,173,900	6,017,900	10,676,000	1,846,000	-	-
Capital Improvements	(6,173,900)	(6,017,900)	(10,676,000)	(1,846,000)	-	-
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Caldwell Widening from Santa Fe to Lovers Lane: Widen Caldwell Ave between Santa Fe Ave and Lovers Ln from an undivided two-lane road to a four-lane divided road with median. Install sidewalks, curb and gutters, street lights and traffic signals. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Santa Fe Ave to Lovers Ln was identified as a location that needed widening. This project is funded by Measure R Regional Funds.	Nick Mascia	CP8268	--	D4	3,316,900	3,316,900	-	-	-	-
2	Near Term Lovers Lane Interchange at SR 198: The near term improvements to the existing interchange at Lovers Lane and State Route 198 includes work to provide operational improvements to the area. The project includes demolition of existing curb, gutter, pavement, embankments, and other miscellaneous features. The project will install new curb, gutter, pavement, and widen Lovers Lane under the freeway to provide additional sidewalk and turn lanes. It will also modify the existing hook ramps located in the north east quadrant, to provide additional improvements. This budget does not include possible modifications to the existing Cal Water well, which could go up to \$3M. (Multi-funded: Project total of \$17.3m funded with \$15.7m Measure R Regional (133), \$486k funds received from Wal Mart (281), and \$937k prior year Measure R local (131).)	Nick Mascia	CP9958	--	D5	1,157,200	2,610,000	10,676,000	1,266,000	-	-

Measure R Regional - 133 (2430)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	<p>Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. This project is funded with Measure R Regional Funds. (Multi Funded: Project total of \$4.1 million funded from \$3.9 million Measure R Regional and \$230k prior year Gas Tax (111).)</p>	Fred Lampe	CP9485	-	C4	1,099,800	-	-	-	-	-
4	<p>Caldwell Avenue Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Caldwell Ave. between Santa Fe St. and Lovers Lane interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system utilizing Congestion Mitigation and Air Quality (CMAQ) grant funding. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.76m funded from \$210k Measure R Regional and \$1.55m CMAQ grant (281).)</p>	Eric Bons	CP0198	-	D6	-	-	-	210,000	-	-
5	<p>Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.6m funded from \$790k Measure R Regional and \$1.4m CMAQ grant (281).)</p>	Eric Bons	CP0199	-	B15	600,000	-	-	190,000	-	-

Measure R Regional - 133 (2430)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	Downtown/NW Intelligent Transportation System (ITS) Signal Interconnect Update: The project will replace the aging copper wire traffic signal interconnect system with fiber optic cable within Murray Avenue between Divisadero Street and Giddings Street between Murray Avenue and Main Street, and within Center Avenue between Hall Street and Conyer Street within the existing conduits. The truck line fiber optic cable will be installed in Acequia Avenue between Conyer Street and Santa Fe Street, Santa Fe Street between Acequia Avenue and School Avenue, and in School Avenue between Santa Fe Street and into the VECC building. The traffic signal interconnect cable replacement will create a fiber optic cable back bone structure that will extend the existing interconnection system. This project is contingent upon the receipt of CMAQ funding. (Multi-funded: Project total of \$800k funded from \$91k Measure R Regional (133) and \$709k CMAQ grant (281).)	Eric Bons	CP0200	--	B16		91,000				
7	Houston Avenue Intelligent Transportation System (ITS) Interconnection Project: The project is to install signal interconnect conduit in Houston Avenue from Demaree St. to Divisadero St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Project total of \$1.6m funded from \$180k Measure R Regional (133) and \$1.42m CMAQ grant (281).)	Nick Mascia	CP0201	--	B17	6,173,900	6,017,900	10,676,000	180,000		

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 301".

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

**Waterways Maintenance - 251 (2530)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$.48 of the \$2.47 monthly storm sewer fee. Funds are to be used for maintenance of waterways and riparian areas.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	731,100	740,200	750,300	760,800	771,700	783,000
User Fees	273,000	274,000	275,400	276,800	278,200	279,600
Operating Expenses	(203,900)	(203,900)	(204,900)	(205,900)	(206,900)	(207,900)
Capital Improvements	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Resources Available for Future Projects	740,200	750,300	760,800	771,700	783,000	794,700

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Annual Asphalt Maintenance of Riparian Trails: Annual Maintenance on various riparian asphalt bike path or trails. The bike paths and trail need periodic maintenance including crack sealing and repaving depending on age of path or trail, use, etc. A list of maintenance requirements, square footage, and costs will be used to determine the needs, severity, and time frame of the maintenance.	Joel Hooyer	CP0214	--	N/A	60,000	60,000	60,000	60,000	60,000	60,000
						60,000	60,000	60,000	60,000	60,000	60,000

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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 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

**Waterways Capital - 261 (2540)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from developer impact fees. Funds are restricted for acquisition and development of setbacks along waterways designated in the Visalia General Plan and restoration of riparian vegetation.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	308,500	319,800	329,100	138,200	456,600	790,800
Waterways Impact Fee	305,800	313,400	321,200	329,200	337,400	345,800
Interest Earnings	3,400	4,100	3,400	2,700	10,600	21,000
Services Provided	(100)	(100)	(100)	(100)	(100)	(100)
Capital Improvements	(285,000)	(295,300)	(502,300)	-	-	-
Allocations	(12,800)	(12,800)	(13,100)	(13,400)	(13,700)	(14,000)
Total Resources Available for Future Projects	319,800	329,100	138,200	456,600	790,800	1,143,500

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Mill Creek Bridge east of Shirk: Design and construction of a pedestrian bridge crossing of Mill Creek north of the Mill Creek Trail, east of Shirk Street. Project includes the design and installation of a pre-manufactured bridge and a 10' wide trail connecting the Mill Creek Trail to the existing sidewalk on the east side of Shirk Street. The request is to construct a crossing of Mill Creek to allow pedestrians and bicycle riders to safely cross the creek travelling to the neighborhood to the north, including Hurley Elementary School. The existing route is along the east side of Shirk, however, there is minimal room for pedestrians at the Mill Creek culvert headwall. The safety at this location is of great concern especially for the elementary school children going to and from school.	Vaughn Melcher	CP0187	*	A5	285,000					

**Waterways Capital - 261 (2540)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Packwood Creek Bridge north of Tulare: Design and construction of a pedestrian bridge crossing of Packwood Creek north of Tulare Avenue providing an access to the Packwood Creek Trail. Project includes the design and installation of a pre-manufactured bridge and a 10' wide trail connecting a neighborhood to a recently constructed trail. The request is to replace an old farm bridge which crossed Packwood Creek with a safe pedestrian bridge meeting ADA Standards. The old farm bridge was required to be removed by the Kaweah Delta Water Conservation District (KDWCD) when the Packwood Creek Trail was developed. That bridge, however, was previously used by the neighborhood northwest of the creek to access a pre-existing trail on the southeast side. The new bridge will provide access from this neighborhood to the new trail.	Vaughn Melcher	CP0188	*	D2		295,300				
3	Mill Creek Bridge on Greenway Trail: Design and construction of a pedestrian bridge crossing of Mill Creek along the Greenway Trail, north of Murray Avenue. Project includes the design and installation of a pre-manufactured bridge and a 8' wide concrete trail connecting to the existing Mill Creek Trail along Murray Avenue. The request is to construct a crossing of Mill Creek along the proposed Greenway Trail, north of Murray Avenue and a trail connection to the existing Mill Creek Trail. An application for CMAQ/Measure R funding was submitted for funding of the section of the Greenway Trail between Mineral King and Houston Avenue which includes this bridge. These Waterway funds will be used as part of the local match for the funding.	Vaughn Melcher	CP0189	*	B8	285,000	295,300	502,300			

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- 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

Special Service Districts - Landscape & Lighting - 273 (2730)
2016/17 - 2021/22 Capital Improvement Program

Funding from property tax assessments on property owned within each Landscape and Lighting (L&L) District for maintenance of common areas, street maintenance and landscaping. Funds to be used only within each individual L&L District for costs included in the engineer's report prepared at the time of the creation of each L&L. Increases in the assessment amount paid by each property owner or changes to the approved expenditures must be voted upon by the owners of the property located within each L&L.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	1,716,500	2,093,500	2,447,200	2,779,000	2,811,600	3,188,200
Special Service District Street Maintenance Assessments	385,000	385,700	385,800	386,600	387,600	388,600
Capital Expenditures	(8,000)	(32,000)	(54,000)	(354,000)	(11,000)	(27,000)
Total Resources Available for Future Projects	2,093,500	2,447,200	2,779,000	2,811,600	3,188,200	3,549,800

Additional Information: Landscape and Lighting Districts included in this fund summary are those that included roadway maintenance, repair and replacement in their assessment at the time they were formed. Roadway maintenance projects requested reflect the maintenance schedule included at the time of formation. As the assessment also includes the replacement of roads at the end of their life, these funds will continue to build up a large balance to pay the cost of road replacement in the future.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Landscape & Lighting District Street Maintenance- Reclamite allows rejuvenation of asphalt oils to drying and worn pavement surfaces and is cost effective pavement maintenance if performed routinely after initial proper street installation. Crack Seal is to be completed in year 8 per the L & L agreement which adds to life expectancy of the street pavement. The first L & L formation agreements requiring this type of street maintenance are coming due. Crack Sealing will keep water from seeping into and getting under the AC pavement and deteriorate the street base section.	Norm Goldstrom	CP8358	--	Various	5,000	26,000	52,000	215,000	5,000	25,000
2	Crack Seal in Landscape and Lighting Districts: Placement of rubber type based product in cracked pavement. Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger. Keep the streets in good repair.	Norm Goldstrom	CP0089	--	Various	3,000	6,000	2,000	3,000	6,000	2,000

Special Service Districts - Landscape & Lighting - 273 (2730)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Overlay in Landscape and Lighting Districts: Placement of an asphalt overlay on landscape and Lighting streets. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface.	Norm Goldstrom	CP0090	--	Various	8,000	32,000	54,000	354,000	11,000	27,000

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-- 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

**Citizens Options for Public Safety (COPS) Grant - 631 (6030)
2016/17 - 2021/22 Capital Improvement Program**

This fund receives grants from the State Citizens Options for Public Safety (COPS) Program. All fund must be spent on COPS eligible expenditures.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	-	-	-	-	-	-
Grant Revenues	50,000					
Capital Improvements	(50,000)					
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 150 mobile computers utilized in vehicles for Police and Fire. One half of these MDTs (60 for PD Patrol units and 15 for Fire Apparatus) will be upgraded to Rugged Tablets and the remaining MDTs will be replaced with standard models comparable to the ones currently used. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule. (Multi-funded: Project total of \$389k from \$100k Federal Asset Forfeiture (622), \$50k COPS grant (631), \$135k Computer Replacement (511), \$50k prior year General Fund and \$54k 2016/17 General Fund (001).)	Mike Allen	CP8172	***	N/A	50,000					

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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 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

**Storm Sewer Deficiency - 222 (2460)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$.67 of the \$.2.47 monthly storm sewer fee. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Sewer Master Plan.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(612,300)	(2,379,800)	(2,344,600)	(2,488,800)	(2,431,200)	(2,365,800)
Storm Sewer Fees	370,300	377,700	385,300	393,000	400,900	408,900
Interest Earnings (Expense)	(11,200)	(17,700)	(18,200)	(18,600)	(18,200)	(17,800)
Operating Expenditures	(3,500)	(3,500)	(3,600)	(3,700)	(3,800)	(3,900)
Services Provided	(20,700)	(20,700)	(21,100)	(21,500)	(21,900)	(22,300)
Capital Improvements	(2,081,800)	(280,000)	(475,000)	(280,000)	(280,000)	(280,000)
Allocations	(20,600)	(20,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Resources Available for Future Projects	(2,379,800)	(2,344,600)	(2,488,800)	(2,431,200)	(2,365,800)	(2,292,500)
Deferred Projects Waiting on Funding (Shaded section below)	(2,019,700)	(3,034,700)	(4,588,700)	(7,103,700)	(8,221,200)	(10,086,200)
Funding deficit including unfunded projects	(4,399,500)	(5,379,300)	(7,077,500)	(9,534,900)	(10,587,000)	(12,378,700)

Additional Information: Storm Sewer Fees are estimated to increase annually by 2% as a result of new accounts and the annually authorized CPI increase.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Lower Kaweah River and Mill Creek System: Lower Kaweah River and Mill Creek System (Prop 84 Grant) Flood Control Improvements along Lower Kaweah River & Mill Creek System (PROP 84 GRANT) The project will increase storm water layoff capacity through two on-stream basins east of Visalia and allow the City to work with Kaweah Delta Water Conservation District to throttle down flows in Mill Creek, which is the primary historical source of flooding in the city. The additional funding has been identified through the preliminary engineering work done to-date that has resulted in increased dirt moving quantities and increased unit prices to move the dirt. (Multi-funded: Project total of \$7.5M from \$4.6M prop 84 grant (001) awarded to the City and \$2.9M matching funds from Storm Sewer Deficiency (222), including prior year funding).	Doug Damko	CP8334	**	A3	1,801,800	-	-	-	-	-

**Storm Sewer Deficiency - 222 (2460)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Storm Drainage Pumps Replacement: Citywide annual replacement program for approximately 40 existing surface mount turbine pumps to be replaced with in-wet-well submersible pumps. The City currently has 5, 2-pump stations operating with only one pump due to the second pump failing and needing replacement which creates the potential for localized flooding during heavy rains. Replacement of the 5 pumps currently down would cost \$400k. Many of these pumps are 20-30 years old. The City's use of submersible pumps has been standard practice with sanitary sewer lift stations and this is being expanded to include storm drainage pumps. Submersible pumps allow basins and pipe systems to be pumped out to lower levels to increase available system capacity and they substantially reduce debris plugging because of their design.	Doug Damko	CP0184	--	various	150,000	150,000	150,000	150,000	150,000	150,000
3	Study Storm Water Drainage Problems: Evaluate and respond to identified storm drainage problems. Design and implement projects to repair the problems to the storm drainage system. Ongoing storm drainage problems are discovered through citizen complaints and Public Works maintenance activities. This project provides annual funds to correct these drainage problems.	Doug Damko	CP9170	--	various	60,000	60,000	60,000	60,000	60,000	60,000
4	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded annually \$25-50k Storm Sewer Maintenance (481) and \$50k Storm Water Deficiency (222).	Jim Ross	CP8232	--	various	50,000	50,000	50,000	50,000	50,000	50,000
5	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.	Jason Huckleberry	CP8143	--	various	20,000	20,000	20,000	20,000	20,000	20,000

**Storm Sewer Deficiency - 222 (2460)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54, allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. (Project total of \$915k from \$105K prior year Storm Sewer (221), \$615K 2018-19 Storm Sewer and \$195K Storm Sewer Deficiency (222).)	Doug Damko	CP9796	*	B7	2,081,800	280,000	475,000	280,000	280,000	280,000

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-- 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

Storm Sewer Deficiency - 222 (2460) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
7	Jennings Basin: Construct the Jennings Basin on the east side of Jennings Ditch including pipeline connections to Jennings Ditch and the extension of a force main discharge line from the Soroptimist Basin. The pumped water from the Soroptimist Basin will provide an additional source of water to achieve the goal of the basin also serving as a possible water feature with increased groundwater recharge opportunity. The Jennings Basin in conjunction with the Jennings Ditch will serve as the central water feature of the planned Civic Center area. A separate grant funded project is developing a walking path and landscaping around the planned perimeter of the basin. The Jennings Basin will increase storm drainage capacity on the Jennings drainage system and reduce City urban storm runoff into Mill Creek. The basin will be designed to receive pumped water from the Soroptimist Basin to allow increased opportunity for holding water and promoting groundwater recharge.	Doug Damko	New	N/A	N/A	500,100					
8	Storm Drainage System Replacement: Citywide ongoing annual program to evaluate, repair and/or replace storm drainage system components including drain inlets, manholes, pipes and culverts. This would include an annual video inspection program as part of the evaluation process. Storm drainage infrastructure deteriorates over time and should be regularly inspected and repaired to maintain proper functioning.	Doug Damko	New2	N/A	N/A	455,000	455,000	455,000	455,000	455,000	455,000

Storm Sewer Deficiency - 222 (2460) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
9	<p>Substandard Residential Drainage Systems: Install new or upsized storm drainage components in older neighborhoods that have incomplete or undersized drainage systems that do not meet city standards. Storm drainage components include curb and gutter, drain inlets, laterals, manholes and main lines. There are many older neighborhoods that were developed in the county and subsequently annexed by the City that have incomplete or undersized drainage systems that do not meet City standards. Many of these neighborhoods have a mixture of lots with and without curb and gutter. Typically, the addition of the curb and gutter, drain inlets, laterals, manholes and main lines is necessary to bring their drainage system up to City standards.</p> <p>Eliminate Discharges into Mill Creek: Ongoing program to evaluate storm water discharge points into Mill Creek and implement specific projects to eliminate these discharges. Mill Creek is the primary drainage system for the downtown and there are many direct gravity flow discharge points. Mill Creek is historically the primary source of flooding for Visalia from the Lower Kaweah River. The channel is deficient in capacity when there is the combination of both City storm water flows and Lower Kaweah River flows together. Eliminating City discharges will reduce this channel deficiency and will allow city storm water flows to be managed independent of Mill Creek flows.</p>	Doug Damko	New1	N/A	N/A	300,000	300,000	300,000	300,000	300,000	300,000
10	<p>Eliminate Discharges into Mill Creek: Ongoing program to evaluate storm water discharge points into Mill Creek and implement specific projects to eliminate these discharges. Mill Creek is the primary drainage system for the downtown and there are many direct gravity flow discharge points. Mill Creek is historically the primary source of flooding for Visalia from the Lower Kaweah River. The channel is deficient in capacity when there is the combination of both City storm water flows and Lower Kaweah River flows together. Eliminating City discharges will reduce this channel deficiency and will allow city storm water flows to be managed independent of Mill Creek flows.</p>	Doug Damko	New	N/A	N/A	260,000	260,000	260,000	260,000	260,000	260,000

Storm Sewer Deficiency - 222 (2460) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
11	<p>Mattos Basin: Acquire and construct the Mattos Basin located on the east side of Road 152 between the East Side Regional Park and the former Andrade Ranch, which is planned to be an expansion of the Oakes Basin. The basin will have an interconnecting pipeline with a control gate to regulate the flow of water coming from the expanded Oakes Basin. The perimeter of the basin will be planted with native valley oak habitat to match what is planned with the expanded Oakes Basin. The Mattos Basin will serve to interconnect and move water between the expanded Oakes Basin and the recharge basins planned at the East Side Regional Park to provide additional flood layoff capacity and increased groundwater recharge opportunity. This project is a candidate for an application to the State for a planned summer 2016 grant solicitation by DWR of Prop 84 / Prop 1E funds. Project total of \$2.0 million to be paid with \$1.5m Prop 84/Prop 1E funds (224), \$245k match from Underground Water Recharge (224) and \$245 match from Storm Sewer Deficiency (222). All matching funds are currently deferred.</p>	Doug Damko	New	N/A	N/A	244,600	-	305,000	-	102,500	-
12	<p>Hillsdale Park/Storm Basin: Acquisition of three parcels for remaining setback for future development as a passive recreational open space and naturally shaped drainage basin to serve existing and planned development north of Highway 198 and both east and west of Shirk Street. The basin will utilize a pipeline in Preston St to receive water from Mill Creek for storm layoff and recharge purposes. Acquire 13.8-acre parcel in FY 18/19 and two parcels of 4.1-acres total in FY 20/21. This section of the setback area will serve the immediate neighborhoods and includes planning of other setback areas to the south and the west. (Multi Funded: Total of \$1.3m funded from Storm Sewer (221) \$408k FROZEN, Recreation (211) \$527k and Storm Sewer Deficiency (222) \$408k. FROZEN)</p>	Doug Damko	CP9719	N/A	N/A	-	-	-	-	-	-

Storm Sewer Deficiency - 222 (2460) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
13	<p>Oval Drainage: Replace 355 feet of shallow 12-inch storm drain line in Pine St that drains the north end of the Oval area. The line extends from Locust St to a manhole at the north end of Oval Park. This line will be upgraded with a deeper 18-inch line and connected to an existing 24-inch line in Locust St. The area at the north end of the Oval has been suffering a drainage deficiency for a long time causing localized street flooding and pavement deterioration. The project will improve gravity storm flows through a new replacement storm line that will greatly improve flow for this area. The project will be coordinated with Caltrans.</p>	Doug Damko	CP8141	N/A	N/A	-	-	234,000	-	-	-
14	<p>Southside Scenic Corridor Basin: The Southside Scenic Corridor Basin is located on the south side of SR-198 to the east of Shirk St. The basin will be developed as a linear, landscaped basin with functional passive open space. Phase 1 is anticipated to be implemented with the Sierra Village development expansion that will relocate an existing City basin. This basin will be designed to receive City storm water flows from Mill Creek through either Persian-Watson Ditch or through a pipeline to the north under SR-198. The project will require acquisition of 20 acres to the east of the Phase 1 improvements. Both the Southside and Northside Scenic Corridor Basins are part of a west side storm water lay-off plan to remove City storm water flows in Mill Creek from upstream City storm water discharges primarily from the downtown area.</p>	Doug Damko	New	N/A	N/A	1,759,700	1,015,000	1,554,000	1,500,000	1,117,500	850,000
									2,515,000		1,865,000

**Ground Water Recharge - 224 (2480)
2016/17 - 2021/22 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 \$.39 to \$43.62 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(77,600)	429,490	(45,020)	(4,120)	52,480	(74,920)
Ground Water Recharge Fees	252,000	257,000	262,100	267,300	272,600	278,100
Ground Water Extraction Fee	555,600	566,700	578,000	589,600	601,400	613,400
Ground Water Annexation Fee	115,500	117,800	120,200	122,600	125,100	127,600
Operating Expenditures	(171,010)	(171,010)	(174,400)	(177,900)	(181,500)	(185,100)
Capital Expenditures	(245,000)	(1,245,000)	(745,000)	(745,000)	(945,000)	(995,000)
Total Resources Available for Future Projects	429,490	(45,020)	(4,120)	52,480	(74,920)	(235,920)
Deferred Projects Waiting on Funding (Shaded section below)	(1,712,200)	(1,712,200)	(1,712,200)	(1,712,200)	(1,712,200)	(1,712,200)
Funding deficit including unfunded projects	(1,282,710)	(1,757,220)	(1,716,320)	(1,659,720)	(1,787,120)	(1,948,120)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Purchase Water Rights: Purchase surface water rights and water supply for ground water recharge to help reduce groundwater overdraft. This project also pays the ditch company assessments for shares owned by the City.	Kim Loeb	CP9558	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
2	Water Resource Management: Water resource management including consultations and engineering services as needed for guidance on water management issues, specifically those regarding surface and irrigation water allocations, revision of the water-efficient landscape ordinance, etc. The City utilizes a local engineering firm to provide these services.	Kim Loeb	CP8144	--	N/A	45,000	45,000	45,000	45,000	45,000	45,000

**Ground Water Recharge - 224 (2480)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Construct Eastside Regional Park Basins: This project is accruing funding to be used as a Prop 1 Integrated Regional Water Management (IRWM) grant match for construction of the basins. Staff anticipates the State will issue the grant solicitation sometime in 2017. The City is completing 30% engineering design of the East Side Regional Park Recharge Basins as well as CEQA. These basins are needed as part of the Recycled Water Exchange with Tulare Irrigation District. This project is for match funding for an estimated \$8m Prop 1 IRWM Grant. Project is contingent upon the receipt of grant funding.	Kim Loeb	CP0185	**	TBD		1,000,000	500,000	500,000		
4	Construct Groundwater Recharge Facilities: Includes any necessary modification of existing basins to allow for groundwater recharge. Principal project in the near-term is the East Side Regional Park & Groundwater Recharge Facility.	Kim Loeb	CP8146	*	TBD		-	-	-	500,000	550,000
5	Acquire Land for Basins: Acquire properties to develop into groundwater recharge facilities, principally recharge basins.	Kim Loeb	CP9886	--	TBD		-	-	-	200,000	200,000
						245,000	1,245,000	745,000	745,000	945,000	995,000

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 301".

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

Ground Water Recharge - 224 (2480) Deferred Projects
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	<p>Mattos Basin: Acquire and construct the Mattos Basin located on the east side of Road 152 between the East Side Regional Park and the former Andrade Ranch, which is planned to be an expansion of the Oakes Basin. The basin will have an interconnecting pipeline with a control gate to regulate the flow of water coming from the expanded Oakes Basin. The perimeter of the basin will be planted with native valley oak habitat to match what is planned with the expanded Oakes Basin. The Mattos Basin will serve to interconnect and move water between the expanded Oakes Basin and the recharge basins planned at the East Side Regional Park to provide additional flood layoff capacity and increased groundwater recharge opportunity. This project is a candidate for an application to the State for a planned summer 2016 grant solicitation by DWR of Prop 84 / Prop 1E funds. Project total of \$2.0 million to be paid with \$1.5m Prop 84/Prop 1E funds (224), \$245k match from Underground Water Recharge (224) and \$245 match from Storm Sewer Deficiency (222). All matching funds are currently deferred.</p>	Doug Damko	New	N/A	N/A	1,712,200	-	-	-	-	-
						1,712,200					

**Wastewater Trunkline - 231 (2490)
2016/17 - 2021/22 Capital Improvement Program**

This fund's revenues are derived from Sanitary Sewer and Trunk Line Connection Fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance. This fund also receives a portion of the monthly storm sewer users fees, sharing \$.84 of the \$2.47 monthly storm sewer fee with the Storm Sewer Construction fund (221).

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	4,458,700	5,430,800	5,945,500	6,281,200	5,369,800	4,479,600
Sanitary Sewer and Trunk Line Connection Fees	555,000	566,100	577,400	588,900	600,700	612,700
Sewer Master Plan Fees	586,400	598,100	610,100	622,300	634,700	647,400
Interest Earnings	37,000	56,800	76,200	87,100	85,900	16,800
Services Provided	(45,100)	(45,100)	(46,000)	(46,900)	(47,800)	(48,800)
Capital Improvements	(120,000)	(620,000)	(840,000)	(2,120,000)	(2,120,000)	(5,670,000)
Allocations	(41,200)	(41,200)	(42,000)	(42,800)	(43,700)	(44,600)
Total Resources Available for Future Projects	5,430,800	5,945,500	6,281,200	5,369,800	4,479,600	(6,900)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	North Shirk sewer line extension: Extend the 48 inch line in Shirk Ave from School St to Goshen Ave and Goshen Ave to Ferguson Ave/Sunnyview Ave. The 48 inch line is a master plan trunk line that will provide service to areas along Shirk St north of Walnut Ave extending to Ferguson Ave. To reimburse developers for necessary storm sewer deficiencies constructed by development. The project total is \$7.2m.	Fred Lampe	CP9741	*	A4	-	500,000	720,000	2,000,000	2,000,000	2,000,000
2	Sanitary Sewer Developer Reimbursement: 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 2 area. Implement Sewer Line Master Plan.	Jason Hucklebery	CP9318	--	various	100,000	100,000	100,000	100,000	100,000	100,000

**Wastewater Trunkline - 231 (2490)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Sewer Line Preliminary Engineering: Preliminary engineering and design work necessary to provide developers and engineers with adequate information to construct master planned sewer lines with proposed development projects. Implement Sewer Line Master Plan.	Nick Mascia	CP9234	--	various	20,000	20,000	20,000	20,000	20,000	20,000
4	Avenue 276 Trunk Line Extension: Construct a new 30" Sanitary Sewer Trunkline along the Ave 276 alignment, between Santa Fe Street to Lovers Lane through existing orchards and farmland. Project will include right of way acquisition and installation of the new main at a depth of approximately 17-feet, new 60" manholes, clearing & grubbing, demolition, sheeting & shoring, and some boring under existing creeks and ditches. The City's 1994 Sanitary Sewer Masterplan shows this new trunkline being installed between 2000-2010. The project was deferred due to the economic downturn that severely impacted development after 2008. However, development throughout the City has steadily increased over the past few years, and is projected to continue it's upward trajectory. In order to encourage development in the area, it is imperative that the sanitary sewer trunkline be installed soon.	Rebecca Keenan	CP0017	*	D1	120,000	620,000	840,000	2,120,000	2,120,000	3,550,000
						120,000	620,000	840,000	2,120,000	2,120,000	5,670,000

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 301".

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

**Sewer Connection - 232 (2510)
2016/17 - 2021/22 Capital Improvement Program**

The money in this fund is 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.

Executive Summary

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Beginning Cash Balance	(2,914,700)	(2,383,900)	(1,839,800)	(1,282,100)	(710,400)	(124,400)
Revenues	531,100	544,400	558,000	572,000	586,300	601,000
Operating Expenditures	(300)	(300)	(300)	(300)	(300)	(300)
Capital Expenditures	-	-	-	-	-	(1,000,500)
Total Resources Available for Future Projects	(2,383,900)	(1,839,800)	(1,282,100)	(710,400)	(124,400)	(524,200)

Additional Information: The internal loan balance in this fund represents an obligation in the form of an advance from the Wastewater Fund (431). The Wastewater fund is able to loan to other funds that are used for the collection and treatment of wastewater and sewer water. The internal loan balance is a combination of previous capital expenditures plus the 2002 Wastewater Bond that was paid off in FY 10/11. At the end of each month, the cash balance of this fund will be swept into the Wastewater Fund advance and interest charged at the City of Visalia portfolio earnings rate + 1%. Without any additional projects the advance is project to be paid off in 2022-23.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	K Road Island Annex Sanitary Sewer : The project will install sanitary sewer along K Avenue, from east of Santa Fe Street to west of Ben Maddox Way and sanitary sewer along Burke Street, to approximately 400 feet south of K Avenue. The area is located within an existing county island that has been annexed into the City of Visalia. The improvements will include new 10-inch and 8-inch diameter sanitary sewer pipe, new sanitary sewer manholes, and new laterals to each parcel extending to the City right of way. The private land owner will then have the option to extend to their house, at their own expense. The homes located here are currently served by septic systems, and there is no City sewer available in the area. This project will provide the needed sanitary sewer main line, and make the sewer service available for connection.	Rebecca Keenan	CP0186	**	B3	-	-	-	-	-	1,000,500
											1,000,500

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-- 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.

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

**Building Safety - 401 (4010)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from Building Safety permit fees. Cash for capital projects is provided from the operating budget on an "as needed" basis for projects benefitting the Building Safety operation.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	3,634,200	3,250,200	3,250,200	3,179,600	3,179,600	3,179,600
Capital Improvements	(384,000)	-	(70,600)	-	-	-
Total Resources Available for Future Projects	3,250,200	3,250,200	3,179,600	3,179,600	3,179,600	3,179,600

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Building Safety Front Counter: Safety and functional improvements to the permit counter at City Hall East for the Building Safety Division and adjacent operational divisions within Community Development. This project will address Americans with Disabilities Act (ADA) compliance for public building access and includes safety glass, improved customer permit handling counter (new layout/design), increased work area including new workstations, and front area improvements for more efficient customer intake ability. Includes costs for remodel, new furniture/equipment and temporary office area during construction. To improve the safety of employees, improve accommodation of customers to the permit counter and increase as well as improve the employee work area.	Nick Mascia	CP0159	--	B19	350,000					
2	Replace Chevy S10 Pickup with Full Size 3/4 ton Pickup Budget Year / Unit / Year / Miles 2016-17 / 172222 / 2003 / 149,798 2018-19 / 172220 / 2002 / NA	Chris Tavares	VH0138	--	N/A	34,000		35,300			
3	Replace Ford Aerostar Van with Full Size 3/4 ton Pickup Budget Year / Unit / Year / Miles 2018-19 / 172219 / 1997 / NA	Chris Tavares	VH0139	--	N/A			35,300			
						384,000		70,600			

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

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

**Airport - 411 (4040)
2016/17 - 2021/22 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 match on FAA and grant funded projects.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(24,750)	31,650	91,350	129,900	153,400	303,400
Federal Aviation Administration Airport Improvement Program (FAA-AIP)	1,684,800	1,625,400	2,006,100	2,277,000		
Caltrans Department of Aeronautics (DOA)	93,600	90,300	111,450	126,500		
Contribution from Operating for Capital	150,000	150,000	150,000	150,000	150,000	150,000
Capital Expenditures	(1,872,000)	(1,806,000)	(2,229,000)	(2,530,000)	-	-
Total Resources Available for Future Projects	31,650	91,350	129,900	153,400	303,400	453,400

Additional Information: All proposed Airport capital projects in the 2-year capital plan are 90% funded with grants from the Federal Aviation Administration Airport Improvement Program (FAA-AIP). The 10% match required by FAA grant funding will be offset by a 5% match amount available from the Caltrans Department of Aeronautics and the remaining 5% will be paid with revenues from airport user fees, such as hangar rentals and fuel sales. The projects proposed are based upon estimates of FAA grant funding for planning purposes and will only proceed if FAA funding is approved for a specific project.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	General Aviation Apron Reconstruction: This project will provide for the reconstruction of the primary apron area used to park all general aviation aircraft that visit the Visalia Airport. This project will include the complete reconstruction of the subgrades, new asphalt, new marking of the apron and replacement of the 4-foot valley gutters and installation of new tie downs. This apron area was previously reconstructed in 1986 and has only two years remaining life as determined by the Pavement Maintenance/Management Program (PMMP). Reconstruction is required before total failure occurs. Due to the increase in corporate jets, these aprons have been used by much larger aircraft than originally designed which is the primary reason sections have begun to show signs of failure. (Project total \$1.67m to be funded from \$1.5m FAA-90%, \$84k Caltrans DOA-5% and \$84k Airport Fund-5%.)	Mario Cifuentes	CP0020	--	C1	1,670,000	-	-	-	-	-

Airport - 411 (4040)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	Update Airfield Guidance Signage: Replace some panels on existing airfield guidance signs and relocate several taxiway hold signs. In order to meet some amended requirements of Part 139 and correct a discrepancy noted during the last inspection, various signs must be updated or relocated to within 6" of the corresponding taxiway hold sign that they are adjacent to. (Project total \$132k funded from \$118k FAA-90%, \$7k Caltrans DOA-5% and \$7k Airport Fund-5%.)	Mario Cifuentes	CP0167	--	C1	132,000					
3	Environmental Assessment for Westside Projects: Per FAA requirements, project will provide for Environmental Assessment (EA) of the proposed Westside Apron, Hangar site development, and the extension of the frontage road North towards the approach end of runway 12. The FAA requires an environmental review for all projects planned on the airport, prior to the Sponsor applying for federal funds. The scope of these projects does not allow for a simple Categorical Exclusion. (Project total \$70k funded from \$63k FAA-90%, \$4K Caltrans DOA-5% and \$4k Airport Fund-5%.)	Mario Cifuentes	CP0024	--	N/A	70,000					
4	Crack Repair and Crack Sealing: Grind, repair and seal cracks on all pavement surfaces within the Aircraft Operations Area (AOA) and restripe all markings affected by the crack sealing. The asphalt on Runways 12-30, taxiways, aprons, hangar taxilanes, and access roads are old and have significant transverse and longitudinal cracks, some alligator cracking, and some block and map cracking. Repair and sealing is necessary to protect the underlying aggregate base and subgrade from damage due to water infiltration. (Project total \$1.77m funded from \$1.59m FAA-90%, \$89k Caltrans DOA-5% and \$89k Airport Fund-5%.)	Mario Cifuentes	CP0021	--	C1		1,771,000				

Airport - 411 (4040)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	Relocate Primary Windcone out of the Runway Object Free Area: Relocate the existing primary windcone from its current location, approximately 125' to the west, placing it outside of the Runway Object Free Area (ROFA). In order to meet some amended requirements of Part 139 and correct a discrepancy noted during the last inspection, the windcone must be relocated. (Project total \$35k funded from \$32k FAA-90%, \$2k Caltrans DOA-5% and \$2k Airport Fund-5%.)	Mario Cifuentez	CP0168	--	C1		35,000				
6	Westside Hangar Development Phase 1: West Side Apron and Hangar Development Phase 1 to construct an access road around the north end of the runway. The Airport has a demand for corporate hangars of various sizes of large hangars. There is inadequate space on the NE side of the airport. A new development site is proposed on the SW side of the airport immediately southeast of the existing West Cargo Apron. The new access road to this area is required to move forward with the next phase. (Project total \$2.23M funded from \$2.01m FAA-90%, \$111k Caltrans DOA-5% and \$111k Airport Fund-5%.)	Mario Cifuentez	CP0169	**	C1			2,229,000			
7	Reconstruct Taxiways/Taxilanes: Reconstruct Hangar Row 10, Taxilanes, and Taxiways A and B (230,600 sq ft). Remove and replace asphalt on west cargo apron and reseal joints in existing PCC pavements on apron A1 (166,900 sq ft). These pavements are old (20 to 34 years) and have limited remaining life. It is important to reconstruct these pavements before complete failure occurs. The taxiways have failed in certain areas and Foreign Object Debris (FOD) is a frequent occurrence and hazardous to aircraft. (Project total \$2.53m funded from \$2.27m FAA-90%, \$127k Caltrans DOA-5% and \$127k Airport Fund-5%.)	Mario Cifuentez	CP0022	--	C1				2,530,000		
						1,872,000	1,806,000	2,229,000	2,530,000		

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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 **** Project will result in savings as described in project description
 ** Annual Maintenance costs is \$5,000 to \$25,000

**Convention Center - 413 (4130)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Balance	-	-	-	-	-	-
Capital Improvements	(97,000)	(103,000)	(210,000)	(190,000)	(200,000)	(200,000)
General Fund Transfers In	97,000	103,000	210,000	190,000	200,000	200,000
Total Resources Available for Future Projects	-	-	-	-	-	-

Additional Information: The Convention Center Fund operates in a deficit position annually, requiring a General Fund subsidy for both operating and capital budgets. All capital funding shown here requires a transfer in from the General Fund.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Replacement of Systecon Control Panels: Replace existing Systecon Control Panels which are beginning to fail. Complete failure of the panels would leave the Convention Center without air condition or heating for an extended period of time.	Mark Goff	new	--	B19	82,000					
2	Replacement of Heat Exchanger Parts: The Heat exchanger cools the water that air conditions the building. Every 5 years that heat exchanger must be cleaned, serviced, and the gaskets replaced. There are 205 gaskets located in the heat exchanger. If the heat exchanger does not get serviced it does not operate efficiently and will develop coolant leaks if the gaskets are not replaced.	Mark Goff	new	--	B19	15,000					

**Convention Center - 413 (4130)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Audio Visual Upgrades: Upgrade the Convention Center Audio Visual system including the sound system and lighting to provide theatrical lighting opportunities to be more competitive with other venues and purchase additional equipment such as projectors and screens. The building Audio/Visual infrastructure is 26 years old and is in need of replacement and/or repairs. We are having numerous issues with our sound system in our lower level meeting rooms and the exhibit hall as the equipment and cabling needs to be updated and replaced.	Mark Goff	new	--	B19	-	103,000	107,000	-		
4	Replacement of Building Video Surveillance System: The building alarm system is inadequate and needs to be replaced with double the number of cameras and additional exterior cameras. The replacement system would include online access from any PC.	Mark Goff	new	--	N/A	-	-	70,000			
5	Replacement of Building Alarm: The building alarm system is 26 years old and the manufacturer is no longer supporting the system with parts. As the alarm needs repair the alarm repair company has incorporated old parts to make the necessary repairs.	Mark Goff	new	--	N/A	-	-	20,000			
6	Replace existing telescopic seating handrails: The existing handrails are labor intensive to install as they must be installed and removed for each use. They are now several years old and are needing to be replaced frequently due to the design of the mounting brackets. The new handrail system is spring loaded and does not need to be installed or removed every time the seating is used. The new handrails would pay for themselves in approximately 5 years due to the labor savings.	Mark Goff	new	***	N/A	-	-	13,000			
7	Replacement of Meeting Room Chairs: Purchase of 600 meeting room chairs for the upstairs. The existing chairs are 24 years old and no longer match the current color scheme since the remodel has taken place.	Mark Goff	new	--	N/A	-	-	-	75,000		

**Convention Center - 413 (4130)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
8	Digital Directional/Informational Signage: Purchase and installation of digital door signage and informational/directional signage. As technology has advanced we have the opportunity to incorporate this state of the art technology in the Visalia Convention Center. This would provide the opportunity to update directional signage digitally and not continue to print signage. We would also have the opportunity to advertise upcoming events, activities that are occurring in the building and city. There is also opportunity to increase revenue through digital signage by selling advertising space.	Mark Goff	new	--	N/A		-	-	75,000		
9	Replacement of Dance Floor: Replace the existing dance floor. The Convention Center dance floor is old and worn and in need of replacing. It requires constant maintenance as the locking mechanism is an older style, and the edging color we have is no longer available requiring us to replace the entire edging anyway. The new cam-lock style dance floor requires less maintenance and will give a fresh look.	Mark Goff	new	--	N/A			-	40,000		
10	Replacement of Exhibit Hall chairs: Purchase of 3,500 Exhibit Hall chairs. The existing chairs are 24 years old and in need of replacement.	Mark Goff	new	--	N/A					200,000	200,000
						97,000	103,000	210,000	190,000	200,000	200,000

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 301".

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

**Golf Fund - 421 (4220)
2016/17 - 2021/22 Capital Improvement Program**

This fund's revenues come from a "CIP surcharge" fee paid by golf course users per round of golf. All revenue derived from the CIP surcharge is to be used for improvements and equipment.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(1,137,500)	(1,123,400)	(1,387,300)	(1,312,300)	(1,224,300)	(1,142,300)
CIP Surcharge	298,100	301,100	295,000	295,000	295,000	295,000
Capital Improvements	(284,000)	(565,000)	(220,000)	(207,000)	(213,000)	(554,000)
Total Resources Available for Future Projects	(1,123,400)	(1,387,300)	(1,312,300)	(1,224,300)	(1,142,300)	(1,401,300)
Estimated (Repayment)/Increase of Advance from Operating	14,100	(263,900)	75,000	88,000	82,000	(259,000)

Additional Information: The City has established a General Fund credit line for use by the Golf course as a source of temporary financing for large capital purchases and improvements. In December of 2007 the City Council increased the limit on this credit line (CIP advance) to \$2.6 million. The balance of the CIP advance at June 30, 2016 is projected to be \$1.14 million, including accrued interest, cash infusions and the completion of all CIP projects budgetted in 2015/16. Because the Golf Course is run under a contract with CourseCo, this fund may show projects below the \$10,000 capital threshold, due to the need for City oversight of the purchase of assets in this fund.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Irrigation Conversion: Convert the existing irrigation at the City golf course from a well source to tertiary water (purple pipe). Reduce the demand from the well source as well as increase the use of recycled water coming from the water conservation plant. The Valley and Oaks Courses already have purple pipe and the appropriate markings (minus signage). The estimated cost per acre for this project is \$4,500. The Lakes Course is the only course requiring conversion to purple pipe and is approximately 76 acres. The project cost estimate is \$342,000 (\$4,500x76).	Nick Mascia	CP0170	--	C3	125,000	217,000				
2	Replace Fairway Mower to comply with Air Resources Board emissions standards	Jeannie Greenwood	EQ0021	--	N/A	54,000					

**Golf Fund - 421 (4220)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Replace Chemical Spray Rig to comply with Air Resources Board emissions standards	Jeannie Greenwood	EQ0024	--	N/A	52,000	-	-	-	-	-
4	Replace 1992 JD Utility Tractor to comply with Air Resources Board emissions standards Budget Year / Unit / Year / Miles 2016-17 / 315958 / 1992 / N/A	Jeannie Greenwood	EQ0086	--	N/A	33,000	-	-	-	-	-
5	Annual Tree Safety Maintenance: Annual maintenance of golf course trees to promote safety and overall tree health. Valley Oaks Golf Course has many trees that must be pruned for safety purposes. This ongoing project will allow for the continual pruning/maintenance of on-course trees.	Jeannie Greenwood	CF0030	--	C3	15,000	15,000	15,000	15,000	15,000	-
6	Driving Range Lighting Design: Design, construction/bid documents and cost estimates to add lighting to the driving range at Valley Oaks Golf Course. This would allow golfers to utilize the driving range in evening hours in the winter months when it gets dark early. In the hot summer months, with lights, golfers could utilize the range in the late evening when it's cooler. The addition of lights to the driving range would generate additional revenue for the course.	Jeannie Greenwood	CF0172	--	C3	5,000	-	-	-	-	-
7	Golf Cart Fleet Replacement: This is a general replacement and will replace the current cart fleet (100 carts) on the four-year schedule. Four-year life cycle of the current fleet will have expired. Trade-in value of the current fleet will begin to diminish rapidly if replacement does not occur as scheduled, resulting in a greater cost for fleet replacement in the future.	Jeannie Greenwood	CF0033	--	N/A	-	333,000	-	-	-	335,000

**Golf Fund - 421 (4220)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Replace 1993 Backhoe to comply with Air Resources Board emissions standards										
8	Budget Year / Unit / Year / Miles 2016-17 / 315960 / 1993 / N/A	Jeannie Greenwood	EQ0087	--	N/A	-	-	99,000			
9	Triplex Greens Mower: Triplex greens mowers are used to mow the on-course greens.	Jeannie Greenwood	EQ0020	--	N/A	-	-	39,000	39,000	39,000	39,000
10	Toro Rake-O-Vac: The Rake-O-Vac is a new purchase request that will be used for leaf control throughout the season. Not a necessity, but will save on labor and benefit pace of play by efficiently removing fallen leaves.	Jeannie Greenwood	EQ0019	--	N/A	-	-	32,000	-	-	-
11	Bunker Rake (Vehicle): This motorized piece of equipment has attachments to rake and smooth bunkers.	Jeannie Greenwood	EQ0018	--	N/A			20,000			
12	Carry All Utility Vehicles (Gas - Maintenance): Lightweight utility vehicles with beds are the vehicles used to transport greens keepers and tools around the 250 acre property to perform their respective duties.	Jeannie Greenwood	VH0066	--	N/A	-	-	15,000	15,000	15,000	15,000
13	Rough Mower 7 Gang: This is a general replacement of our two rough mowers. We will begin replacing them to the tune of one per year for two consecutive years.	Jeannie Greenwood	EQ0025	--	N/A	-	-	-	75,000	75,000	-
14	Bunker Renovation	Jeannie Greenwood	CP0174	--	C3				50,000	50,000	50,000
15	Greens Walk Mower 22": This is a general replacement of our older, existing walk-behind greens mowers.	Jeannie Greenwood	EQ0028	--	N/A	-	-	-	13,000	13,000	-
16	Replace Reel/Bedknife Grinder: This piece of equipment is used to sharpen mower blades.	Jeannie Greenwood	EQ0088	--	N/A						50,000

**Golf Fund - 421 (4220)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
17	Rough Mower (Sidewinder): This is a general replacement of our intermediate rough mower to mow greens surrounds, tee complexes, and around trees.	Jeannie Greenwood	EQ0027	--	N/A	-	-	-	-	-	45,000
18	Core Harvester: Used for aeration of greens on the golf course. This is a general replacement of our current core harvester.	Jeannie Greenwood	EQ0026	--	N/A	-	-	-	-	-	12,000
						284,000	565,000	220,000	207,000	207,000	546,000

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 301".

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

**Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program**

This fund is derived from Sanitary Sewer user fees and rates. Funds are to be used only for facilities, operations, maintenance, and improvements, including vehicle and equipment acquisitions related to collection and disposal of wastewater.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	28,652,457	27,126,757	27,106,157	25,672,007	25,023,207	25,252,107
Depreciation Set Aside for Capital	2,207,100	2,207,100	2,207,100	2,207,100	2,207,100	2,207,100
Capital Improvements	(3,732,800)	(2,227,700)	(3,641,250)	(2,855,900)	(1,978,200)	(2,240,900)
Total Resources Available for Future Projects	27,126,757	27,106,157	25,672,007	25,023,207	25,252,107	25,218,307

Additional Information:

The Wastewater Fund is currently funding the upgrade of the Water Treatment Plant and underground infrastructure which will cost an estimated \$140 million. This project will bring the Water Conservation Plant into compliance with discharge permit requirements from the Regional Water Quality Control Board. The cost of some regularly planned maintenance will be temporarily absorbed by the WCP Upgrade project, allowing the fund to rebuild its capital funding reserves in the years following the completion of construction. The reserves in this fund are required to cover cash flow needs during construction of the upgrade and pay for possible future Regional Water Quality Control Board permit requirements. Once the upgrade is complete, the WCP operational costs will be increased to include the new annual debt payment (\$5.3m)* and additional staffing and maintenance.

The Water Conservation Plant Upgrades have been funded with fund balance and bond financing through the Clean Water State Revolving Fund (CWSRF) to be paid over 30 years at an interest rate of 2.1%. This project is scheduled for completion in 2017 and costs of construction will be reimbursed from bond proceeds as the project proceeds. The projected annual debt payment of \$5.3 million is estimated to begin in 2017-18 and end in 2046-47.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Orchard Replacement: Continue replacement of Walnut Orchard with Pecans. Provides long-term revenue to Wastewater Enterprise Fund, which, in turn, reduces monthly user fees.	Jim Ross	CP8400	--	C2	1,000,000	100,000	1,200,000	200,000	-	-
2	Replace and Relocate Sanitary Sewer Mains: Replace mains that are shown to be deteriorating throughout the City and relocate sanitary sewer mains as necessary to accommodate development of property formerly used as streets or alleys. Prevents sewer failure, which can cause overflows and service disruptions.	Nick Mascia	CP9456	--	various	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Public Works Administrative Complex Buildings: Funding for Tenant Improvements for the new Public Works Administrative Complex in the recently purchased "Sonic" buildings at 440 N. Ben Maddox. The current 2,700 sq ft building is no longer large enough to support the Administration division for the department. The new administration buildings can be built out to accommodate current and future needs. The old building will be repurposed for use by other City divisions located at the Corporation Yard. (Multi Funded: Project total of \$995k funded from \$99k Corp Yard Impact Fees (103), \$443k WWTP (431), \$425k Solid Waste (441) and \$28k Storm Sewer Maint (481).	Adam Ennis	CP0046	***	B1	371,800	-	-	-	-	-
4	Maintenance Shop Repairs: Project will replace the WCP Maintenance shop roof and replace and relocate the evaporative coolers off the roof. The current roof is 16 years old and has started to leak. If not replaced, the metal frame of the building will begin to rust. The evaporative coolers are also 16 years old and have begun to rust out and leak, causing additional roof damage. Relocation of the coolers will make them safer to maintain and prolong the life of the new roof.	Jim Ross	CP0176	--	C2	75,000	-	-	-	-	-
5	Corp Yard Storm Water Drainage: Install Storm Drainage System at the Corporation Yard to provide grease & sediment treatment to the existing Corporation Yard storm water drainage system. (Multi-funded: Project total of \$90k from \$68k Solid Waste (441), \$9k WWTP (431), \$13k General Fund (001).)	Adam Ennis	CP8216	--	B2	500	-	-	-	-	-
The following projects are for construction and maintenance of sewer lines throughout the City:											
6	Lift Station Improvements & Pump Replacement: Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings for sanitary and storm lift stations. (Multi Funded: 50% from 431 and 50% from 481.)	Jim Ross	CP8266	--	N/A	150,000	150,000	150,000	150,000	150,000	150,000
7	Manhole Repairs: Repair and raise manholes throughout the City's storm and sewer system. Multi funded \$25k Wastewater (431) \$10k Storm Sewer (481) each year.	Jim Ross	CP8238	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000

Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
8	Install sewer laterals: Provide customer-requested hookups to the sanitary sewer. Contract costs are reimbursed by the property owner.	Jason Huckleberry	CP9228	*	N/A	25,000	25,000	25,000	25,000	25,000	25,000
9	Install sanitary sewers in County islands annexed into the City to provide sewer service to new areas. The residents who choose to connect to the sewers pay connection fees that are used to reimburse the construction cost. The two remaining areas for this project are Areas 6 (Iima & Houston) and Area 16 (K Road & Burke Street not annexed into City yet). Approximate construction times Area 6 \$210K (21/22), Area 16 \$550K (19/20).	Nick Mascia	CP9457	**	2 locations	-	-	-	550,000	-	210,000
The following projects are for routine maintenance to keep the treatment plant operating:											
10	Influent Pump/Motor Rebuild: Complete rebuild of two (2)Influent pumps and motors . Two influent pumps run 24 hours, 7 days a week and are the only source pumping the wastewater that enters the plant to the treatment processes to clean the water. Currently there are five influent pumps and up to two pumps/motors may require rebuild annually. The cost for a new influent pump is approximately \$105,000.	Jim Ross	CP8369	--	C2	130,900	130,900	130,900	130,900	130,900	130,900
11	Digester Sludge Recirculation Pump: New Vaughn Chopper sludge recirculation pumps for Digester #3, #4 and a spare (16/17) and Digester #5 and #6 (17/18). Current pumps 18 years old. Sludge recirculation pumps run 24 hours per day, 7 days per week. The pumps recirculate the sludge through the heat exchanger to maintain the sludge to 98 degrees to ensure proper digestion of the digester contents and meet regulatory requirements.	Jeff Miserhimer	CP0177	--	C2	55,600	39,300				
12	Primary clarifier overhaul: Replace wear shoes, wear strips, chains, sprockets, flights . The additional funding in 18/19 is to have Primary Clarifier #1's concrete walls and floors coated and all new gear drives, flights, chain, drive sprockets and sprocket 12 shafts replaced.	Jim Ross	CP9362	--	C2	25,000	25,000	475,000	25,000	25,000	25,000

Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
13	Bar Screen Rebuild: Project to rebuild one Bar screen Cog Rake for upkeep in plant investment. The mechanical bar screens remove rags, plastic bags and other substances that could damage or clog pipes, valves and pumps. The plant's two bar screens were installed in 2000 and are in service 24 hours per day, 7 days per week. One unit was rebuilt in 2014 and the other unit is at the end of its useful life and needs to be rebuilt, which includes a complete replacement of the drive shaft, gear box, and bearings. There is an eight week lead time for these parts and having them on-hand prior to failure will minimize downtime.	Jim Ross	CP0178	--	C2	25,000					
14	Digester Cleaning & Equipment Repairs: Digester units need to be cleaned of accumulated grit, rags and plastics. Related pumps, valves and digester gas equipment need to be repaired or replaced. The actual cleaning of the digester contents begins in the budget years 19-20 (#3 & #4), 20-21(#1 & #2) & 21-22 (#7). The budget year amounts are low due to some scheduled maintenance being absorbed by the plan upgrade project.	Jim Ross	CP9768	--	C2	10,000	10,000	10,000	150,000	100,000	75,000
15	Brown Bear (bio-solids drying unit): To expedite the drying of the bio-solids during the drying season (May-Sept.) and reduce the moisture content of the bio-solids to reduce the disposal cost. Current disposal cost is \$28.16/ton. The bio-solids percent moisture range is 7-8 percent. Without the use of the Brown Bear the moisture range of the bio-solids for disposal could be between 45-50 percent. The continued need for this equipment will be evaluated after completion of the plant upgrades.	Jeff Misenhimer	CP0179	--	C2			125,350			
16	Cummins Engine Valve Overhaul: Complete overhaul of Cummins engine including rings, pistons, sleeves, crank shaft, cam shafts, bearings, valves, carburetion kits and fuel regulators.	Jim Ross	CP0180	--	C2				100,000		100,000

Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
The following projects are for vehicle and equipment replacements or additions:											
17	(Closed Circuit Television (CCTV) Inspection Equipment Van (318729): Replace old outdated equipment trailer with a self-contained mobile unit used to perform sanitary and storm sewer inspections throughout the City. (Multi Funded: Project total of \$218k funded from \$33k Storm Sewer Maint (481) and \$185k Wastewater (431).)	Jim Ross	EQ0010	--	N/A	185,300					
18	Replace current F-350 1 ton dump 2x4 with 4x4 extended cab to increase reliability and ensure access to the collection system and unpaved areas when necessary to remove debris: Budget Year / Unit / Year / Miles 2016-17 / 318216 / 2009 / 44,167	Rick Paredez	VH0129	--	N/A	69,900					
19	Reach All Extended Lift: Reach-all forklift with a rated capacity of 5,500 pounds, 11 foot reach and 18 foot height. The increase in size, weight and location of new equipment being installed during the new expansion will require the use of a Reach-all forklift to maintain and service equipment.	Jeff Misenhimer	EQ0084	*	N/A	65,100					
20	Scissor Lift: Scissor lift with a minimum platform height of 18 feet 9 inches, 500 pound capacity and width of 30 inches. The plant expansion will require the use of a scissor lift to maintain and repair dewatered sludge auger system, building lights and various new equipment.	Jeff Misenhimer	EQ0085	*	N/A	14,700					
21	Replace NRCO Prios for New Water Inspector: The City will pursue SJV Air Pollution Control grant combined with CA Air Resources Board rebate to fund \$22k of this purchase. Purchase will not move forward without grant funding. (Multi-funded: \$4k 502, \$4k 431, \$20k SJVAPCD grant, \$5,300k CARB rebate)	Kim Loeb	VH0130	*	N/A	4,000					
	Budget Year / Unit# / Year / Miles 2017-18 / 415001 / 2002 / 46,992										

**Wastewater Treatment Plant Fund - 431 (4330)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
22	Replace Heavy duty ten wheeled truck with water tank sized at approximately 2500 gallons (238910). Used daily April-September to comply with San Joaquin Valley APCD Title 5 requirements for dust control. Truck is 30 years old and replacement parts are becoming difficult to obtain. Budget Year / Unit / Year / Miles 2017-18 / 238910 / 1984 / 42,800	Jim Ross	VH0051	--	N/A		152,600				
23	Replace current F-350 1 ton dump 2x4 with 4x4 to allow access to the collection system and unpaved areas when necessary to remove debris. Budget Year / Unit / Year / Miles 2017-18 / 318919 / 2009 / 82,186	Jim Ross	VH0053	--	N/A		69,900				
24	Replace 2 electric flatbed carts: One Electric Flatbed carry-all 2-passenger cart with 800 lb capacity and one Electric Flatbed carry-all cart with 1500 lb capacity to replace existing carts. Carts will be over 14 years old at the time of replacement. Carts are used by staff to move about the plant to perform maintenance and operational work and are necessary for timely completion of duties.	Jeff Misenhimer	VH0131	--	N/A	3,732,800	2,227,700	3,641,250	2,855,900	1,978,200	2,240,900

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 301".

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

**Solid Waste - 441 (4410)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	6,740,318	4,513,232	3,431,832	5,228,032	4,029,832	4,992,532
Annual Depreciation for Capital Replacement	1,138,200	1,161,000	1,184,200	1,207,900	1,232,100	1,256,700
Contribution from Operating for New Capital	3,500,000	3,500,000	2,500,000	2,500,000	2,500,000	2,500,000
CMAQ (Congestion Mitigation Air Quality)	2,992,914	-	-	-	-	-
Capital Improvements	(9,858,200)	(5,742,400)	(1,888,000)	(4,906,100)	(2,769,400)	(1,332,000)
Total Resources Available for Future Projects	4,513,232	3,431,832	5,228,032	4,029,832	4,992,532	7,417,232
25% Operating Reserve	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Reserve for Capital Replacement	-	-	-	-	-	900,000
Ending Cash available for Capital Projects	13,232	(1,068,168)	728,032	(470,168)	492,532	2,017,232

Additional Information: All 3-can system conversion budget items are contingent upon Council's approval of the implementation plan for the conversion which must be brought to Council before the conversion can proceed. All Residential Split trucks which have reached the end of their useful lives will be replaced with single body trucks, contingent upon Council approval of the 3-can conversion implementation plan. All new growth vehicles and equipment included in capital appropriations 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. All newly purchased Solid Waste Trucks will use Compressed Natural Gas (CNG).

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Solid Waste 3-Can Conversion: Convert Solid Waste residential services from the current 2-can (split can) system to a 3-can system that utilizes separate 96 gallon or smaller cans for trash, recyclables and organics collection. Includes can replacements/conversions for over 38,000 residential accounts. asset inventories, split truck conversion to single body and roll-out implementation of the new collection system. To be evaluated and implemented after a new Account Management system is in place and operating. Current split can system has become inefficient; does not provide enough space for collection of recyclables and causes increased contamination of the recycle waste stream.	Adam Ennis	EQ0089	--	N/A	5,000,000					

**Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
2	<p>Public Works Administrative Complex Buildings: Funding for Tenant Improvements for the new Public Works Administrative Complex in the recently purchased "Sonic" buildings at 440 N. Ben Maddox. The current 2,700 sq ft building is no longer large enough to support the Administration division for the department. The new administration buildings can be built out to accommodate current and future needs. The old building will be repurposed for use by other City divisions located at the Corporation Yard. (Multi Funded: Project total of \$995k funded from \$99k Corp Yard Impact Fees (103), \$443k WWTP (431), \$425k Solid Waste (441) and \$28k Storm Sewer Maint (481).</p>	Adam Ennis	CP0046	***	B1	356,600					
3	<p>Residential Container Purchase: Split cans will only be purchased as needed and all split cans are easily convertible to a single can to accommodate the 3-can conversion. Funding for purchase of new and replacement residential containers as needed on an ongoing basis. Cans are ordered a truck load at a time (600) 3 or 4 times a year. Approximately 2,000 split containers (\$88 each) and 2,000 yard waste containers (\$57 each) are purchased annually (5% of 37,000 accounts plus growth). Residential containers need to be replaced on a regular basis, and containers need to be kept on hand for new account growth. Cans have a 20-year life so about 5% need to be replaced each year.</p> <p>Dump On Us: This project provides funding to hold at least 6 "Dump on Us" events each year. Largest cost factor is personnel - about 40 employees work each event, they work 8+ hours and are paid overtime for each event. Events allow residents to haul their trash to the City Corporation Yard and we dispose of it for them for free. Events are highly successful and provide an incentive for residents to dispose of their junk and trash instead of dumping it illegally or storing on their property. Almost 1,000 vehicles are serviced at each event.</p>	Earl Nielsen	EQ0012	--	N/A	330,000	363,000	400,000	440,000	485,000	535,000
4		Earl Nielsen	CP9459	--	N/A	260,000	260,000	295,000	295,000	295,000	295,000

Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	Integrated Technology Systems: a group of components integrated with the Customer Service/Accounting/Billing System that includes a Tablet-Based Information Center in Trucks, RFID Tag Identification System for asset tracking and service verification, Upgraded Field Communications with tablet based information centers in trucks, and On-Board Interior/Exterior Camera Monitoring System. Consultant's cost estimate includes all components, but some or all may be part of the new Account Management System currently in the process of being purchased.	Adam Ennis	EQ0090	**	N/A	225,000					
6	Commercial Bin Purchases: Purchase new and replacement commercial bins as needed on an ongoing basis. Bins are ordered for replacement and growth. Prices vary depending on material and bin size. Commercial bins need to be replaced on a regular basis when they wear out or are damaged beyond repair, and new bins need to be kept on hand for new account growth. Metal Bins have about a 15-year life so about 7% need to be replaced each year.	Earl Nielsen	EQ0013	--	N/A	220,000	242,000	266,000	290,000	320,000	352,000
7	Cal Trans Yard Renovation/Rehabilitation: Renovation and Rehabilitation of the recently acquired Cal Trans yard for the Streets and Traffic Maintenance departments. Work will include repairs to existing buildings, installation of technology and general clean up. This space will allow both divisions to be located at one yard. The shared equipment will be stored in closer proximity to all employees and will allow for greater cooperation between the divisions. The space vacated by the moving Streets/Traffic departments will then be occupied by Solid Waste.	Norm Goldstrom	CP0171	--	B2	200,000					
8	Right of Way Cleanup: Provides funding for trash collection and cleanups for the homeless program, illegal dumping in City right of ways or alleys. This project also pays for the scheduled and unscheduled trash collection and alley cleanups performed by the contractor (Able Industries). Costs are primarily any contractor costs and any tipping fees or dumping fees. Occasionally City workers and equipment may be used.	Earl Nielsen	CP8159	--	N/A	125,000	125,000	150,000	150,000	150,000	150,000

**Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
9	<p>Corp Yard New Site Development: Site development for property acquired adjacent to existing Corporation Yard. Development of property North of existing Corporation Yard. Project to include all grading, drainage, NPDES permit requirements, paving, utilities and lighting on 3.74 acres. (Multi Funded: Project total of \$678k funded from \$109k Corp Yard Impact Fee (103), \$434k Solid Waste (441), \$14k Storm Sewer (481) and \$122k Fleet (501), all including prior year funding.)</p> <p>Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Remaining total of \$489k funded from \$322k Solid Waste (441), \$26k Storm Sewer (481) and \$140k General Fund (001).)</p>	Adam Ennis	CP0047	--	B2	103,600	-	-	-	-	-
10	<p>Solid Waste Building Warehouse Insulation: Install insulation in the warehouse portion of the Cain building. Area is used to assemble new waste containers and is vulnerable to the elements year-round. Insulation will save heating costs in the winter and provide a safe working environment in the summer.</p>	Norm Goldstrom	CP8340	--	B2	102,000	-	-	-	-	-
11	<p>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 (441), \$9k WWTP (431), \$13k General Fund (001).)</p>	Earl Neilsen	CP0173	--	B2	25,000	-	-	-	-	-
12	<p>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 (441), \$9k WWTP (431), \$13k General Fund (001).)</p>	Adam Ennis	CP8216	--	B2	3,100	-	-	-	-	-

**Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Replacement of Vehicles in the Current Fleet:											
	Replace (3) Commercial Front Loader CNG Trucks Budget Year / Unit / Year / Miles / Hours 2016-17 / 255509 / 2007 / 101,585 / 12,552 2016-17 / 255510 / 2007 / 105,773 / 10,569 2016-17 / 255511 / 2007 / 110,108 / 9,633	Earl Nielsen	VH0029	--	N/A	1,131,400	-	-	-	-	-
13	Replace Residential Split CNG Trucks with Single Body CNG: Budget Year / Unit# / Year / Miles / Hours 2016-17 / 253573 / 2007 / 90,191 / 13,133 2016-17 / 253574 / 2007 / 72,188 / 10,681	Earl Nielsen	VH0021	--	N/A	879,100	-	-	-	-	-
14	Replace (1) Residential Yard Waste CNG Truck Budget Year / Unit / Year / Miles / Hours 2016-17 / 253575 / 2007 / 15,579 / 1,931	Earl Nielsen	VH0034	--	N/A	420,700	-	-	-	-	-
15	Replace (1) Commercial Rolloff Truck CNG Budget Year / Unit / Year / Miles / Hours 2016-17 / 254511 / 2006 / 24,757 / 8,640	Earl Nielsen	VH0039	--	N/A	322,600	-	-	-	-	-
16	Replace 1-ton F350 Super Duty PU w/ Utility Bed Budget Year / Unit / Year / Miles 2016-17 / 254901 / 2006 / 71,031	Earl Nielsen	VH0025	--	N/A	45,800	-	-	-	-	-
17	Replace Residential Split CNG Trucks with Single Body CNG: Budget Year / Unit# / Year / Miles / Hours 2017-18 / 253576 / 2008 / 76,852 / 10,837 2017-18 / 253577 / 2008 / 80,856 / 12,050 2017-18 / 253578 / 2008 / 79,177 / 10,791	Earl Nielsen	VH0022	--	N/A	-	1,393,000	-	-	-	-
18	Replace (3) Commercial Front Loader CNG Trucks Budget Year / Unit / Year / Miles / Hours 2017-18 / 255512 / 2008 / 93,971 / 11,826 2017-18 / 255513 / 2008 / 106,018 / 12,738 2017-18 / 255514 / 2008 / 115,661 / 12,743	Earl Nielsen	VH0030	--	N/A	-	1,180,500	-	-	-	-
19											

Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
20	Replace (1) Residential Yard Waste CNG Truck Budget Year / Unit / Year / Miles / Hours 2017-18 / 253579 / 2008 / 58,609 / 6,381 Replace (1) Commercial Rolloff CNG Truck	Earl Nielsen	VH0035	--	N/A	-	442,500	-	-	-	-
21	Budget Year / Unit / Year / Miles / Hours 2017-18 / 254512 / 2007 / 139,933 / 9,196 Replace (2) 1-ton F350 Super Duty PU w/ Utility Bed	Earl Nielsen	VH0040	--	N/A	-	339,000	-	-	-	-
22	Budget Year / Unit / Year / Miles 2017-18 / 253906 / 2009 / 51,970 2017-18 / 253905 / 2009 / 31,119 Replace (1) Residential Yard Waste CNG Truck	Earl Nielsen	VH0026	--	N/A	-	98,100	-	-	-	-
23	Budget Year / Unit / Year 2018-19 / 253580 / 2009 Replace (1) Commercial Rolloff CNG Truck	Earl Nielsen	VH0036	--	N/A	-	-	421,700	-	-	-
24	Budget Year / Unit / Year 2018-19 / 254513 / 2008 Replace Residential Split CNG Trucks with Single Body CNG:	Earl Nielsen	VH0041	--	N/A	-	-	355,300	-	-	-
25	Budget Year / Unit# / Year 2019-20 / 253583 / 2010 2019-20 / 253584 / 2010 2019-20 / 253585 / 2010 2019-20 / 253586 / 2010 Replace (1) Residential Yard Waste CNG Truck	Earl Nielsen	VH0023	--	N/A	-	-	-	1,523,800	-	-
26	Budget Year / Unit / Year 2019-20 / 253581 / 2010 2019-20 / 253582 / 2010 Replace (2) Commercial Front Loader CNG Trucks	Earl Nielsen	VH0037	--	N/A	-	-	-	972,300	-	-
27	Budget Year / Unit / Year 2019-20 / 255515 / 2010 2019-20 / 255516 / 2010	Earl Nielsen	VH0031	--	N/A	-	-	-	863,300	-	-

**Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Replace (1) Commercial Rolloff CNG Truck										
28	Budget Year / Unit / Year 2019-20 / 254514 / 2010	Earl Nielsen	VH0042	--	N/A	-	-	-	371,700	-	-
	Growth Vehicles - Additions to the Fleet:										
29	Purchase New Diesel Forklift. Need larger forklift to lift 8 yard and 10 yard bins too heavy for existing forklift.	Earl Nielsen	VH0132	**	N/A	108,300					
30	Solid Waste Residential Single Body Truck for growth. Residential new growth needs are based upon 1,800 additional accounts per route. Residential new starts are projected to reach that point in 2017-18.	Earl Nielsen	VH0048	**	N/A	-	464,300	-	-	-	-
31	Solid Waste Residential Yard Waste CNG Truck for growth. Residential new growth needs are based upon 1,800 additional accounts per route. Residential new starts are projected to reach that point in 2017-18.	Earl Nielsen	VH0046	**	N/A	-	441,500	-	-	-	-
32	Solid Waste Commercial Front Load Truck for growth. Front Load new growth needs are based upon 120 additional accounts per route. Due to the increase in recycle bin new starts, Commercial new starts are projected to reach that point in 2017-18.	Earl Nielsen	VH0044	**	N/A	-	393,500	-	-	-	-
33	Solid Waste Residential Single Body Truck for growth. Residential new growth needs are based upon 1,800 additional accounts per route. Residential new starts are projected to reach that point in 2020-21.	Earl Nielsen	VH0048	**	N/A	-	-	-	-	557,000	-
34	Solid Waste Residential Yard Waste CNG Truck for growth. Residential new growth needs are based upon 1,800 additional accounts per route. Residential new starts are projected to reach that point in 2020-21.	Earl Nielsen	VH0046	**	N/A	-	-	-	-	509,000	-

**Solid Waste - 441 (4410)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budg Imp	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
35	Solid Waste Commercial Front Load Truck for growth. Front Load new growth needs are based upon 120 additional accounts per route. Due to the increase in recycle bin new starts, Commercial new starts are projected to reach that point in 2020-21.	Earl Nielsen	VH0044	**	N/A	9,858,200	5,742,400	1,888,000	4,906,100	2,769,400	1,332,000

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 301".

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

Transit - 451 (4510)
2016/17 - 2021/22 Capital Improvement Program

This fund includes monies from State Transportation Funds, Federal grants, and user fees. Use of Transit grant funds are limited by the individual funding sources and are restricted to use for transit operations, maintenance and capital expenditures, such as the purchase of buses and maintenance and construction of Transit facilities.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Available for Capital Projects	7,843,500	7,843,450	6,118,080	6,118,080	6,118,030	6,118,030
(LTF) Local Transportation Funds (one-quarter percent state sales tax)	85,980	285,980	85,980	1,179,730	60,000	785,400
Grant Funding:						
CARB - California Air Resource Board		3,225,130		4,860,000		3,225,130
FTA - Federal Transit Administration Grant	298,770	103,920	103,920	103,920		
Prop 1B - Safety and Security (State Funding)	119,300	119,300	119,300	119,300	119,300	119,300
TPA - Transportation Planning received through TCAG	130,000	130,000	130,000	130,000	130,000	130,000
Capital Improvements	(634,100)	(5,589,700)	(439,200)	(6,393,000)	(309,300)	(4,259,800)
Total Resources Available for Future Projects	7,843,450	6,118,080	6,118,080	6,118,030	6,118,030	6,118,060
Reserve for Capital (Bus) Replacement	7,843,500	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000
Ending Cash available for Capital Projects	(50)	18,080	18,080	18,030	18,030	18,060

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. The reserve balance is being set aside for future year bus purchases. If grant funding is not received as planned, the reserve balance will be used to move forward with the replacement of buses that have reached the end of their useful lives.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	(2) SEKI Shuttle Buses: Purchase two (2) medium duty transit buses for the Sequoia Shuttle service. These buses will be gasoline. The City will either purchase this through a state contract or obtain from a bus manufacturer using a piggyback opportunity with a larger agency. Additional vehicles are needed for the Sequoia Shuttle service especially during busy weekend holidays. These buses will be used to assist with congestion inside the park. This project is 100% funded by an approved FTA Transit in the Parks grant.	Monty Cox	VH0133	--	N/A	194,900					
2	Planning Studies: Annual on-going planning studies. The City receives funds annually from TCAG specifically for planning purposes. Eligible expenses include the implementation of Short Range Transit Plans, Long Range Transit Plans, Bus Rapid Transit Plans, development of facilities and equipment, and vehicle purchases.	Monty Cox	CP9259	--	N/A	130,000	130,000	130,000	130,000	130,000	130,000

Transit - 451 (4510)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Dial-A-Ride Purchase: Purchase one (1) compressed natural gas (CNG) medium duty transit bus each year (total of 4) for the Dial-A-Ride service. The City will purchase these through a state contract or using a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). The buses will replace older medium duty buses that have reached the end of their useful lives. This project will be funded with FTA 5339 funds (80%) and LTF (20%).	Monty Cox	VH0069 VH0134	--	N/A	129,900	129,900	129,900	129,900	-	-
4	Purchase & install new bus shelters with solar lighting annually: Funding will provide for the addition of 12-15 new solar lit shelters annually to increase safety and security. Requests for additional bus shelters are received regularly and some older bus shelters require replacement. We are in the final year of a five year contract with CM Construction to do this work. Project is 100% funded by State Prop 1B Safety & Security.	Monty Cox	CP9640	--	various	119,300	119,300	119,300	119,300	119,300	119,300
5	Bus Stop & Shelter Improvements: Installation and repair of bus stops and bus stop equipment, including but not limited to concrete pads, signs, information panels, and shelter refurbishing. These frequently require concrete pads and signs. We are in the final year of a five year contract with CM Construction to do this work. In the last two years there were expenses of \$100,537 for routine maintenance. 100% funded with LTF.	Monty Cox	CP9635	--	various	60,000	60,000	60,000	60,000	60,000	60,000
6	Fixed Route Purchase (7): Purchase seven HD transit buses for fixed route service to replace older heavy duty buses that have reached the end of their useful lives. These buses will either be compressed natural gas (CNG) or battery electric depending upon the requirements of the California Air Resource Board (CARB) grant funding and will purchased using a state contract or using a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). If grant funding is awarded the project total of \$3.9m will be funded with \$3.2m CARB grant and \$725k Prop 1B.	Monty Cox	VH0135	--	N/A	-	3,950,500	-	-	-	-

Transit - 451 (4510)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
7	<p>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 must be ready to compete for any available grant funding and will not move forward without grant funding in place. This project to be funded with Local Transportation Funds.</p>	Monty Cox	CP9572	***	TBD	-	1,000,000	-	-	-	-
8	<p>Signal Prioritization: The City of Visalia plans to install signal prioritization along the Mooney Boulevard Corridor. This project will purchase and install equipment in City buses to access the signal prioritization along Mooney Boulevard where peak traffic congestion makes it difficult for buses to merge into traffic flow from the bus pullout, causing both bus and overall traffic delays. This technology reduces the time at traffic signals for transit vehicles by holding green lights longer or shortening red lights only when buses are running behind schedule. This project follows the recommendation in the Mooney Boulevard Corridor Transit Study and is heavily dependant upon CalTrans coordination. The funds will come from Local Transportation Fund (LTF).</p>	Monty Cox	CP0018	--	various	-	200,000	-	-	-	-
9	<p>Purchase ten (10) heavy duty transit buses for fixed route service: These buses will either be compressed natural gas (CNG) or battery electric. The type of bus will be determined by the requirements of the California Air Resource Board (CARB) grant funding. The City will either purchase these through a state contract or obtain from a bus manufacturer using a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). All ten (10) buses will be replacing older heavy duty buses that have reached the end of their useful lives. Staff will apply for a CARB grant and the project total of \$6.0m will be funded with \$4.9m CARB and \$1.01m LTF.</p>	Monty Cox	VH0136	--	N/A	-	-	-	5,953,800	-	-

**Transit - 451 (4510)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
10	Fixed Route Bus Purchase (7): Purchase seven (7) heavy duty transit buses for fixed route service. These buses will either be compressed natural gas (CNG) or battery electric. The type of bus will be determined by the requirements of the California Air Resource Board (CARB) grant funding. The City will either purchase these off the state contract or obtain from a bus manufacturer through a piggyback opportunity with a larger agency. This project follows the timeline for the fleet plan developed in the Short Range Transit Plan (S RTP). All seven (7) buses will be replacing older heavy duty buses that have reached the end of their useful lives. Staff will apply for a CARB grant and the project total of \$4.0.0m will be funded with \$3.2m CARB and \$725k LTF.	Monty Cox	VH0137	--	N/A	634,100	5,589,700	439,200	6,393,000	309,300	3,950,500 4,259,800

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 301".

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

**Storm Sewer Maintenance - 481 (4880)
2016/17 - 2021/22 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

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	1,111,600	1,218,900	1,379,800	1,232,300	1,374,100	1,362,200
Storm Sewer User Fees	1,303,500	1,313,500	1,339,800	1,366,600	1,393,900	1,421,800
Kaweah Lake Enlargement and Local Storm Water Maintenance Fee	225,000	225,000	250,000	250,000	250,000	250,000
Operating set aside for Capital (Depreciation)	593,300	593,300	599,200	605,200	611,300	617,400
Operating Expenditures (staff costs, allocations, etc.)	(1,466,000)	(1,490,900)	(1,520,700)	(1,551,100)	(1,582,100)	(1,613,700)
Capital Improvements	(548,500)	(480,000)	(815,800)	(528,900)	(685,000)	(385,000)
Total Resources Available for Future Projects	1,218,900	1,379,800	1,232,300	1,374,100	1,362,200	1,652,700

Additional Information: The Storm Water rate has not been increased since 1994. Staff is currently evaluating this enterprise for a possible rate increase. The Storm Sewer User Fees are estimated to grow at an annual rate of 2% based upon new accounts. In April of 2013, Visalia rate payers voted to support the use of the Kaweah Lake Enlargement fee to improve storm water channel maintenance and reduce the chance of flooding changing it to the Kaweah Lake Enlargement and Local Storm Water Maintenance Fee. A portion of this fee is transferred to this fund annually for this use.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Ponding Basin Rehab: Remove weeds, trees and debris from ponding basins throughout the city. Lift Station Improvements & Pump Replacement: Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings for sanitary and storm lift stations. (Multi Funded: 50% from 431 and 50% from 481.)	Rick Paredez	CP0190	--	various	200,000	200,000	150,000	150,000	150,000	150,000
2	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded annually \$25-50k Storm Sewer Maintenance (481) and \$50k Storm Water Deficiency (222).	Jim Ross	CP8266	--	various	150,000	150,000	150,000	150,000	150,000	150,000
3	Storm Catch Basin Repairs: Repair catch basins that are found to be deficient throughout the cities storm system up to current City standards. Repair or upgrades can help alleviate flooding in deficient areas of the storm sewer system.	Jim Ross	CP8232	--	various	50,000	50,000	25,000	25,000	25,000	25,000
4		Jim Ross	CP8245	--	various	40,000	40,000	20,000	20,000	20,000	20,000

Storm Sewer Maintenance - 481 (4880)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
5	Closed Circuit Television (CCTV) Inspection Equipment Van (318729); Replace old outdated equipment trailer with a self contained mobile unit used to perform sanitary and storm sewer inspections throughout the City. (Multi Funded: Project total of \$218k funded from \$33k Storm Sewer Maint (481) and \$185k Wastewater (431).)	Jim Ross	EQ0010	--	N/A	32,700	-	-	-	-	-
6	Culvert Trash Racks: Racks made to keep trash and vagrants out from under the ditch culverts.	Rick Paredez	CP0191	--	various	30,000	30,000	30,000	30,000	30,000	30,000
7	Public Works Administrative Complex Buildings: Funding for Tenant Improvements for the new Public Works Administrative Complex in the recently purchased "Sonic" buildings at 440 N. Ben Maddox. The current 2,700 sq ft building is no longer large enough to support the Administration division for the department. The new administration buildings can be built out to accommodate current and future needs. The old building will be repurposed for use by other City divisions located at the Corporation Yard. (Multi Funded: Project total of \$995k funded from \$99k Corp Yard Impact Fees (103), \$443k WWTP (431), \$425k Solid Waste (441) and \$28k Storm Sewer Maint (481).)	Adam Ennis	CP0046	**	B1	23,600	-	-	-	-	-
8	Manhole Repairs: Repair and raise manholes throughout the City's storm and sewer system. Multi funded \$25k Wastewater (431) \$10k Storm Sewer (481).	Jim Ross	CP8238	--	various	10,000	10,000	10,000	10,000	10,000	10,000
9	Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Remaining total of \$489k funded from \$322k Solid Waste (441), \$26k Storm Sewer (481) and \$140k General Fund (001).)	Norm Goldstrom	CP8340	--	B2	9,000	-	-	-	-	-

**Storm Sewer Maintenance - 481 (4880)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
10	Corp Yard New Site Development: Site development for property acquired adjacent to existing Corporation Yard. Development of property North of existing Corporation Yard. Project to include all grading, drainage, NPDES permit requirements, paving, utilities and lighting on 3.74 acres. (Multi Funded: Project total of \$678k funded from \$109k Corp Yard Impact Fee (103), \$434k Solid Waste (441), \$14k Storm Sewer (481) and \$122k Fleet (501), all including prior year funding.)	Adam Ennis	CP0047	*	B2	3,200	-	-	-	-	-
11	Waterscreens On Waterways: Install mechanical debris screens on waterways road culverts throughout the waterway system within the City. The projects include electrical hookups, concrete structures and the water screens with associated equipment and materials as needed. Proposed locations include the Airport culvert at Mill Creek.	Jim Ross	CP0007	--	TBD	-	300,000	-	-	300,000	-
12	Replace Back Hoe with John Deere 410J: Budget Year / Unit / Year / Hours 2018-19 / 238914 / 2004 / 1,708	Jim Ross	VH0057	--	N/A	-	130,800	-	-	-	-
13	Replace John Deere 410J Crawler 318708 with a model including dual slope arm to clean ditches/ponding basins more efficiently. Budget Year / Unit / Year / Hours 2019-20 / 318708 / 2007 / 1,207	Jim Ross	VH0058	--	N/A	-	-	-	143,900	685,000	385,000
						548,500	480,000	815,800	528,900	685,000	385,000

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 301".

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

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

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

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

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

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

**Fleet Maintenance - 501 (5010)
2016/17 - 2021/22 Capital Improvement Program**

This fund is made available from City Departments, on a cost reimbursement basis, for internal services provided for the operation and maintenance of City owned vehicles.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	-	-	-	-	-	-
Contribution from Operating for Capital	84,100					
Capital Improvements	(84,100)					
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Corp Yard New Site Development: Site development for property acquired adjacent to existing Corporation Yard. Development of property North of existing Corporation Yard. Project to include all grading, drainage, NPDES permit requirements, paving, utilities and lighting on 3.74 acres. (Multi Funded: Project total of \$678k funded from \$109k Corp Yard Impact Fee (103), \$434k Solid Waste (441), \$14k Storm Sewer (481) and \$122k Fleet (501), all including prior year funding.)	Adam Ennis	CP0047	**	B1	29,100	-	-	-	-	-
2	Replace Fleet Maintenance Truck: Vehicle will be transferred to lighter duty. Budget Year / Unit / Year / Miles 2016-17 / 252939 / 2001 / 76,749	Mike Morgantini	VH0110	--	N/A	55,000	-	-	-	-	-
						84,100	-	-	-	-	-

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 301".

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

**Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program**

The vehicle Replacement Fund is an internal Service Fund used to set aside depreciation to fund the replacement of vehicles and equipment at the end of the useful life.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	2,759,300	2,267,200	2,367,600	2,021,600	2,253,200	2,699,300
Reimbursements for Vehicle Replacements	989,200	989,200	999,100	1,009,100	1,019,200	1,029,400
Interest Earnings	10,000	10,000	10,000	10,000	10,000	10,000
SJVAFCD and CARB Grant Funding	100,000					
Operating Expenditures (allocations and Services Provided)	(32,600)	(32,600)	(32,900)	(33,200)	(33,500)	(33,800)
Capital Improvements	(1,558,700)	(866,200)	(1,322,200)	(754,300)	(549,600)	(1,485,600)
Total Resources Available for Future Projects	2,267,200	2,367,600	2,021,600	2,253,200	2,699,300	2,219,300

Additional Information: This fund does not receive amounts adjusted for increased replacement costs of vehicles and equipment. As a result, it requires cash infusions from time to time to accommodate the difference between the depreciated value of the vehicles and the higher replacement cost. All vehicles budgetted for replacement will receive an evaluation from Fleet to determine whether or not they have reached the end of their useful life. Some vehicles in heavy duty assignments may be replaced and reassigned to lighter duty to extend their useful life.

#	Project Description	Project Manager	Project #	Budget Impact	Budget Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Parks and Buildings Vehicle/Equipment Replacements:											
	Replace Parks Kubota Tractor					1,080,769	924,138	1,638,940	584,576	784,183	500,908
1	Budget Year / Unit# / Year / Miles 2016-17 / 314752 / 1984 / NA	Jeff Fultz	VH0140	--	N/A	35,600					
	Replace mid-size pick-up truck with utility bed with new Heavy Duty 3/4 ton pick-up truck and utility bed.										
	Budget Year / Unit / Year / Miles 2017-18 / 312256 / 1997 / 120,164 2017-18 / 312259 / 2001 / 119,565 2018-19 / 312258 / 1999 / NA 2021-22 / 312254 / 2007 / NA 2021-22 / 312950 / 2004 / NA	Jeff Fultz	VH0085	--	N/A	-	81,800	41,700	-	-	88,400
2	Replace 3/4 ton truck with utility bed with new 3/4 ton heavy duty truck and utility bed	Jeff Fultz	VH0087	--	N/A	-	40,900	-	-	86,800	-
3	Budget Year / Unit / Year / Miles 2017-18 / 312260 / 2003 / 180,574 2020-21 / 312948 / 2002 / NA 2020-21 / 312942 / 1994 / NA	Jeff Fultz	VH0087	--	N/A	-	-	-	-	-	-

Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
4	Replace current 4 X 4 Spray Truck with flat bed and spray equipment with new mid-size 4 X 4 truck with flat bed and spray equipment for weed abatement in parks operation. Budget Year / Unit / Year / Miles 2018-19 / 312239 / 1999 / 107,667 2019-20 / 312944 / 2001 / 101,855	Jeff Fultz	VH0086	--	N/A	-	66,700	-	91,000	-	-
5	Parks Pressure Washer: Replace North Star Pressure Washer. Current pressure wash is over 10 years old and breaks down often.	Tim Skobel	EQ0041	--	N/A	-	-	16,300	-	-	-
6	Parks Pull Behind Backhoe: Replace old pull behind badger back hoe. The current backhoe is over 15 years old and is costly to repair and breaks down often.	Jeff Fultz	EQ0042	--	N/A	-	-	-	16,300	-	-
7	Replace John Deere Gator at Riverway Sports Park: The current gator is over 10 years old and has high hours	Jeff Fultz	VH0088	--	N/A	-	-	-	-	19,500	-
Administration Vehicle Replacements:											
8	Replace City Manager SUV with Explorer: Existing vehicle will be transferred to lighter duty. Budget Year / Unit# / Year / Miles 2017-18 / 215224 / 2008 / 85,699	Renee Nagel	VH0141	--	N/A	-	40,000	-	-	-	-
9	Replace NRCD Prius for New Water Inspector: The City will pursue SJV Air Pollution Control grant combined with CA Air Resources Board rebate to fund \$22k of this purchase. Purchase will not move forward without grant funding. (Multi-funded: \$4k 502, \$4k 431, \$20k SJVAPCD grant, \$5,300k CARB rebate) Budget Year / Unit# / Year / Miles 2017-18 / 415001 / 2002 / 46,992	Kim Loeb	VH0130	*	N/A	29,300	-	-	-	-	-
10	Replace Animal Control Chevy Silverado 2500HD with cages with comparable vehicle Budget Year / Unit / Year / Miles 2016-17 / 151002 / 2006 / 206,725 2016-17 / 151003 / 2006 / 217,562	Mario Cifuentes	VH0143	--	N/A	84,600	-	-	-	-	-

Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Budget Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
11	Replace Animal Control Full Size Chevy Silverado with cages with comparable vehicle Budget Year / Unit / Year / Miles 2016-17 / 151001 / 2002 / 327,411	Mario Cifuentes	VH0144	--	N/A	45,700					
12	Replace Animal Control Full Size Pickup with cages with comparable vehicle Budget Year / Unit / Year / Miles 2020-21 / 151004 / 2011 / NA	Mario Cifuentes	VH0145	--	N/A					45,700	
Community Development Vehicle Replacements:											
13	Replace Chevy Astro Van with Full Size 3/4 ton Pickup Budget Year / Unit / Year / Miles 2020-21 / 412213 / 2003 / NA	Chris Tavaraz	VH0146	--	N/A	34,000					
Fire Vehicle Replacements:											
14	Replace Pierce Arrow Fire Engine with Aerial Truck: An additional ladder truck is required to maintain the City's Insurance Services Office (ISO) rating. This unit was budgeted for replacement in 2015/16 with a cost of \$616k. An additional \$418k is requested for a total of \$1m to replace the current engine with a ladder truck. At 21 years of service, this unit has exceeded its expected service life. Budget Year / Unit / Year / Miles 2016-17 / 222429 / 1995 / 219,733	Doyle Sewell	VH0095	--	N/A	418,200					
15	Replace Fire Inspector Toyota Prius: The City will pursue SJV Air Pollution Control grant combined with CA Air Resources Board rebate to fund \$25k of this purchase. Purchase will not move forward without grant funding. Vehicle will be transferred to lighter duty. Budget Year / Unit# / Year / Miles 2016-17 / 223208 / 2001 / 76,992	Danny Wristen	VH0147	--	N/A	33,300					

Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Replace Pierce Fire Engine										
	Budget Year / Unit# / Year / Miles	Doyle									
	2018-19 / 222432 / 2000 / NA	Sewell	VH0009	--	N/A						
16	2021-22 / 222434 / 2004 / NA							642,300			675,000
	Police Vehicle Replacements:										
	Replace (10) Fully equipped marked patrol units										
	Budget Year / Unit / Year / Miles										
	2016-17 / 212476 / 2007 / 102,563										
	2016-17 / 212480 / 2007 / 111,290										
	2016-17 / 212478 / 2007 / wrecked										
	2016-17 / 212479 / 2007 / 111,035										
	2016-17 / 212482 / 2007 / 107,896										
	2016-17 / 212486 / 2007 / 114,797										
	2016-17 / 212487 / 2007 / 108,262										
	2016-17 / 212506 / 2008 / 109,822										
	2016-17 / 212507 / 2008 / 103,337										
	2016-17 / 212508 / 2008 / 110,146	Dexter Valencia	VH0148	--	N/A	525,000					
17											
	Replace (4) Fully equipped marked patrol units										
	Budget Year / Unit / Year / Miles										
	2017-18 / 212483 / 2007 / 95,477										
	2017-18 / 212505 / 2008 / 94,520										
	2017-18 / 212511 / 2009 / 100,414	Dexter Valencia	VH0149	--	N/A		214,200				
18	2017-18 / 212512 / 2009 / 94,800										
	Replace (4) Fully equipped marked patrol units										
	Budget Year / Unit / Year / Miles										
	2018-19 / 212481 / 2007 / NA										
	2018-19 / 212484 / 2007 / NA										
	2018-19 / 212485 / 2007 / NA										
	2018-19 / 212504 / 2008 / NA	Dexter Valencia	VH0150	--	N/A			218,400			
19											

**Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
20	Replace (6) Fully equipped marked patrol units Budget Year / Unit / Year / Miles 2019-20 / 212513 / 2010 / NA 2019-20 / 212518 / 2010 / NA 2019-20 / 212519 / 2010 / NA 2019-20 / 212520 / 2010 / NA 2019-20 / 212521 / 2010 / NA 2019-20 / 212522 / 2010 / NA	Dexter Valencia	VH0151	--	N/A	-	-	-	334,200	-	-
21	Replace (5) Fully equipped marked patrol units Budget Year / Unit / Year / Miles 2020-21 / 212497 / 2008 / NA 2020-21 / 212509 / 2009 / NA 2020-21 / 212517 / 2010 / NA 2020-21 / 212524 / 2010 / NA 2020-21 / 212535 / 2011 / NA	Dexter Valencia	VH0152	--	N/A	-	-	-	-	284,000	-
22	Replace (4) Fully equipped marked patrol units Budget Year / Unit / Year / Miles 2021-22 / 212495 / 2008 / NA 2021-22 / 212498 / 2008 / NA 2021-22 / 212510 / 2009 / NA 2021-22 / 212514 / 2010 / NA	Dexter Valencia	VH0153	--	N/A	-	-	-	-	-	231,600
23	Replace Unmarked Police Vehicles Budget Year / Unit / Year / Miles 2017-18 / 211113 / 2006 / 92,661 2018-19 / 211114 / 2007 / NA 2018-19 / 211115 / 2007 / NA 2018-19 / 222124 / 2007 / NA 2019-20 / 215922 / 2008 / NA 2021-22 / 212927 / 2009 / NA 2021-22 / 215226 / 2010 / NA 2021-22 / 215923 / 2008 / NA	Dexter Valencia	VH0154	--	N/A	-	39,300	120,300	40,800	-	155,000

Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
24	Replace Unmarked Police Vehicles (a Honda Civic and a Prius) with plug-in vehicles. The City will pursue SJV Air Pollution Control grant combined with CA Air Resources Board rebate to fund \$50k of this purchase. Purchase will not move forward without grant funding. Existing vehicles will be transferred to lighter duty. Budget Year / Unit / Year / Miles 2016-17 / 172228 / 2006 / 75,186 2016-17 / 211110 / 2002 / 67,726	Dexter Valencia	VH0155	--	N/A	74,800	-	-	-	-	-
25	Replace Ford F350 1 ton for crime lab Budget Year / Unit / Year / Miles 2016-17 / 215913 / 2003 / NA	Dexter Valencia	VH0156	--	N/A	-	-	73,700	-	-	-
26	Replace Marked Police Motorcycles Budget Year / Unit / Year / Miles 2020-21 / 213336 / 2015 / NA 2020-21 / 213337 / 2015 / NA 2020-21 / 213338 / 2015 / NA 2020-21 / 213339 / 2015 / NA 2020-21 / 213340 / 2015 / NA 2020-21 / 213341 / 2015 / NA 2020-21 / 213342 / 2015 / NA 2020-21 / 213343 / 2015 / NA 2020-21 / 213344 / 2015 / NA	Dexter Valencia	VH0157	--	N/A	-	-	-	-	-	255,600
27	Replace fully equipped marked K-9 Patrol units. K9 service is a heavy duty assignment which shortens the expected life of a police vehicle. Once replaced, these vehicles will be transferred to light duty assignments. Budget Year / Unit / Year / Miles 2016-17 / 212527 / 2010 / 75,122 2016-17 / 212530 / 2010 / 80,286	Dexter Valencia	VH0158	--	N/A	113,200	-	-	-	-	-
28	Replace Yukon SUV's Budget Year / Unit / Year / Miles 2016-17 / 215225 / 2008 / 141,402 2018-19 / 215222 / 2007 / NA (PAL vehicle)	Dexter Valencia	VH0159	--	N/A	60,000	-	49,300	-	-	-

**Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
29	Replace Ford F250 3/4 ton Pickup for Traffic Budget Year / Unit / Year / Miles 2017-18 / 213203 / 2003 / 46,346	Dexter Valencia	VH0160	--	N/A	-	72,300	-	-	-	-
30	Replace Full size Pickups Budget Year / Unit / Year / Miles 2019-20 / 215227 / 2009 / NA 2020-21 / 215228 / 2009 / NA 2020-21 / 215234 / 2009 / NA	Dexter Valencia	VH0161	--	N/A	-	-	-	55,700	113,600	-
31	Replace Ford Escape SUV Hybrids Budget Year / Unit / Year / Miles 2021-22 / 215924 / 2008 / NA 2021-22 / 215925 / 2008 / NA	Dexter Valencia	VH0162	--	N/A	-	-	-	-	-	80,000
Streets Vehicle and Equipment Replacements:											
32	Replace 1 Ton Dump Truck: This unit is old and obsolete. Streets division uses this equipment regularly in their paving maintenance operations. Budget Year / Unit / Year / Miles 2016-17 / 314953 / 1993 / 83,211	Norm Goldstrom	VH0076	--	N/A	65,000	-	-	-	-	-
33	Additional funding for New Streets Service truck w/man Lift: Total of \$150k funded with \$110k prior year appropriation and additional \$40k in 2016/17. New truck will allow the 2 existing full-time electricians that work on street signals and street lights to work at different sites simultaneously.	Norm Goldstrom	VH0010	*	N/A	40,000	-	-	-	-	-
34	Replace John Deere Grader "C": The CA Air Resources Board is phasing out the type of engine that runs this piece of equipment. Streets division uses this equipment regularly in their paving maintenance operations. Budget Year / Unit / Year / Hours 2017-18 / 314809 / 1997 / 2,991	Norm Goldstrom	VH0070	--	N/A	-	250,000	-	-	-	-

**Vehicle Replacement - 502 (5020)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
35	Replace John Deere Loader: The CA Air Resources Board is phasing out the type of engine that runs this piece of equipment. Streets division uses this equipment regularly in their paving maintenance operations. Budget Year / Unit / Year / Hours 2017-18 / 314847 / 2000 / 4,792	Norm Goldstrom	VH0072	--	N/A	-	200,000	-	-	-	-
36	Replace (2) Pullback Trailers: 50,000 lbs 3 axle pullback trailer. This unit is old and obsolete. Streets division uses this equipment regularly in their paving maintenance operations. Budget Year / Unit# / Year 2018-19 / 314757 / 1991 (Brock)	Norm Goldstrom	EQ0037	--	N/A	-	-	37,500	-	-	-
37	Replace Transfer Dump Truck and Trailer: (This is a set, truck and trailer). The CA Air Resources Board is phasing out the type of engine that runs this piece of equipment. Streets division uses this equipment regularly in their paving maintenance operations. Budget Year / Unit / Year / Miles / Hours 2019-20 / 314925 / 1994 / 98,468 / 6,111 (Truck) 2019-20 / 314961 / 1994 / NA / NA (Trailer)	Norm Goldstrom	VH0075	--	N/A	-	-	-	200,000	-	-
						1,558,700	866,200	1,322,200	754,300	549,600	1,485,600

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 301".

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

**Police Measure T Vehicle Replacement - 503 (5030)
2016/17 - 2021/22 Capital Improvement Program**

This fund is supported by Measure T, on a cost reimbursement basis, for replacement of the current Measure T - Police operational fleet as each vehicle reaches its full useful life.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	554,200	481,700	514,190	329,290	363,290	399,590
Reimbursements for Vehicle Replacements	85,000	85,000	86,700	88,400	90,200	92,000
Interest Earnings	3,900	5,000	5,400	5,400	7,100	9,500
Operating Expenditures (allocations and Services Provided)	(3,900)	(3,910)	(4,000)	(4,100)	(4,200)	(4,300)
Capital Improvements	(157,500)	(53,600)	(273,000)	(55,700)	(56,800)	-
Total Resources Available for Future Projects	481,700	514,190	329,290	363,290	399,590	496,790

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 departments.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Replace Measure T Marked Patrol Vehicles Budget Year / Unit / Year / Miles 2016-17 / 212488 / 2007 / 115,231 2016-17 / 212491 / 2007 / 108,885 2016-17 / 212492 / 2007 / 116,905 2017-18 / 212489 / 2007 / 96,472	Dexter Valencia	VH0101	--	N/A	157,500	53,600	-	-	-	-
2	Replace (5) Measure T Marked Patrol Vehicles Budget Year / Unit / Year 2018-19 / 212502 / 2008 2018-19 / 212503 / 2008 2018-19 / 212499 / 2008 2018-19 / 212500 / 2008 2018-19 / 212501 / 2008	Dexter Valencia	VH0163	--	N/A			273,000			
3	Replace Measure T Marked Patrol Vehicles Budget Year / Unit / Year 2019-20 / 212509 / 2009	Dexter Valencia	VH0164	--	N/A				55,700		

**Police Measure T Vehicle Replacement - 503 (5030)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
4	Replace Measure T Marked Patrol Vehicles Budget Year / Unit / Year / Miles 2020-21 / 212510 / 2009	Dexter Valencia	VH0165	--	N/A	157,500	53,600	273,000	55,700	56,800	-

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 301".

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

**Information Systems - 511 (5110)
2016/17 - 2021/22 Capital Improvement Program**

This fund is made available from City Departments, on a cost reimbursement basis, for internal services provided for the operation and replacement costs associated with the organization's computer and communications technology, including Geographic Information Systems and Telephone Services.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	(1,388,500)	(937,200)	281,100	1,380,700	2,015,900	2,587,200
Revenues	5,100	3,100	3,100	3,100	3,100	3,100
Reimbursements	2,697,300	2,698,300	2,725,300	2,752,600	2,780,100	2,807,900
Operating Expense and Salaries	(1,955,600)	(1,267,200)	(1,292,500)	(1,318,400)	(1,344,800)	(1,371,700)
Services Provided / Allocations	(40,500)	(40,900)	(41,300)	(41,700)	(42,100)	(42,500)
Capital Improvements	(255,000)	(175,000)	(295,000)	(760,400)	(825,000)	(1,529,000)
Total Resources Available for Future Projects	(937,200)	281,100	1,380,700	2,015,900	2,587,200	2,455,000

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 150 mobile computers utilized in vehicles for Police and Fire. One half of these MDTs (60 for PD Patrol units and 15 for Fire Apparatus) will be upgraded to Rugged Tablets and the remaining MDTs will be replaced with standard models comparable to the ones currently used. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule. (Multi-funded: Project total of \$389k from \$100k Federal Asset Forfeiture (622), \$50k COPS grant (631), \$135k Computer Replacement (511), \$50k prior year General Fund and \$54k 2016/17 General Fund (001).)	Mike Allen	CP8172	***	N/A	135,000	-	-	75,000	-	350,000
2	Fiber optic network buildout to various City facilities: Project to continue connection of City facilities to the City network for voice and data communications. 2016-17 segment to run west on School from Santa Fe, cross Court St, and tie-in Senior Center and Town Meadows. 2017-18 segment to run from VECC on Burke St to Corporation Yard (Sonic - Ben Maddox). 2018-19 segment to run from CH West (707 W Acequia) to Rec Park (345 N Jacob) and baseball diamond. 2019-20 segment to run from VECC (Burke St) by old Cal Trans yard and up to Police District 1 (NW Pearl).	Mike Allen	CP0225	--	B20	75,000	75,000	75,000	150,000		

**Information Systems - 511 (5110)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	Computer/Peripheral Replacement: Routine replacement of various computer and communication systems. This might be a PC, printer, switch, or other equipment. These are funded through already collected depreciation funds. (\$45,000 annually for 2016 through 2021). 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.	Mike Allen	CP9997	--	N/A	45,000	45,000	45,000	45,000	45,000	45,000
4	Replace Mobile Devices: Routine replacement of mobile devices for Buildings, Public Works, and Fire inspections. Funded through the 511 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. Devices are on a 4-year replacement cycle, last replaced in 2015	Mike Allen	CP8378	--	N/A	-	55,000	-	-	-	60,000
5	The IT Strategic Plan lays out the organization's priorities for IT projects and staffing requirements. This plan has a history of prior plans (2002, 2014) and covers a limited (5 year) planning horizon, due to changing organizational priorities and technology. Scheduled for Summer 2019 for refresh. This plan has a history of prior plans (2002, 2014) and covers a limited (5 year) planning horizon due to changing organizational priorities and technology. By restarting the process late 2019, a fresh plan will be in place as the last one has completed.	Mike Allen	CP8164	--	N/A	-	-	100,000	-	-	-
6	Website Redesign Refresh: Planned redesign / refresh of the existing City's websites and social media connection points. This refresh was last performed Spring 2014 and typically must be revisited every few years (this is a planned 5 year refresh). Dated or stale appearing web pages quickly lose citizens' interest. While staff diligently updates and maintains information now, the overall appearance of the site periodically must change to maintain interest. At a 5 year redesign timeframe, this "refresh" is deferred longer than normal and truly needs to be performed.	Mike Allen	EQ0068	--	N/A	-	-	75,000	-	-	-

Information Systems - 511 (5110)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
7	Replace Xotech Storage Systems: Routine replacement of existing SAN storage systems. These storage systems have been in place since October 2013, although some changes and additions have been made to the systems since then. Growth of data storage needs and system obsolescence necessitate wholesale replacement of these units. Last replaced Spring 2016, on a 4 year replacement.	Mike Allen	CP8381	--	N/A	-	-	-	210,400	-	-
8	Additional Xotech Storage: Additional storage space for City servers. This is a routine expansion of the existing data storage systems. Ongoing maintenance is included in the cost. The City servers utilize shared storage (virtual storage) for all data. With the proliferation of data, images, and videos of City business comes the demand for storage expansion. Additionally, longer data retention cycles (many mandated by law) require this expanded storage space.	Mike Allen	EQ0069	--	N/A	-	-	-	150,000	-	-
9	Computer Server Replacement: Routine replacement of citywide computer servers. These are funded through already collected depreciation funds in the 511 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. These servers have a 5-year replacement cycle. Last replaced Fall 2015	Mike Allen	CP9998	--	N/A	-	-	-	130,000	-	-
10	Communications Network Replacement: Routine replacement of core communications network equipment. Core switch replacement. Funded through 511 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. The core network equipment has a 7-year replacement cycle, last replaced in 2011. Existing equipment replacement has been stretched to its limit.	Mike Allen	CP8246	--	various	-	-	-	-	520,000	-

**Information Systems - 511 (5110)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
11	Phone System Replacement: Routine replacement of telephone systems and handsets. Funded from 511 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. Telephones have a 10-year replacement cycle, first placed in 2001. Last replaced in 2011.	Mike Allen	CP8247	--	N/A					180,000	
12	Network Printer Replacement: Routine replacement of departmental network printers. Funded through the 511 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. Printers are on a 5-year replacement cycle, last replaced Spring 2016.	Mike Allen	CP8248	--	N/A					80,000	
13	Desktop PC & MS Replacement: Routine replacement of desktop PCs, laptops, and software. Funded through the 511 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 5-year replacement cycle, last replaced Winter 2016.	Mike Allen	CP9799	--	N/A						724,000
14	Replace City Copier/Scanners: Routine replacement of City copiers/multi-function devices (MFPs). These devices are covered under the 511 replacement fund and have a 5 year replacement cycle. The copiers themselves have many moving parts, significant wear-and-tear due to usage, and increased maintenance calls or out-of-service issues. There are approximately 50 of these devices. These devices are covered under the 511 replacement fund and were last replaced in 2016. No additional impact on operating costs beyond what is currently incurred.	Mike Allen	EQ0067	--	N/A	255,000	175,000	295,000	760,400	825,000	350,000
											1,529,000

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 301".

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

**Buildings Maintenance Fund - 531 (5310)
2016/17 - 2021/22 Capital Improvement Program**

This fund is supported by General Fund Departments, on a cost reimbursement basis, for maintenance of City Owned Buildings.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	252,200	327,200	102,200	132,200	157,200	222,200
Capital Improvements	(50,000)	(350,000)	(95,000)	(100,000)	(60,000)	-
Transfers in from General Fund	125,000	125,000	125,000	125,000	125,000	125,000
Total Resources Available for Future Projects	327,200	102,200	132,200	157,200	222,200	347,200

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Roof Repair-City Owned Buildings: 2016/17 & 2017/18 - City Hall East \$477k 2018/19 - Bldg/Parks Shop \$95k 2019/20 - ACC Main Room \$100k 2020/21 - Fairview CC \$60k (Multi Funded: Project total of \$732k funded from \$655k Building Maintenance (531) and \$77k prior year Building Safety (401).)	Ray Palomino	CP0091	--	B19	50,000	350,000	95,000	100,000	60,000	-
						50,000	350,000	95,000	100,000	60,000	-

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 301".

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

**Multi-Fund - 301 (3010)
2016/17 - 2021/22 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.

Executive Summary

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	-	-	-	-	-	-
Capital Expenditures	(16,596,200)	(5,009,500)	(15,141,000)	(7,371,000)	(1,650,500)	(1,330,000)
Transfer out of Project Expenditures to funding Source funds	16,596,200	5,009,500	15,141,000	7,371,000	1,650,500	1,330,000
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 150 mobile computers utilized in vehicles for Police and Fire. One half of these MDTs (60 for PD Patrol units and 15 for Fire Apparatus) will be upgraded to Rugged Tablets and the remaining MDTs will be replaced with standard models comparable to the ones currently used. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule. (Multi-funded: Project total of \$389k from \$100k Federal Asset Forfeiture (622), \$50k COPS grant (631), \$135k Computer Replacement (511), \$50k prior year General Fund and \$54k 2016/17 General Fund (001).)	Mike Allen	CP8172	***	N/A	339,000			75,000		350,000
2	Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Remaining total of \$489k funded from \$322k Solid Waste (441), \$26k Storm Sewer (481) and \$140k General Fund (001) including prior year funding.)	Norm Goldstrom	CP8340	--	B2	150,000					

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
3	East Side Regional Park & Ground Water Recharge: Design and environmental work for the East Side Regional Park & Groundwater Recharge Project consisting of park master planning, preliminary engineering for recharge facilities and project level EIR. The completed design and environmental work will put the project in a good position to seek grant funding opportunities with a well planned package. The additional appropriation is needed to add a noise study and to expand the traffic impact study to meet Caltrans' requirements for impacts to SR-198 and SR-216. Project total of \$430k is funded from \$194k Groundwater Recharge (224), \$128k Sport Park Reserve (004), \$89k Park Impact Fee (211), 10k Transportation Impact (241) and \$9k Waterways (261), all of which include prior year funding.	Doug Damko	CP0123	***	TBD	68,500	-	-	-	-	-
4	Corp Yard New Site Development: Site development for property acquired adjacent to existing Corporation Yard. Development of property North of existing Corporation Yard. Project to include all grading, drainage, NPDES permit requirements, paving, utilities and lighting on 3.74 acres. (Multi Funded: Project total of \$678k funded from \$109k Corp Yard Impact Fee (103), \$434k Solid Waste (441), \$14k Storm Sewer (481) and \$122k Fleet (501), all including prior year funding.)	Adam Ennis	CP0047	**	B2	161,800	-	-	-	-	-
5	Public Works Administrative Complex Buildings: Funding for Tenant Improvements for the new Public Works Administrative Complex in the recently purchased "Sonic" buildings at 440 N. Ben Maaddox. The current 2,700 sq ft building is no longer large enough to support the Administration division for the department. The new administration buildings can be built out to accommodate current and future needs. The old building will be repurposed for use by other City divisions located at the Corporation Yard. (Multi Funded: Project total of \$995k funded from \$99k Corp Yard Impact Fees (103), \$443k WWTP (431), \$425k Solid Waste (441) and \$28k Storm Sewer Maint (481).	Adam Ennis	CP0046	***	B1	835,000	-	-	-	-	-

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
6	Public Safety Traffic signal Pre-emption System: Install 5 Emergency Vehicle Pre-emption Systems per year in existing signals. This system allows emergency response vehicles to control traffic signals along their route. To date 50 signals out of 125 signals in the city are in need of retrofit. From 16/17 onward, 5 per year will be installed, completing the remaining 50 signals by 2026. (Multi-funded: \$50k each year from \$37.5k Fire Impact Fees (106) and \$12.5k General Fund (001).)	Eric Bons	CP9531	--	Various	50,000	50,000	50,000	50,000	50,000	50,000
7	Cameron Creek Park & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. (Multi-funded: Project total \$750k from Recreation (211) \$375k and Storm Sewer (221) \$375k FROZEN.)	Nick Mascia	CP8103	***	TBD	-	-	375,000	-	-	-
8	Hillsdale Park/Storm Basin: Acquisition of three parcels for remaining setback for future development as a passive recreational open space and naturally shaped drainage basin to serve existing and planned development north of Highway 198 and both east and west of Shirk Street. The basin will utilize a pipeline in Preston St to receive water from Mill Creek for storm layoff and recharge purposes. Acquire 13.8-acre parcel in FY 18/19 and two parcels of 4.1-acres total in FY 20/21. This section of the setback area will serve the immediate neighborhoods and includes planning of other setback areas to the south and the west. (Multi Funded: Total of \$1.3m funded from Storm Sewer (221) \$408k FROZEN , Recreation (211) \$527k and Storm Sewer Deficiency (222) \$408k. FROZEN)	Nick Mascia	CP9719	**	A1	-	-	305,000	-	102,500	-

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
9	Shannon Parkway Street & Storm Sewer: Design and Construct Shannon Parkway Storm Drain and Street Improvements from Fairway Street to Giddings Street. Completion of the 54" storm drain is necessary for two reasons: 1) To serve the new school being constructed on the northwest corner of Giddings St. and Shannon Pkwy and 2) to backfill the temporary storm retention basin to accommodate construction of the Riverway Sports Park, Phase 5. Street improvements are necessary because of increased traffic to the new school. (Multi-funded: Total of \$2.2m funded from \$582k Storm Sewer (221) and \$1.57m Transportation Impact Fee (241).)	Fred Lampe	CP0151	*	B6	2,152,500					
10	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54. allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. (Project total of \$915k from \$105K prior year Storm Sewer (221), \$615K 2018-19 Storm Sewer and \$195K Storm Sewer Deficiency (222).)	Doug Damko	CP9796	*	B7	-	-	810,000	-	-	-
11	Modification of Traffic Signal at Demaree & Goshen: Project will widen the intersection of Demaree St. at Goshen Ave. It includes upgrading the Railroad tracks & equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will be needed. The project limits are along Goshen Avenue, 700' west and east of Demaree; along Demaree Street, 2000' south and 1100' north of Goshen. (Multi-funded: Total of \$5.67m funded from \$1.24m prior year and additional \$2.5m Measure R Local (131), \$300k prior year Grant (231) and \$1.64m Transportation Impact Fee (241).)	Nick Mascia	CP8123	--	B10	3,894,900	234,500	-	-	-	-

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
12	<p>Tulare Ave at Santa Fe Roundabout: The project will replace the existing all-way stop at the intersection of Tulare Avenue and Santa Fe Street with a round-about. There are existing utilities to be relocated and minor right of way acquisitions. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. The round-about will provide a means for traffic to move through the intersection, reduce the severity of traffic collisions, and reduce vehicle emissions. In addition, a round-about will improve the north/south connectivity along the Santa Fe Street corridor. (Multi-funded: Total of \$2.4m funded from \$500k TIF (241), \$230k Measure R Regional (131) and \$1.67m CMAQ grant (281).)</p>	Nick Mascia	CP0197	--	D7	500,000	1,900,000				
13	<p>Traffic Control Signal Installation: Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. It is anticipated that the intersection of Riggins Avenue at Mooney Boulevard and County Center at Houston Avenue will be signalized in FY 16/17. In FY 17/18 the intersection of Akers Street at Ferguson Avenue will be signalized. (Multi Funded: 6-year total of \$3.1m funded from \$1.2m Measure R Local (131) and \$1.9m Local Transportation Development (281).)</p> <p>Annual Traffic Counts: Traffic counts, speed survey & supplemental services to assist staff with increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections to help relieve vehicle congestion. As the City grows, an increased number of vehicles, bikes, or pedestrians travel through our intersections. These funds will allow the City to perform yearly traffic counts to ensure the appropriate traffic control at those intersections. In addition, these traffic counts help provide information for economic development and traffic signal coordination. (Multi Funded: Project annual funding of \$45k funded from \$35k Gas Tax (111) and \$10k TCAG funding (281).)</p>	Nick Mascia	CP0038	--	A7 2 locations	800,000	485,000	470,000	470,000	470,000	470,000
14		Eric Bons	CP8101	--	Various	45,000	45,000	50,000	50,000	50,000	50,000

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
15	Near Term Lovers Lane Interchange at SR 198: The near term improvements to the existing interchange at Lovers Lane and State Route 198 includes work to provide operational improvements to the area. The project includes demolition of existing curb, gutter, pavement, embankments, and other miscellaneous features. The project will install new curb, gutter, pavement, and widen Lovers Lane under the freeway to provide additional sidewalk and turn lanes. It will also modify the existing hook ramps located in the north east quadrant, to provide additional improvements. This budget does not include possible modifications to the existing Cal Water well, which could go up to \$3M. (Multi-funded: Project total of \$17.3m funded with \$15.7m Measure R Regional (133), \$486k funds received from Wal Mart (281), and \$937k prior year Measure R local (131).)	Nick Mascia	CP9958	--	D5	1,644,000	2,610,000	10,676,000	1,266,000		
16	Downtown/NW Intelligent Transportation System (ITS) Signal Interconnect Update: The project will replace the aging copper wire traffic signal interconnect system with fiber optic cable within Murray Avenue between Divisadero Street and Giddings Street between Murray Avenue and Main Street, and within Center Avenue between Hall Street and Conyer Street within the existing conduits. The truck line fiber optic cable will be installed in Acequia Avenue between Conyer Street and Santa Fe Street, Santa Fe Street between Acequia Avenue and School Avenue, and in School Avenue between Santa Fe Street and into the VECC building. The traffic signal interconnect cable replacement will create a fiber optic cable back bone structure that will extend the existing interconnection system. This project is contingent upon the receipt of CMAQ funding. (Multi-funded: Project total of \$800k funded from \$91k Measure R Regional (133) and \$709k CMAQ grant (281).)	Eric Bons	CP0200	--	B16		800,000				

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
17	Caldwell Avenue Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Caldwell Ave. between Santa Fe St. and Lovers Lane interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system utilizing Congestion Mitigation and Air Quality (CMAQ) grant funding. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.76m funded from \$210k Measure R Regional and \$1.55m CMAQ grant (281).)	Eric Bons	CP0198	--	D6	-	-	-	1,760,000		
18	Houston Avenue Intelligent Transportation System (ITS) Interconnection Project: The project is to install signal interconnect conduit in Houston Avenue from Demaree St. to Divisadero St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Project total of \$1.6m funded from \$180k Measure R Regional (133) and \$1.42m CMAQ grant (281).)	Nick Mascia	CP0201	--	B17						1,600,000

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
19	Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. (Multi-funded: Total of \$1.6m funded from \$790k Measure R Regional and \$1.4m CMAQ grant (281).)	Eric Bons	CP0199	--	B15	600,000			1,590,000		
20	Packwood Creek Trail including three sections: Design and construction of a 10' wide Class 1 multi-use Packwood Creek Trail between Santa Fe Trail to Crumal. Project includes acquisition of 6.79 acres and construction of 1.17 miles of asphalt trail with landscape & irrigation, amenities, striping and signage. Additional funds are being requested to provide the funding for conditions imposed on the project thru the environmental process, increased land acquisition costs due to the appraisal on the properties and an estimate of construction costs based on the topographic survey. (Multi Funded: Project total of \$1.8m funded with \$847k prior year CMAQ (281), \$383k prior year Meas R Trailways and \$569k 2016/17 Measure R Trailways (132).)	Vaughn Melcher	CP0012	**	Parks and Trails map page 141	569,600					

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
21	Jennings Ditch Trail and Landscaping: Design and construction of approx. 1,850' of a 10' wide Class 1 multi-use Jennings Ditch Trail and approx. 467' of a DG trail between Burke Street and Goshen Avenue. Project includes trail amenities, solar lighting and landscape & irrigation improvements. Additional funding is necessary to prepare for and acquire the Regulatory Agency permits (401/404/1602) for Jennings Ditch, pay actual fee of the design consultant and estimated costs of construction staff. (Multi funded: Project total of \$1.02m funded from \$342k prior year Meas R Trails, \$478k 2016/17 Meas R Trails (132) and \$204k prior year Urban Greening Grant (UGG) funds (281).)	Vaughn Melcher	CP0121	**	Parks and Trails map page 141	478,000	-	-	-	-	-
22	St Johns Bike/Pedestrian Trail - Riffin to Dinuba Blvd: Design and construction of 1.1 miles of a 12' wide Class 1 multi-use St. John's River Trail between Riffin Avenue to Dinuba Blvd. Project includes land acquisition of 11.03 acres of ROW and landscape & irrigation improvements. Construction includes trail amenities, signage and striping. The request for additional funds is to cover an increase in the land acquisition costs conforming to the actual appraisal of the land. The appraisal is based on the highest and best use of the land on which the trail is being constructed. (Multi Funded: Project total of \$1.5m funded from \$611k prior year CMAQ (281), \$422k prior year Meas R Trails, and \$467k Measure R Trails (132).)	Vaughn Melcher	CP8131	**	Parks and Trails map page 141	467,000	-	-	-	-	-
23	Northern Santa Fe Bike/Pedestrian Trail-Houston to Riffin: Design and construction of 5,300' of 12' wide Class 1 multi-use Santa Fe Trail between Houston and Riffin Avenues including paving, trail lighting, striping and signage and a culvert at Modoc Ditch. Project includes biological, geotechnical, and environmental testing and preliminary design of future Santa Fe Street alignment. Additional funds requested due to testing and remediation of soil contaminants found within project site, biological studies required thru the environmental process, regulatory permitting issues pertaining to Modoc Ditch, extra consultant's fees due to project delays and increased costs of construction. (Multi Funded: Project total of \$1.6m funded with prior year CMAQ grant (281) \$560k, \$848k prior year Meas R Trails, and 2016/17 Meas R Trails (132) \$199k.)	Vaughn Melcher	CP8118	**	Parks and Trails map page 141	199,400	-	-	-	-	-

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
24	<p>Mill Creek Arboretum Trail: Design and construct 1,500 lf of 8' wide Class 1 Mill Creek Arboretum Trail along the north side of the west campus of Redwood High School between Giddings Street and Dollner Street. This request for additional funding includes regulatory permitting for the 401/404/1602 permits, and increase in construction costs since the original funding application was prepared, additional costs for extension of an irrigation culvert and City construction management services. (Multi Funded: Project total of \$524k funded with Meas R Trails (132) \$508k and \$16k Prior Year Waterway (261) funding.)</p>	Vaughn Melcher	CP8182	**	Paiks and Trails map page 141	-	-	-	-	508,000	-
25	<p>Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. This project is funded with Measure R Regional Funds. (Multi Funded: Project total of \$4.1 million funded from \$3.9 million Measure R Regional and \$230k prior year Gas Tax (11).)</p>	Fred Lampe	CP9485	--	C4	1,099,800	-	-	-	-	-

Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
26	Lower Kaweah River and Mill Creek System: Lower Kaweah River and Mill Creek System (Prop 84 Grant) Flood Control Improvements along Lower Kaweah River & Mill Creek System (PROP 84 GRANT) The project will increase storm water layoff capacity through two on-stream basins east of Visalia and allow the City to work with Kaweah Delta Water Conservation District to throttle down flows in Mill Creek, which is the primary historical source of flooding in the city. The additional funding has been identified through the preliminary engineering work done to-date that has resulted in increased dirt moving quantities and increased unit prices to move the dirt. (Multi-funded: Project total of \$7.5M from \$4.6M prop 84 grant (001) awarded to the City and \$2.9M matching funds from Storm Sewer Deficiency (222), including prior year funding).	Doug Danko	CP8334	**	A3	1,801,800	-	-	-	-	-
27	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded annually \$25-50k Storm Sewer Maintenance (481) and \$50k Storm Water Deficiency (222).	Jim Ross	CP8232	--	various	100,000	100,000	75,000	75,000	75,000	75,000
28	Corp Yard Storm Water Drainage: Install Storm Drainage System at the Corporation Yard to provide grease & sediment treatment to the existing Corporation Yard storm water drainage system. (Multi-funded: Project total of \$90k from \$68k Solid Waste (441), \$9k WWTP (431), \$13k General Fund (001) including prior year.)	Adam Ennis	CP8216	--	B2	3,600	-	-	-	-	-
29	Lift Station Improvements & Pump Replacement: Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings for sanitary and storm lift stations. (Multi Funded: 50% from 431 and 50% from 481.)	Jim Ross	CP8266	--	N/A	300,000	300,000	300,000	300,000	300,000	300,000
30	Manhole Repairs: Repair and raise manholes throughout the City's storm and sewer system. Multi funded \$25k Wastewater (431) \$10k Storm Sewer (481) each year.	Jim Ross	CP8238	--	N/A	35,000	35,000	35,000	35,000	35,000	35,000
31	Closed Circuit Television (CCTV) Inspection Equipment Van (318729): Replace old outdated equipment trailer with a self-contained mobile unit used to perform sanitary and storm sewer inspections throughout the City. (Multi Funded: Project total of \$218k funded from \$33k Storm Sewer Maint (481) and \$185k Wastewater (431).)	Jim Ross	E00010	--	N/A	218,000	-	-	-	-	-

**Multi-Fund - 301 (3010)
2016/17 - 2021/22 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
32	Replace NRCD Prius for New Water Inspector: The City will pursue SJV Air Pollution Control grant combined with CA Air Resources Board rebate to fund \$22k of this purchase. Purchase will not move forward without grant funding. (Multi-funded: \$4k 502, \$4k 431, \$20k SJVAPCD grant, \$5,300k CARB rebate) Budget Year / Unit# / Year / Miles 2017-18 / 415001 / 2002 / 46.992 Roof Repair-City Owned Buildings: 2016/17 & 2017/18 - City Hall East \$477k 2018/19 - Bldg/Parks Shop \$95k 2019/20 - ACC Main Room \$100k 2020/21 - Fairview CC \$60k (Multi Funded: Project total of \$732k funded from \$655k Building Maintenance (531) and \$77k prior year Building Safety (401).)	Kim Loeb	VH0130	*	N/A	33,300					
33		Ray Palomino	CP0091	--	B19	16,596,200	5,009,500	15,141,000	7,371,000	1,650,500	1,330,000

Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is show n in its entirety in the "Multi-Resources Fund 301".

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

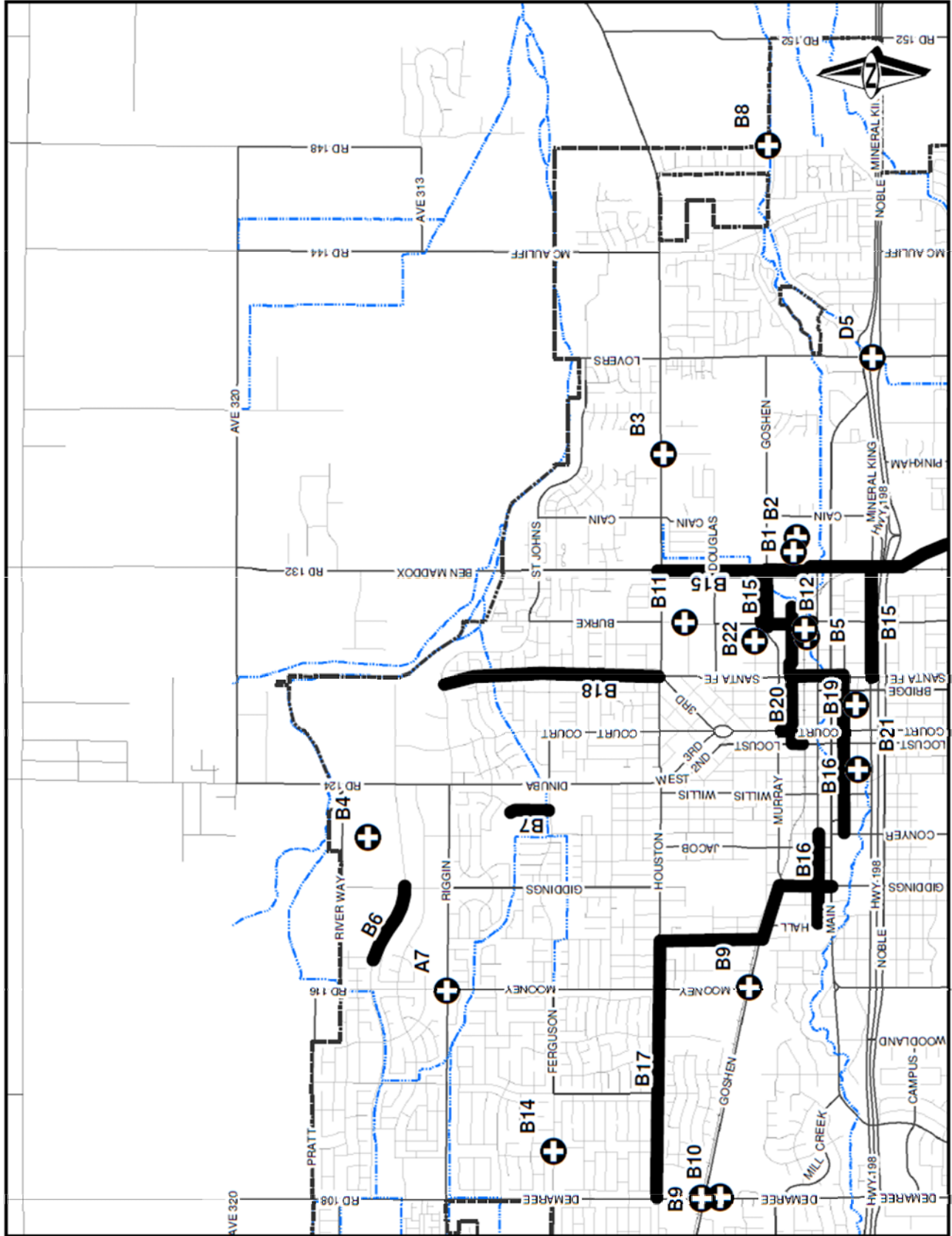
Directory of Map Points

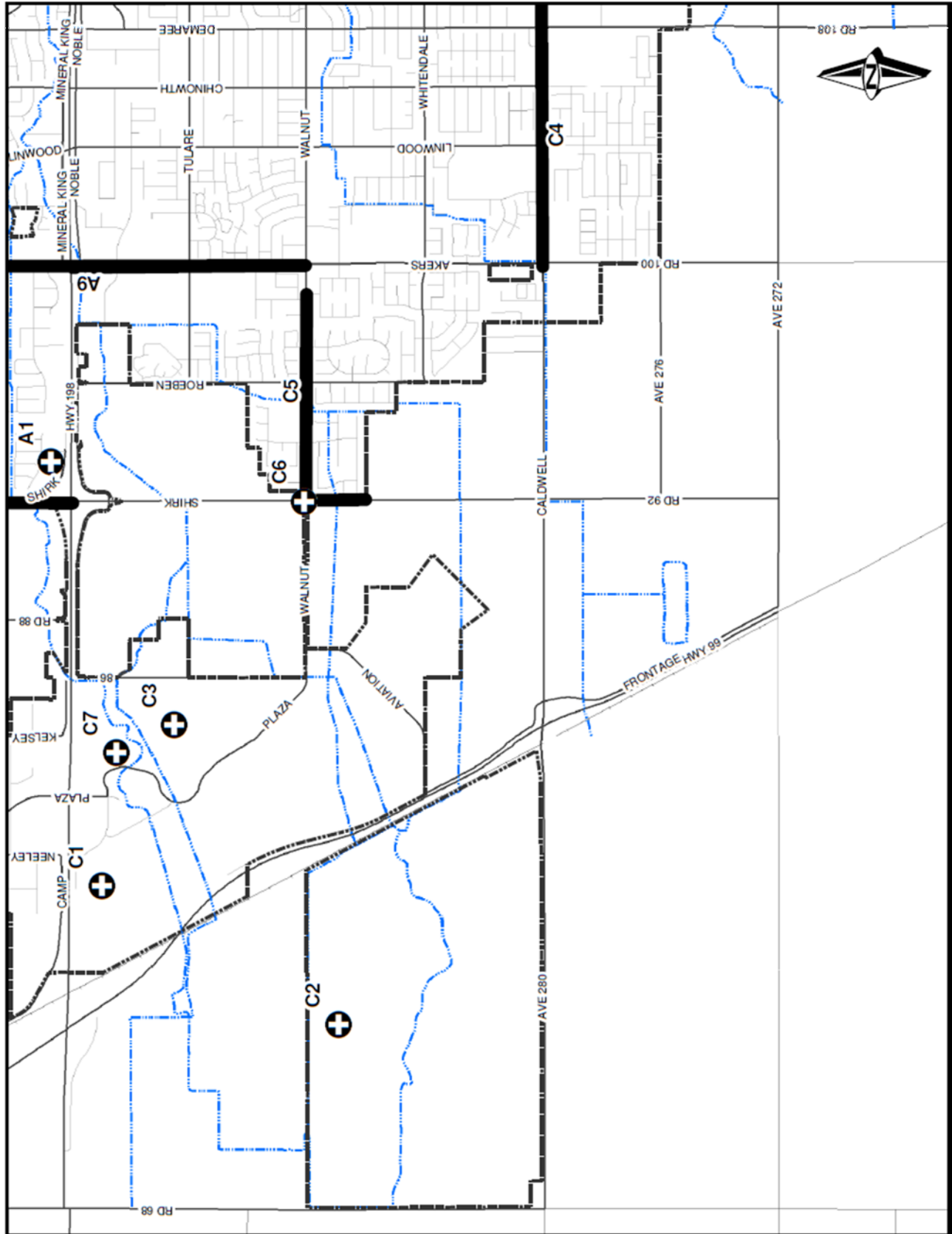
Map Point	Project/Description	Fund	Fund Description
A1	Hillsdale Park/Storm Basin	211	Recreational Facilities
A2	North Shirk Storm Drain Line Extension	221	Storm Sewer Construction
A3	Lower Kaweah River and Mill Creek System	222	Storm Sewer Deficiency
A4	North Shirk Sewer Line Extension	231	Wastewater Trunkline
A5	Mill Creek Bridge east of Shirt	261	Waterways
A6	Traffic Signal at Akers & Ferguson	111	Gas Tax
A7	Traffic Control Signal Installation	131	Measure R Local
		281	State Transportation
A8	Widen Shirk from State Route 198 to Goshen Avenue	131	Measure R Local
A9	Akers Street Traffic Signal Interconnect	131	Measure R Local
A10	Traffic Signal at Riggin Avenue & Shirk Street	241	Transportation Impact Fee
B1	Public Works Administrative Complex Buildings	103	Corporation Yard Impact Fee
		431	Wastewater
		441	Solid Waste
		481	Storm Sewer Maintenance
B2	Cal Trans Yard Renovation/Rehabilitation	441	Solid Waste
	Corp Yard New Site Development	103	Corporation Yard Impact Fee
		431	Wastewater
		441	Solid Waste
		481	Storm Sewer Maintenance
		501	Fleet Maintenance
	Corp Yard Paving	001	General Fund
		441	Solid Waste
		481	Storm Sewer Maintenance
	Corp Yard Storm Water Drainage	431	Wastewater
441		Solid Waste	
Solid Waste Building Warehouse Insulation	441	Solid Waste	
B3	Install Sanitary Sewers in County Islands	431	Wastewater
	K Road Island Annex Sanitary Sewer	232	Sewer Connection
B4	Riverway Sports Park Phase 5	211	Recreational Facilities
B5	East Civic Center Park	211	Recreational Facilities
B6	Shannon Parkway Street & Storm Sewer	221	Storm Sewer Construction
		241	Transportation Impact Fee
B7	Highland Avenue Storm Drain	221	Storm Sewer Construction
		222	Storm Sewer Deficiency
B8	Mill Creek Bridge on Greenway Trail	261	Waterways
B9	Railroad Crossing Upgrades	111	Gas Tax
B10	Modification to Traffic Signal at Demaree & Goshen	131	Measure R Local
		241	Transportation Impact Fee
B11	Burke Street Connection to Roosevelt	131	Measure R Local
B12	School Avenue Extension	131	Measure R Local
B13	Burke Street from Mill Creek to Goshen Avenue	131	Measure R Local
B14	Safe Routes to School (SR2S)	131	Measure R Local
B15	Ben Maddox Way Traffic Signal Interconnect	133	Measure R Regional
		281	State Transportation
B16	Downtown/NW ITS Signal Interconnect Update	133	Measure R Regional
		281	State Transportation
B17	Houston Avenue ITS Interconnection Project	133	Measure R Regional
		281	State Transportation

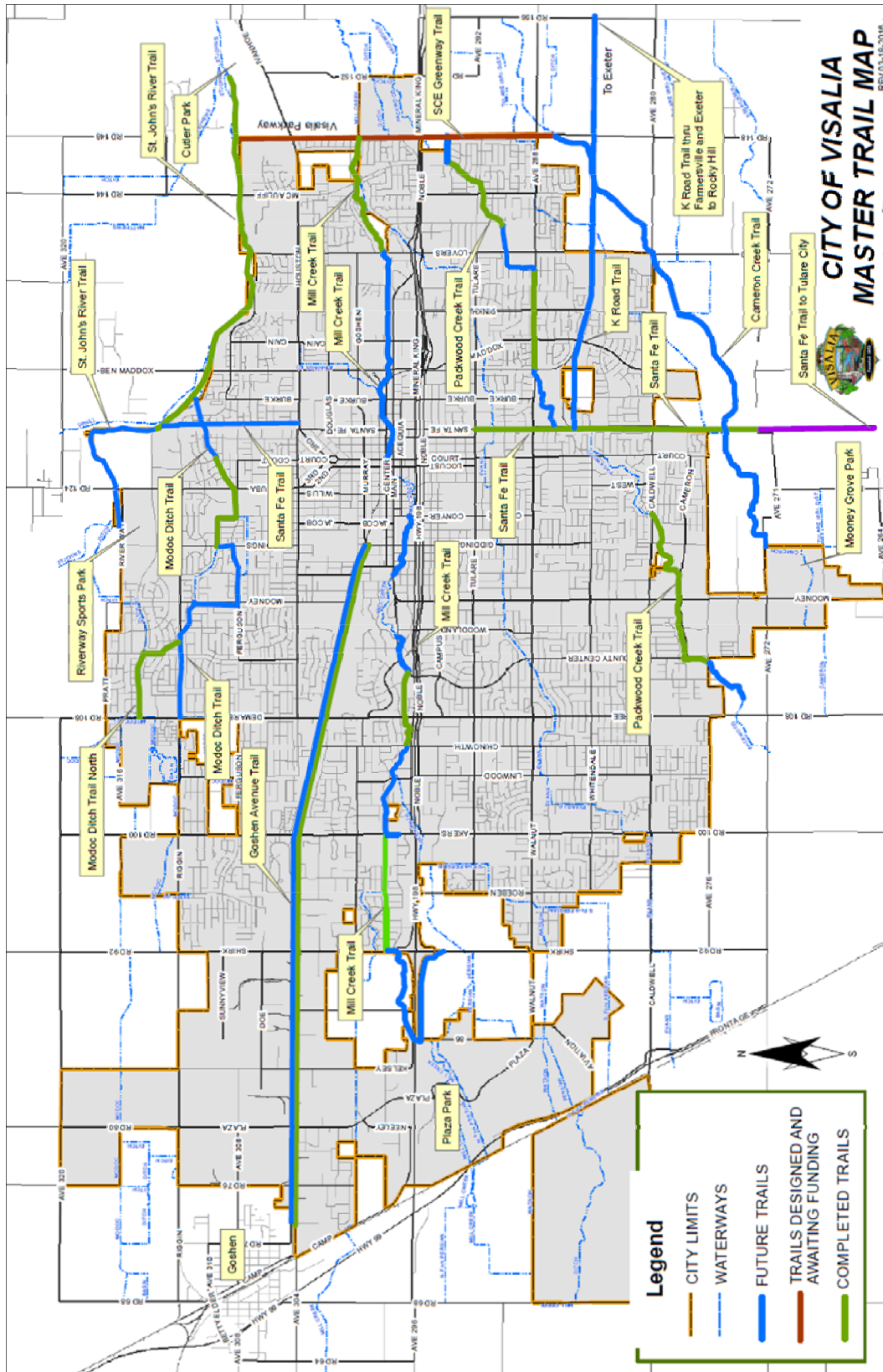
Directory of Map Points

(Continued)

Map Point	Project/Description	Fund	Fund Description
B18	Santa Fe Street Houston to Riggan	241	Transportation Impact Fee
B19	Audio Visual Upgrades	413	Convention Center
	Building Safety Front Counter	401	Building Safety
	Replacement of Heat Exchanger Parts VCC	413	Convention Center
	Replacement of Systecon Control Panels VCC	413	Convention Center
	Roof Repair - City Owned Buildings	531	Building Maintenance
B20	Fiberoptic Network Buildout to various City Facilities	511	Information Services
B21	Fire Station 51 Concrete Extension	001	General Fund
	Police Headquarters Parking Lot		
	Police Headquarters Remodel		
B22	PAL Center Grounds Repaving	001	General Fund
C1	Crack Repair and Crack Sealing	411	Airport
	General Aviation Apron Reonstruction		
	Reconstruct Taxiways/Taxilanes		
	Relocate Primary Windcones out of ROFA		
	Update Airfield Guidance Signage		
	Westside Hangar Development Phase 1		
C2	Barscreen Rebuild	431	Wastewater
	Brown Bear BioSolids Drying Unit		
	Cummins Engine Valve Overhaul		
	Digestor Cleaning & Equipment Repair		
	Digestor Sludge Recirculation Pump		
	Influent Pump/Motor Rebuild		
	Maintenance Shop Repairs		
	Orchard Replacement		
Primary Clarifier Overhaul			
C3	Annual Tree Safety Maintenance	421	Golf
	Bunker Renovation		
	Driving Range Lighting Design		
	Irrigation Conversion		
C4	Caldwell Improvements - Akers to Shady	133	Measure R Regional
C5	Shirk Street & Walnut Avenue Roadway Improvements	241	Transportation Impact Fee
C6	Shirk Street and Walnut Avenue Traffic Signal	241	Transportation Impact Fee
C7	Plaza Park Pond Concrete Shoreline Edging Replace	001	General Fund
	Plaza Park Reclaimed Water Upgrades		
D1	Avenue 276 Trunk Line Extension	231	Wastewater Trunkline
D2	Packwood Creek Bridge north of Tulare	261	Waterways
D3	South Side Multi Generational Center	211	Recreational Facilities
D4	Caldwell Widening from Santa Fe to Lovers Lane	133	Measure R Regional
D5	Near Term Lovers Lane Interchange at State Route 198	133	Measure R Regional
		281	State Transportation
D6	Caldwell Avenue Traffic Signal Interconnect	133	Measure R Regional
		281	State Transportation
D7	Tulare Avenue at Santa Fe Roundabout	131	Measure R Local
		241	Transportation Impact Fee
		281	State Transportation
D8	Tulare Avenue Extension Lovers Lane to McAuliff	241	Transportation Impact Fee
D10	Bi-Annual Parking Lot Oil	001	General Fund
D11	Blain Park LED Light Fixtures	001	General Fund







Appendix

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Personnel Summary

PERSONNEL ALLOCATION SUMMARY BY FUND				
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
General Fund				
Administration	17	16	17	17
Community Development	45	44	44	44
Finance	15	20	20	20
Fire	67	67	66	66
Parks & Recreation	34	12	12	12
Police	180	180	180	180
Public Works	21	38	39	39
Transportation & General Services	1	2	2	2
TOTAL	380	379	380	380
Enterprise Fund				
Animal Control	1	10	10	10
Convention Center	20	20	20	20
Transit	8	8	10	10
Airport	5	5	5	5
Building Safety & Code Inspection	13	17	17	17
Solid Waste	55	54	54	56
Storm Sewer Maintenance	5	5	5	5
Wastewater Treatment Plant	30	30	31	31
TOTAL	137	149	152	154
Internal Service Fund				
Risk Management	3	2	2	2
Information Services	10	10	10	10
Fleet Maintenance	12	12	12	12
TOTAL	25	24	24	24
Special Revenue Funds				
Successor Agency	1	1	1	1
Code Enforcement	3	3	3	3
TOTAL	4	4	4	4
Measure T				
Fire	15	15	15	15
Police	23	23	23	23
TOTAL	38	38	38	38
COPS Grants Funds				
COPS	5	5	5	5
TOTAL	5	5	5	5
TOTAL POSITIONS	589	599	603	605

PERSONNEL ALLOCATION SUMMARY BY DEPARTMENT

DEPARTMENTS	2014-15	2015-16	2016-17	2017-18
Administration	46.00	46.00	47.00	47.00
Community Development	64.00	65.00	65.00	65.00
Finance	16.00	20.00	20.00	20.00
Fire	82.00	82.00	81.00	81.00
Parks & Recreation	34.00	12.00	12.00	12.00
Police	208.00	208.00	208.00	208.00
Public Works	121.00	139.00	141.00	143.00
Transportation & General Services	18.00	27.00	29.00	29.00
TOTAL	589.00	599.00	603.00	605.00

ADMINISTRATION

ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Administrative Assistant/Sr	1021	2.00	2.00	2.00	2.00
Assistant City Manager	1801	1.00	1.00	1.00	1.00
Chief Dep City Clerk	1022	1.00	1.00	1.00	1.00
City Manager	1021	1.00	1.00	1.00	1.00
Community Relations Mgr	1023	1.00	0.00	0.00	0.00
Communications Manager	1023	0.00	1.00	1.00	1.00
Conservation Technician	1041	1.00	1.00	1.00	1.00
CWMA Management Analyst	4419	1.00	0.00	0.00	0.00
Economic Dev Manager	1809	1.00	0.00	0.00	0.00
Natural Res Conserv Mgr	1041	1.00	1.00	1.00	1.00
Natural Res Conserv Analyst	1041	1.00	1.00	1.00	1.00
Office Assistant	1041	0.00	0.00	1.00	1.00
TOTAL		11.00	9.00	10.00	10.00

<u>CONVENTION CENTER</u>					
Convention Center Mgr	4131	1.00	1.00	1.00	1.00
Convention Cntr Sales Rep	4132	2.00	2.00	1.00	1.00
Convention Cntr Crew Leader	4135	6.00	6.00	6.00	6.00
Convention Cntr Oper Super	4135	1.00	1.00	1.00	1.00
Events Coordinator	4135	1.00	1.00	1.00	1.00
Lead Conv Ctr Crew Ldr	4135	3.00	3.00	3.00	3.00
CC Tech (Lead)	4135	1.00	1.00	1.00	1.00
Maintenance Service Worker	4135	1.00	1.00	1.00	1.00
On-Site Sales Rep	4132	1.00	1.00	2.00	2.00
Sr. Bldg Maint Tech	4135	1.00	0.00	0.00	0.00
Sr Maintenance Electrician	4135	0.00	1.00	1.00	1.00
Sr Office Assistant	4132	1.00	1.00	1.00	1.00
Sr Office Assistant	4133	1.00	1.00	1.00	1.00
TOTAL		20.00	20.00	20.00	20.00
<u>HUMAN RESOURCES</u>					
Administrative Asst./Sr.	1125	1.00	1.00	1.00	1.00
Administrative Svs. Tech.	1125	1.00	1.00	1.00	1.00
Human Resource Mgr.	1125	1.00	1.00	1.00	1.00
Management Analyst	1125	1.00	1.00	1.00	1.00
Office Assistant*	1125/1536	0.00	1.00	1.00	1.00
Senior Payroll Specialist	1125	1.00	1.00	1.00	1.00
TOTAL		5.00	6.00	6.00	6.00
<u>INFORMATION SERVICES</u>					
Computer Services Tech	5141	1.00	1.00	1.00	1.00
Information Services Mgr	5141	1.00	1.00	1.00	1.00
Office Systems Analyst	5141	4.00	5.00	5.00	5.00
Office Systems Analyst*	3305/4014	1.00	1.00	1.00	1.00
Office Systems Analyst*	2101	1.00	0.00	0.00	0.00
Programmer Analyst*	5141	1.00	0.00	0.00	0.00
Programmer Analyst	4391/4418	0.00	1.00	1.00	1.00
Programmer Analyst	5141/4014	0.00	1.00	1.00	1.00
Programmer Analyst	5141	1.00	1.00	1.00	1.00
TOTAL		10.00	11.00	11.00	11.00
* = contract position					
TOTAL		46.00	46.00	47.00	47.00

COMMUNITY DEVELOPMENT

ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Accounting Assistant/Sr.	1851	1.00	1.00	1.00	1.00
Administrative Analyst/Sr.	3305/4014	1.00	1.00	1.00	1.00
Administrative Analyst/Sr.	3305	0.00	0.00	1.00	1.00
Housing Specialist	6484	1.00	1.00	1.00	1.00
Management Analyst	3305	1.00	1.00	0.00	0.00
Office Asst/Sr*	1851	1.00	1.00	0.00	0.00
Office Asst/Sr	1851	0.00	0.00	1.00	1.00
Administrative Assistant/Sr.	3308	1.00	1.00	1.00	1.00
TOTAL		6.00	6.00	6.00	6.00
G.I.S.					
G.I.S. Supervisor	5142	1.00	1.00	1.00	1.00
G.I.S. Technician	5142	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
PLANNING DIVISION					
Asst Comm Dev Dir-Planning	1821	1.00	1.00	1.00	1.00
Principal Planner	1821	2.00	2.00	2.00	2.00
Planning Assistant	1821	1.00	1.00	1.00	1.00
Senior Planner	1821	2.00	2.00	2.00	2.00
TOTAL		6.00	6.00	6.00	6.00
BUILDING SAFETY & CODE INSPECTION					
Building Inspector	4014	0.00	0.00	0.00	0.00
Building Official	4014	1.00	1.00	1.00	1.00
Combined Bldg Inspector	4014	3.00	4.00	4.00	4.00
Lead Permit Technician	4014	0.00	1.00	1.00	1.00
Permit Technician	4014	2.00	1.00	2.00	2.00
Plan Checker	4014	2.00	2.00	2.00	2.00
Plan Checker *	3311	1.00	0.00	0.00	0.00
Rev & Code Comp Spec	1851	1.00	1.00	1.00	1.00
Sr Comb Bldg Inspector	4014	1.00	1.00	1.00	1.00
Office Asst/Sr	4014	2.00	2.00	1.00	1.00
Sr Plans Examiner	4014	2.00	2.00	2.00	2.00
TOTAL		15.00	15.00	15.00	15.00

CODE ENFORCEMENT					
Code Enforcement Technician*	1861	1.00	2.00	0.00	0.00
Code Enforcement Technician	1861	0.00	0.00	2.00	2.00
Code Enforcement Technician*	6611	1.00	0.00	0.00	0.00
Code Enforcement Technician	1861	1.00	0.00	0.00	0.00
Code Enforcement Technician	6611	0.00	1.00	1.00	1.00
Code Enforcement Technician	6122	1.00	1.00	1.00	1.00
Neighborhood Pres Mgr	1861	1.00	1.00	1.00	1.00
Senior Administrative Assistant	1861	1.00	1.00	1.00	1.00
Vehicle Abatement Officer*	6811	1.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00
ENGINEERING & TRAFFIC SAFETY					
Administrative Services Mgr	3305	1.00	1.00	1.00	1.00
Assistant Engineer*	3311	2.00	1.00	0.00	0.00
Assistant Engineer	3311	0.00	0.00	1.00	1.00
Associate Engineer	3312	1.00	2.00	2.00	2.00
Associate Engineer	3311	1.00	1.00	1.00	1.00
Associate Engineer	3311/4014	0.00	1.00	1.00	1.00
Associate Engineer*	3312	1.00	0.00	0.00	0.00
City Engineer/Engineering Manager	3308	1.00	1.00	1.00	1.00
Civil Engineer	3312	2.00	1.00	1.00	1.00
Civil Engineer	3313	1.00	0.00	0.00	0.00
Community Development Director	3305	1.00	1.00	1.00	1.00
Assistant Community Development Director- Development Services	3308	1.00	1.00	1.00	1.00
Professional Land Surveyor	3312	1.00	1.00	1.00	1.00
Public Works Inspector/Sr	3311	4.00	4.00	4.00	4.00
Sr Civil Engineer	3312	6.00	6.00	6.00	6.00
Engineering Services Manager	3308	0.00	0.00	0.00	0.00
Sr CAD Technician	3312	2.00	2.00	2.00	2.00
Engineering Technician/Sr	3312	2.00	3.00	3.00	3.00
Sr. Civil Engineer - Traffic	3313	0.00	1.00	1.00	1.00
Supervising Civil Engineer	3312	0.00	1.00	1.00	1.00
Traffic Engineering Spec.	3313	1.00	1.00	1.00	1.00
TOTAL		28.00	29.00	29.00	29.00
* = contract position					
TOTAL		64.00	65.00	65.00	65.00

FINANCE					
FINANCE		2014-15	2015-16	2016-17	2017-18
Accounting Assistant/Sr.	1532	2.00	2.00	2.00	2.00
Accounting Assistant/Sr.	1532/5143	0.00	1.00	1.00	1.00
Accounting Technician	1532	2.00	1.00	1.00	1.00
Accounting Technician	1534	1.00	0.00	0.00	0.00
Accounting Technician	4391	0.00	1.00	1.00	1.00
Admin Analyst/Sr	1535	1.00	1.00	1.00	1.00
Administrative Technician	1535	1.00	1.00	1.00	1.00
Assistant Finance Director	1503	1.00	1.00	1.00	1.00
Finance Director	1503	1.00	1.00	1.00	1.00
Finance Manager	1503	1.00	1.00	1.00	1.00
Financial Analyst	1531	3.00	4.00	4.00	4.00
Financial Analyst	6485	1.00	0.00	0.00	0.00
Financial Analyst	1531/4391	0.00	1.00	1.00	1.00
Financial Analyst*	4331	1.00	0.00	0.00	0.00
Management Analyst	1535	1.00	1.00	1.00	1.00
Office Assistant/Sr	4391	0.00	2.00	2.00	2.00
Office Assistant/Sr*	4391	0.00	2.00	2.00	2.00
TOTAL		16.00	20.00	20.00	20.00
* = contract position					
TOTAL		16.00	20.00	20.00	20.00

FIRE					
ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Sr Administrative Analyst	2221	1.00	1.00	1.00	1.00
Administrative Assistant/Sr	2221	1.00	1.00	1.00	1.00
Battalion Chief	2222	3.00	3.00	3.00	3.00
Battalion Chief	Measure T	1.00	1.00	1.00	1.00
Fire Chief	2221	1.00	1.00	1.00	1.00
Management Analyst	2225	1.00	1.00	0.00	0.00
Office Assistant/Sr.	2223	1.00	1.00	1.00	1.00
TOTAL		9.00	9.00	8.00	8.00
OPERATIONS					
Fire Captain	2222	13.00	12.00	12.00	12.00
Fire Captain	Measure T	4.00	5.00	5.00	5.00
Fire Captain - Paramedic	2222	4.00	4.00	4.00	4.00
Fire Captain - Paramedic	Measure T	1.00	1.00	1.00	1.00
Fire Engineer	2222	8.00	8.00	8.00	8.00
Fire Engineer	Measure T	2.00	2.00	2.00	2.00
Fire Engineer/Paramedic	2222	9.00	9.00	9.00	9.00
Fire Engineer/Paramedic	Measure T	2.00	2.00	2.00	2.00
Firefighter/Paramedic	2222	22.00	22.00	22.00	22.00
Firefighter/Paramedic	Measure T	5.00	5.00	5.00	5.00
Fire Marshal	2223	1.00	1.00	1.00	1.00
Fire Prevention Inspector	2223	2.00	2.00	2.00	2.00
TOTAL		73.00	73.00	73.00	73.00
TOTAL		82.00	82.00	81.00	81.00

PARKS & RECREATION

ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Parks & Recreation Director	3501	1.00	1.00	1.00	1.00
Sr Administrative Assistant	3501	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
RECREATION					
Administrative Assistant/Sr	3514	1.00	1.00	1.00	1.00
Office Assistant/Sr.	3514	1.00	1.00	0.00	0.00
Recreation Coordinator	3514	3.00	3.00	4.00	4.00
Recreation Manager	3514	1.00	1.00	0.00	0.00
Management Analyst	3514	0.00	0.00	1.00	1.00
Recreation Supervisor	3514	4.00	4.00	4.00	4.00
TOTAL		10.00	10.00	10.00	10.00
BUILDING MAINTENANCE					
Building Serv Coordinator	3123	0.00	0.00	0.00	0.00
Building Maint Supervisor	3123	1.00	0.00	0.00	0.00
Lead Custodial Service Worker	3123	2.00	0.00	0.00	0.00
Sr. Bldg Maint Tech	3123	2.00	0.00	0.00	0.00
Sr. Maintenance Electrician	3123	1.00	0.00	0.00	0.00
TOTAL		6.00	0.00	0.00	0.00
PARKS & URBAN FORESTRY					
Administrative Assistant/Sr	3131	1.00	0.00	0.00	0.00
Parks & Urban Forestry Mgr	3131	1.00	0.00	0.00	0.00
TOTAL		2.00	0.00	0.00	0.00
PARK MAINTENANCE					
Landscape and Irrigation Technician	3121	1.00	0.00	0.00	0.00
Park Maint Technician/Sr	3122	3.00	0.00	0.00	0.00
Park Maint Worker/Sr	3122	6.00	0.00	0.00	0.00
Park Maint Worker/Sr	3121	1.00	0.00	0.00	0.00
Park Maintenance Supv	3122	1.00	0.00	0.00	0.00
Park Ranger	3122	1.00	0.00	0.00	0.00
Urban Forestry Supv	3121	1.00	0.00	0.00	0.00
TOTAL		14.00	0.00	0.00	0.00
TOTAL		34.00	12.00	12.00	12.00

POLICE					
ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Admin. Technician	2101	1.00	1.00	1.00	1.00
Ass't Communications Operator	2101	5.00	4.00	4.00	4.00
Communications Operator	2101	18.00	19.00	19.00	19.00
Communications Super	2101	1.00	1.00	1.00	1.00
Duty Officer	2101	2.00	2.00	2.00	2.00
Financial Analyst	2101	1.00	1.00	1.00	1.00
ID Technician/Sr. ID Tech	2104	2.00	2.00	2.00	2.00
Investigation Technician	2104	2.00	2.00	2.00	2.00
Lead Police Records Spec	2101	3.00	3.00	3.00	3.00
Office Assistant/Sr.	2101	1.00	1.00	1.00	1.00
Police Captain	2101	2.00	1.00	1.00	1.00
Police Chief	2101	1.00	1.00	1.00	1.00
Police Lieutenant	2101	0.00	1.00	1.00	1.00
Police Lieutenant	2104	1.00	1.00	1.00	1.00
Police Officer	2101	1.00	1.00	1.00	1.00
Police Officer	2104	22.00	22.00	22.00	22.00
Police Officer	6324	2.00	2.00	2.00	2.00
Police Officer	6340	3.00	3.00	3.00	3.00
Police Records Spec/Sr	2101	8.00	9.00	9.00	9.00
Police Records Supervisor	2101	1.00	1.00	1.00	1.00
Police Sergeant	2101	1.00	1.00	1.00	1.00
Police Sergeant	2104	3.00	3.00	3.00	3.00
Police Specialist	2101	1.00	1.00	1.00	1.00
Police Systems Analyst	2101	1.00	1.00	1.00	1.00
Police Technician	2101	3.00	2.00	2.00	2.00
Sr. Comm Operator	2101	4.00	4.00	4.00	4.00
Sr. Admin Assist.	2101	1.00	1.00	1.00	1.00
Sr Police Records Specialist	2101	5.00	4.00	4.00	4.00
Sr Police Technician	2101	0.00	1.00	1.00	1.00
Support Services Manager	2101	1.00	1.00	1.00	1.00
Supervising Identification Technician	2104	1.00	1.00	1.00	1.00
TOTAL		98.00	98.00	98.00	98.00
OPERATIONS					
Community Resource Spec.	2102	1.00	1.00	1.00	1.00
Community Service Officer	2102	2.00	2.00	2.00	2.00
Crime Prevention Coord	2102	1.00	1.00	1.00	1.00
Parking Enforcement Officer	2103	2.00	2.00	2.00	2.00
Police Agent	2102	2.00	2.00	2.00	2.00
Police Captain	2102	1.00	1.00	1.00	1.00
Police Lieutenant	2102	5.00	5.00	5.00	5.00
Police Officer/Recruit	2102	50.00	50.00	50.00	50.00
Police Officer	2103	8.00	8.00	8.00	8.00
Police Officer	Measure T	23.00	23.00	23.00	23.00
Police Sergeant	2102	14.00	14.00	14.00	14.00
Police Sergeant	2103	1.00	1.00	1.00	1.00
TOTAL		110.00	110.00	110.00	110.00
TOTAL		208.00	208.00	208.00	208.00

PUBLIC WORKS					
ADMINISTRATION	DIVISION	2014-15	2015-16	2016-17	2017-18
Admin Assistant/Sr	3106	1.00	2.00	2.00	2.00
Financial Analyst	3106	1.00	1.00	1.00	1.00
Management Analyst	3130	0.00	0.00	1.00	1.00
Public Works Director	3106	1.00	1.00	1.00	1.00
Accounting Assistant/Sr	3106	0.00	1.00	1.00	1.00
TOTAL		3.00	5.00	6.00	6.00
<u>BUILDING MAINTENANCE</u>					
Building Maint Supervisor	3123	0.00	1.00	1.00	1.00
Lead Custodial Service Worker	3123	0.00	2.00	2.00	2.00
Sr. Bldg Maint Tech	3123	0.00	2.00	2.00	2.00
Sr. Maintenance Electrician	3123	0.00	1.00	1.00	1.00
TOTAL		0.00	6.00	6.00	6.00
<u>PARKS & URBAN FORESTRY</u>					
Administrative Assistant/Sr	31	0.00	0.00	0.00	0.00
Parks & Urban Forestry Mgr	31	0.00	1.00	1.00	1.00
TOTAL		0.00	1.00	1.00	1.00
<u>PARK MAINTENANCE</u>					
Landscape and Irrigation Technician	3121	0.00	1.00	1.00	1.00
Landscape Inspector	3121	0.00	1.00	1.00	1.00
Park Maint Technician/Sr	3122	0.00	3.00	3.00	3.00
Park Maint Worker/Sr	3122	0.00	5.00	5.00	5.00
Park Maint Worker/Sr	3121	0.00	1.00	1.00	1.00
Park Maintenance Supv	3122	0.00	1.00	1.00	1.00
Park Ranger	3122	0.00	1.00	1.00	1.00
Urban Forestry Supv	3121	0.00	1.00	1.00	1.00
TOTAL		0.00	14.00	14.00	14.00
<u>SOLID WASTE</u>					
Accounting Assistant/Sr	3118	1.00	0.00	0.00	0.00
Lead Solid Waste Operator	4443	2.00	2.00	2.00	2.00
Lead Solid Waste Operator	4444	0.00	0.00	0.00	0.00
Lead Solid Waste Operator	4445	2.00	2.00	2.00	2.00
Office Assistant/Sr	4421	1.00	1.00	1.00	1.00
Office Assistant/Sr	3118	3.00	0.00	0.00	0.00
Office Assistant/Sr*	3118	1.00	0.00	0.00	0.00
Maintenance Service Worker	4443	1.00	1.00	1.00	1.00
Public Works Manager	4418	1.00	1.00	1.00	1.00
Solid Waste Equip Worker	4445	2.00	2.00	2.00	2.00
Solid Waste Operator	4443	22.00	22.00	22.00	23.00
Solid Waste Operator	4444	2.00	2.00	2.00	2.00
Solid Waste Operator	4445	14.00	15.00	15.00	16.00
Solid Waste Supervisor	4443	2.00	2.00	2.00	2.00
Solid Waste Supervisor	4444	1.00	0.00	0.00	0.00
Solid Waste Supervisor	4445	1.00	1.00	1.00	1.00
SW Maint & Delivery Wrkr	4443	2.00	2.00	2.00	2.00
SW Maint & Delivery Wrkr	4444	1.00	1.00	1.00	1.00
TOTAL		59.00	54.00	54.00	56.00

Traffic Safety					
Lead Traffic Safety Worker	3126	1.00	0.00	0.00	0.00
Senior Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
Traffic Safety Worker	3126	0.00	1.00	1.00	1.00
Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
TOTAL		3.00	3.00	3.00	3.00
FLEET MAINTENANCE					
Equipment Mechanic	5012	1.00	0.00	0.00	0.00
Equipment Mechanic Trainee	5012	0.00	2.00	2.00	2.00
Fleet Maint Supervisor	5012	1.00	1.00	1.00	1.00
Fleet Maintenance Worker	5012	1.00	0.00	0.00	0.00
Lead Equip. Mechanic	5012	2.00	2.00	2.00	2.00
Mechanic Welder	5012	1.00	1.00	1.00	1.00
Sr Equipment Mechanic	5012	5.00	5.00	5.00	5.00
Sr Parts & Inventory Spec.	5013	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	12.00	12.00
STREET MAINTENANCE					
Heavy Equipment Operator	3124	2.00	3.00	3.00	3.00
Lead Street Maintenance Worker	3124	1.00	2.00	2.00	2.00
Street Maintenance & Traffic Control Supervisor	3124	0.00	1.00	1.00	1.00
Public Works Manager	3106	1.00	1.00	1.00	1.00
Sr Heavy Equip Operator	3124	1.00	0.00	0.00	0.00
Sr Street Maint Worker	3124	2.00	0.00	0.00	0.00
Street Maintenance Worker	3124	2.00	2.00	2.00	2.00
TOTAL		9.00	9.00	9.00	9.00
WASTEWATER TREATMENT PLANT					
Associate Engineer	4331	1.00	1.00	1.00	1.00
Lead Waste Water Trt Plant Operator	4332	1.00	1.00	1.00	1.00
Lead Waste Water Maint Tech	4334	1.00	1.00	1.00	1.00
Maint Mechanic Assistant	4336	2.00	2.00	2.00	2.00
Maintenance Mechanic	4334	4.00	4.00	4.00	4.00
Public Works Manager	4331	1.00	1.00	1.00	1.00
Sr Office Assistant	4331/4391	0.00	1.00	1.00	1.00
Sr WWTP Operator	4332	2.00	2.00	2.00	2.00
W.W.T.P. Maint Supervisor	4334	1.00	1.00	1.00	1.00
W.W.T.P. Operations Supervisor	4332	0.00	0.00	1.00	1.00
W.W.T.P. Superintendent	4331	1.00	1.00	1.00	1.00
WWTP Operator (I,II,III)	4332	6.00	6.00	6.00	6.00
TOTAL		20.00	21.00	22.00	22.00
WASTEWATER COLLECTION					
Heavy Equipment Operator	4881	1.00	1.00	1.00	1.00
Lead WW Maint Tech	4335	2.00	2.00	2.00	2.00
Maintenance Service Worker	4881	2.00	2.00	2.00	2.00
Quality Assurance Super	4333	1.00	1.00	1.00	1.00
Industrial WW Inspector/Sr	4333	2.00	1.00	1.00	1.00
Sr WW Maint Worker	4335	1.00	1.00	1.00	1.00
Sr WW Maint Worker	4881	1.00	1.00	1.00	1.00
Waste Water Maint. Wkr.	4881	1.00	1.00	1.00	1.00
Waste Water Maint. Wkr.	4335	3.00	3.00	3.00	3.00
WW Collections Supervisor	4335	1.00	1.00	1.00	1.00
TOTAL		15.00	14.00	14.00	14.00
* = contract position					
TOTAL		121.00	139.00	141.00	143.00

TRANSPORTATION AND GENERAL SERVICES					
AIRPORT	DIVISION	2014-15	2015-16	2016-17	2017-18
Airport Maint Worker	4041	1.00	1.00	1.00	1.00
Airport Manager	4041	1.00	1.00	1.00	1.00
Airport Oper Worker	4041	1.00	1.00	1.00	1.00
Airport Supervisor	4041	1.00	0.00	0.00	0.00
Sr Airport Operations Worker	4041	0.00	1.00	1.00	1.00
Sr. Office Assistant	4041	1.00	1.00	1.00	1.00
TOTAL		5.00	5.00	5.00	5.00
ANIMAL CONTROL					
Office Assistant	4061	0.00	1.00	1.00	1.00
Office Assistant- Animal Control*	4061	1.00	0.00	0.00	0.00
Animal Care Worker	4061	0.00	5.00	5.00	5.00
Animal Control Officer/Sr	4061	0.00	3.00	3.00	3.00
Animal Services Supervisor	4061	0.00	1.00	1.00	1.00
TOTAL		1.00	10.00	10.00	10.00
MANAGEMENT					
Deputy City Manager	1501	1.00	1.00	1.00	1.00
Economic Dev Manager	1809	0.00	1.00	1.00	1.00
TOTAL		1.00	2.00	2.00	2.00
RISK MANAGEMENT					
Administrative Svs. Tech.	1024	0.00	0.00	0.00	0.00
Administrative Svs. Tech.	5512	1.00	1.00	1.00	1.00
Administrative Assistant/Sr	1024	0.00	0.00	0.00	0.00
Administrative Assistant/Sr	5512	1.00	0.00	0.00	0.00
Benefit & Insurance Mgr.	5512	1.00	1.00	1.00	1.00
TOTAL		3.00	2.00	2.00	2.00
TRANSIT					
Office Assistant /Sr	4551	3.00	3.00	4.00	4.00
Administrative Assistant/Sr	4551	1.00	1.00	1.00	1.00
Building Maintenance Technician	4551	0.00	0.00	1.00	1.00
Financial Analyst	4551	1.00	1.00	1.00	1.00
Office Systems Analyst*	4551	1.00	1.00	0.00	0.00
Office Systems Analyst	4551	0.00	0.00	1.00	1.00
Transit Analyst (Management Analyst)	4551	1.00	1.00	1.00	1.00
Transit Manager	4551	1.00	1.00	1.00	1.00
TOTAL		8.00	8.00	10.00	10.00
* = contract position					
TOTAL		18.00	27.00	29.00	29.00
TOTAL POSITIONS		589.00	599.00	603.00	605.00

Salary Schedule

CITY OF VISALIA JOB CLASSIFICATIONS AND SALARY RANGES Citywide Classification by Monthly Salary

Effective: June 2015

BARGAIN UNIT	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	31235	CUSTODIAL SERVICE WORKER	113.3	2454.59	3085.81
M	31495	MAINTENANCE SERVICE WORKER	113.3	2454.59	3085.81
M	31960	WASTE WATER TREATMENT PLANT OPERATOR TRAINEE	113.3	2454.59	3085.81
M	31205	CONVENTION CENTER CREW LEADER	125.3	2767.38	3479.03
M	31445	LEAD CUSTODIAL SERVICE WORKER	125.3	2767.38	3479.03
M	31510	OFFICE ASSISTANT	125.3	2767.38	3479.03
M	31540	PARKING ENFORCEMENT OFFICER	125.3	2767.38	3479.03
M	31595	POLICE RECORDS SPECIALIST	125.3	2767.38	3479.03
M	31053	ANIMAL CARE WORKER	130.3	2909.19	3657.32
M	31490	MAINTENANCE MECHANIC ASSISTANT	130.3	2909.19	3657.32
M	31535	PARK MAINTENANCE WORKER	130.3	2909.19	3657.32
M	31885	STREET MAINTENANCE WORKER	130.3	2909.19	3657.32
M	31915	TRAFFIC SAFETY WORKER	130.3	2909.19	3657.32
M	31935	WASTE WATER MAINTENANCE WORKER	130.3	2909.19	3657.32
M	31055	ANIMAL CONTROL OFFICER	132.2	2964.96	3727.43
M	31175	COMMUNITY SERVICE OFFICER	132.2	2964.96	3727.43
	31929	VEHICLE ABATEMENT OFFICER (CONTRACT)	132.2	2964.96	3727.43
M	31001	ACCOUNTING ASSISTANT	137.2	3116.90	3918.45
M	31233	CRIME PREVENTION COORDINATOR	137.2	3116.90	3918.45
M	31615	POLICE TECHNICIAN	137.2	3116.90	3918.45
M	31742	SENIOR ANIMAL CONTROL OFFICER	137.2	3116.90	3918.45
M	31795	SENIOR OFFICE ASSISTANT	137.2	3116.90	3918.45
M	31820	SENIOR POLICE RECORDS SPECIALIST	137.2	3116.90	3918.45
M	31060	ASSISTANT COMMUNICATIONS OPERATOR	140.2	3211.78	4037.72
M	31025	ADMINISTRATIVE ASSISTANT	142.2	3276.63	4119.25
M	31050	AIRPORT MAINTENANCE WORKER	142.2	3276.63	4119.25
M	31046	AIRPORT OPERATIONS WORKER	142.2	3276.63	4119.25
M	31302	EQUIPMENT MECHANIC TRAINEE	142.2	3276.63	4119.25
M	31855	SOLID WASTE DELIVERY & MAINTENANCE WORKER	142.2	3276.63	4119.25
M	31865	SOLID WASTE OPERATOR	142.2	3276.63	4119.25
CONF	20025	ADMINISTRATIVE ASSISTANT (Confidential)	143.9	3332.78	4189.84
M	31190	COMPUTER TECHNICIAN	145.2	3376.37	4244.63

M	31950	WASTE WATER TREATMENT PLANT OPERATOR I	145.2	3376.37	4244.63
M	31170	COMMUNITY RESOURCE SPECIALIST	147.2	3444.54	4330.34
M	31280	DUTY OFFICER	147.2	3444.54	4330.34
M	31410	INVESTIGATION TECHNICIAN	147.2	3444.54	4330.34
M	31518	ON-SITE SALES REPRESENTATIVE	147.2	3444.54	4330.34
M	31550	PLANNING ASSISTANT	147.2	3444.54	4330.34
M	31730	SENIOR ACCOUNTING ASSISTANT	147.2	3444.54	4330.34
M	31740	SENIOR ADMINISTRATIVE ASSISTANT	147.2	3444.54	4330.34
M	31810	SENIOR PARTS & INVENTORY SPECIALIST	147.2	3444.54	4330.34
CONF	20740	SENIOR ADMINISTRATIVE ASSISTANT (Confidential)	148.9	3503.57	4404.54
M	31455	LEAD POLICE RECORDS SPECIALIST	149.2	3514.09	4417.77
M	31825	SENIOR POLICE TECHNICIAN	149.2	3514.09	4417.77
M	31115	BUILDING MAINTENANCE TECHNICIAN	150.2	3549.39	4462.15
M	31405	INDUSTRIAL WASTE INSPECTOR	150.2	3549.39	4462.15
M	31428	LANDSCAPE INSPECTOR	150.2	3549.39	4462.15
M	31530	PARK MAINTENANCE TECHNICIAN	150.2	3549.39	4462.15
M	31741	SENIOR AIRPORT OPERATIONS WORKER	150.2	3549.39	4462.15
M	31744	SENIOR BUILDING MAINTENANCE WORKER	150.2	3549.39	4462.15
M	31805	SENIOR PARK MAINTENANCE WORKER	150.2	3549.39	4462.15
M	31835	SENIOR STREET MAINTENANCE WORKER	150.2	3549.39	4462.15
M	31840	SENIOR TRAFFIC SAFETY WORKER	150.2	3549.39	4462.15
M	31845	SENIOR WASTE WATER MAINTENANCE WORKER	150.2	3549.39	4462.15
M	31860	SOLID WASTE EQUIPMENT SERVICE WORKER	150.2	3549.39	4462.15
M	31953	WASTE WATER TREATMENT PLANT OPERATOR II	150.2	3549.39	4462.15
G	51340	FIREFIGHTER TRAINEE	151.0	3577.88	4497.97
G	51350	FIREFIGHTER PARAMEDIC TRAINEE	151.0	3577.88	4497.97
M	31010	ACCOUNTING TECHNICIAN	152.2	3621.05	4552.24
M	31040	ADMINISTRATIVE SERVICES TECHNICIAN	152.2	3621.05	4552.24
M	31035	ADMINISTRATIVE TECHNICIAN	152.2	3621.05	4552.24
M	31130	C.A.D. TECHNICIAN	152.2	3621.05	4552.24
M	31160	COMMUNICATIONS OPERATOR	152.2	3621.05	4552.24
M	31300	EQUIPMENT MECHANIC	152.2	3621.05	4552.24
M	31305	EVENTS COORDINATOR	152.2	3621.05	4552.24
M	31380	HEAVY EQUIPMENT OPERATOR	152.2	3621.05	4552.24
M	31480	MAINTENANCE ELECTRICIAN	152.2	3621.05	4552.24
M	31485	MAINTENANCE MECHANIC	152.2	3621.05	4552.24
M	31910	TRAFFIC ENGINEERING SPECIALIST	152.2	3621.05	4552.24
M	31918	TRAFFIC SIGNAL TECHNICIAN	152.2	3621.05	4552.24
M	31460	LEAD SOLID WASTE OPERATOR	155.1	3727.55	4686.12
M	31470	LEAD STREET MAINTENANCE WORKER	155.1	3727.55	4686.12
M	31465	LEAD TRAFFIC SAFETY WORKER	155.1	3727.55	4686.12
M	31955	WASTE WATER TREATMENT PLANT OPERATOR III	155.1	3727.55	4686.12
E	30020	ADMINISTRATIVE ANALYST	156.8	3791.43	4766.43

	31135	CODE ENFORCEMENT TECHNICIAN (CONTRACT)	157.1	3802.81	4780.74
M	31195	CONSERVATION TECHNICIAN	157.1	3802.81	4780.74
M	31362	G.I.S. TECHNICIAN	157.1	3802.81	4780.74
M	31430	LANDSCAPE AND IRRIGATION TECHNICIAN	157.1	3802.81	4780.74
M	31442	LEAD CONVENTION CENTER CREW LEADER	157.1	3802.81	4780.74
M	31444	LEAD CONVENTION CENTER TECHNICIAN	157.1	3802.81	4780.74
M	31525	PARK RANGER	157.1	3802.81	4780.74
M	31544	PERMIT TECHNICIAN	157.1	3802.81	4780.74
M	31555	PLANNING TECHNICIAN	157.1	3802.81	4780.74
M	31710	REVENUE & CODE COMPLIANCE SPECIALIST	157.1	3802.81	4780.74
M	31745	SENIOR BUILDING MAINTENANCE TECHNICIAN	157.1	3802.81	4780.74
M	31750	SENIOR COMMUNICATION OPERATOR	157.1	3802.81	4780.74
M	31780	SENIOR INDUSTRIAL WASTE WATER INSPECTOR	157.1	3802.81	4780.74
M	31790	SENIOR MAINTENANCE MECHANIC	157.1	3802.81	4780.74
M	31800	SENIOR PARK MAINTENANCE TECHNICIAN	157.1	3802.81	4780.74
E	30610	POLICE SYSTEMS ANALYST	158.8	3867.98	4862.67
E	30680	RECREATION COORDINATOR	158.8	3867.98	4862.67
M	31295	ENGINEERING TECHNICIAN	159.1	3879.59	4877.27
M	31541	PAYROLL SPECIALIST	159.1	3879.59	4877.27
M	31635	PUBLIC WORKS INSPECTOR	159.1	3879.59	4877.27
M	31560	POLICE OFFICER RECRUIT	162.1	3997.69	5025.73
M	31475	LEAD WASTE WATER MAINTENANCE TECHNICIAN	164.1	4078.40	5127.21
M	31505	MECHANIC / WELDER	164.1	4078.40	5127.21
M	31765	SENIOR EQUIPMENT MECHANIC	164.1	4078.40	5127.21
M	31785	SENIOR MAINTENANCE ELECTRICIAN	164.1	4078.40	5127.21
M	31842	SENIOR TRAFFIC SIGNAL TECHNICIAN	164.1	4078.40	5127.21
M	31450	LEAD PERMIT TECHNICIAN	165.1	4119.37	5178.71
M	31746	SENIOR C.A.D. TECHNICIAN	165.1	4119.37	5178.71
M	31760	SENIOR ENGINEERING TECHNICIAN	165.1	4119.37	5178.71
M	31453	LEAD EQUIPMENT MECHANIC	166.1	4160.75	5230.73
E	30080	ASSISTANT PLANNER	167.7	4227.82	5315.05
M	31850	SENIOR WASTE WATER TREATMENT PLANT OPERATOR	167.1	4202.55	5283.27
M	31105	BUILDING INSPECTOR	168.1	4244.76	5336.34
M	31220	CONVENTION CENTER SALES REPRESENTATIVE	168.1	4244.76	5336.34
M	31545	PLAN CHECKER	168.1	4244.76	5336.34
E	30575	POLICE SPECIALIST	169.7	4313.19	5422.37
E	30735	SENIOR ADMINISTRATIVE ANALYST	169.7	4313.19	5422.37
E	30905	TRANSIT ANALYST	169.7	4313.19	5422.37
M	31815	SENIOR PAYROLL SPECIALIST	170.0	4326.14	5438.65

M	31477	LEAD WASTEWATER TREATMENT PLANT OPERATOR	171.3	4382.72	5509.78
M	31830	SENIOR PUBLIC WORKS INSPECTOR	175.1	4552.38	5723.07
E	30052	ANIMAL SERVICES SUPERVISOR	175.7	4579.76	5757.50
E	30095	BUILDING MAINTENANCE SUPERVISOR	175.7	4579.76	5757.50
E	30170	COMMUNICATIONS SUPERVISOR	175.7	4579.76	5757.50
E	30345	FLEET MAINTENANCE SUPERVISOR	175.7	4579.76	5757.50
E	30525	PARK MAINTENANCE SUPERVISOR	175.7	4579.76	5757.50
E	30925	PARKS & URBAN FORESTRY SUPERVISOR	175.7	4579.76	5757.50
E	30670	POLICE RECORDS SUPERVISOR	175.7	4579.76	5757.50
E	30660	QUALITY ASSURANCE SUPERVISOR	175.7	4579.76	5757.50
E	30700	RECREATION SUPERVISOR	175.7	4579.76	5757.50
E	30875	SOLID WASTE SUPERVISOR	175.7	4579.76	5757.50
E	30882	STREET MAINTENANCE & TRAFFIC CONTROL SUPERVISOR	175.7	4579.76	5757.50
E	30935	WASTEWATER COLLECTIONS SUPERVISOR	175.7	4579.76	5757.50
E	30940	WASTEWATER TREATMENT PLANT MAINT SUPERVISOR	175.7	4579.76	5757.50
E	30430	IDENTIFICATION TECHNICIAN	176.7	4625.77	5815.33
E	30560	PLANS EXAMINER	177.7	4672.24	5873.75
M	31140	COMBINED BUILDING INSPECTOR	178.0	4686.27	5891.39
M	31340	FIRE PREVENTION INSPECTOR	178.0	4686.27	5891.39
E	30215	CONV. CTR OPERATIONS SUPERINTENDENT	179.7	4766.57	5992.35
G	51335	FIREFIGHTER	NR	4836.48	6068.63
M	31748	SENIOR COMBINED BUILDING INSPECTOR	184.0	4975.90	6255.50
M	31775	SENIOR FIRE PREVENTION INSPECTOR	184.0	4975.90	6255.50
E	30820	SENIOR IDENTIFICATION TECHNICIAN	184.6	5005.83	6293.13
E	30810	SENIOR PLANS EXAMINER	185.6	5056.11	6356.34
B	41585	POLICE OFFICER	NR	5094.02	6368.78
E	30065	ASSISTANT ENGINEER	187.6	5158.20	6484.69
E	30090	ASSOCIATE PLANNER	187.6	5158.20	6484.69
E	30890	SUPERVISING IDENTIFICATION TECHNICIAN	191.3	5352.53	6728.99
G	51345	FIREFIGHTER / PARAMEDIC	NR	5320.10	6675.49
G	51330	FIRE ENGINEER	NR	5337.73	6699.00
B	41565	POLICE AGENT	NR	5494.65	6858.52
G	51333	FIRE ENGINEER - PARAMEDIC	NR	5604.61	7033.95

CONF	20300	COMMUNICATIONS MANAGER (CONFIDENTIAL)	196.6	5643.72	7095.06
E	30225	CWMA MANAGEMENT ANALYST (CONTRACT)	196.6	5643.72	7095.06
E	30310	FINANCIAL ANALYST	196.6	5643.72	7095.06
E	30400	HOUSING SPECIALIST	196.6	5643.72	7095.06
E	30500	MANAGEMENT ANALYST	196.6	5643.72	7095.06
E	30516	NATURAL RESOURCE CONSERVATION ANALYST	196.6	5643.72	7095.06
E	30515	OFFICE SYSTEMS ANALYST	196.6	5643.72	7095.06
E	30625	PROGRAMMER ANALYST	196.6	5643.72	7095.06
CONF	20250	CHIEF DEPUTY CITY CLERK (CONFIDENTIAL)	198.6	5757.67	7238.32
CONF	20500	MANAGEMENT ANALYST - HR / RISK (CONFIDENTIAL)	198.6	5757.67	7238.32
E	30085	ASSOCIATE ENGINEER	199.6	5815.51	7311.03
E	30815	SENIOR PLANNER	199.6	5815.51	7311.03
E	30150	CIVIL ENGINEER	204.5	6107.42	7678.00
E	30360	GIS SUPERVISOR	204.5	6107.42	7678.00
E	30320	FIRE MARSHAL	204.5	6107.42	7678.00
E	30025	ADMINISTRATIVE SERVICES MANAGER	205.6	6174.93	7762.88
E	30600	POLICE SUPPORT SERVICES MANAGER	205.6	6174.93	7762.88
E	30955	WASTEWATER TREATMENT PLANT SUPERINTENDENT	205.6	6174.93	7762.88
G	50315	FIRE CAPTAIN	NR	6242.55	7847.42
CONF	20750	SENIOR CHIEF DEPUTY CITY CLERK (CONFIDENTIAL)	209.6	6426.81	8079.53
A	40600	POLICE SERGEANT	NR	6434.98	8089.77
G	50320	FIRE CAPTAIN -PARAMEDIC	NR	6554.69	8239.78
CONF	20410	FINANCE MANAGER (CONFIDENTIAL)	213.5	6682.28	8400.69
CONF	20435	HUMAN RESOURCES MANAGER (CONFIDENTIAL)	213.5	6682.28	8400.69
CONF	20714	INSURANCE AND BENEFITS MANAGER (CONFIDENTIAL)	213.5	6682.28	8400.69
E	30035	AIRPORT MANAGER	214.5	6749.40	8485.08
E	30195	CONVENTION CENTER MANAGER	214.5	6749.40	8485.08
E	30275	ECONOMIC DEVELOPMENT MANAGER	214.5	6749.40	8485.08
E	30518	NATURAL RESOURCE CONSERVATION MANAGER	214.5	6749.40	8485.08
E	30520	NEIGHBORHOOD PRESERVATION MANAGER	214.5	6749.40	8485.08
E	30530	PARKS & URBAN FORESTRY MANAGER	214.5	6749.40	8485.08
E	30620	PRINCIPAL PLANNER	214.5	6749.40	8485.08
E	30623	PROFESSIONAL LAND SURVEYOR	214.5	6749.40	8485.08
E	30645	PUBLIC WORKS MANAGER	214.5	6749.40	8485.08
E	30685	RECREATION MANAGER	214.5	6749.40	8485.08
E	30740	SENIOR CIVIL ENGINEER	214.5	6749.40	8485.08
E	30920	TRANSIT MANAGER	214.5	6749.40	8485.08
E	30885	SUPERVISING CIVIL ENGINEER	219.5	7095.27	8919.89

E	30105	BUILDING OFFICIAL	222.5	7311.25	9191.41
E	30145	CITY ENGINEER/ENGINEERING MANAGER	222.5	7311.25	9191.41
CONF	20090	ASSISTANT FINANCE DIRECTOR (CONFIDENTIAL)	226.5	7609.47	9566.33
A	40580	POLICE LIEUTENANT	NR	7813.84	9793.22
CONF	20145	FIRE BATTALION CHIEF (CONFIDENTIAL)	228.5	7763.12	9759.48
E	30410	INFORMATION SERVICES MANAGER	230.5	7919.86	9956.54
A	40500	POLICE CAPTAIN	NR	8577.03	10805.62
CONF	20065	ASST COMMUNITY DEV DIRECTOR - PLANNING (CONF)	NR	8763.12	11016.63
CONF	20062	SERVICES (CONF)	NR	8763.12	11016.63
DH	10310	FINANCE DIRECTOR	243.4	9009.77	11326.72
DH	10400	PARKS & RECREATION DIRECTOR (DH / AT-WILL)	243.4	9009.77	11326.72
CONF	20060	ASSISTANT CHIEF OF POLICE (CONFIDENTIAL)	246.4	9284.02	11671.50
DH	10320	FIRE CHIEF (DH / AT-WILL)	NR	10898.80	12615.69
DH	10175	COMMUNITY DEVELOPMENT DIRECTOR (DH / AT-WILL)	NR	11000.42	12733.33
DH	10450	PUBLIC WORKS DIRECTOR (DH / AT-WILL)	NR	11000.42	12733.33
DH	10255	DEPUTY CITY MANAGER (DH / AT-WILL)	NR	11108.23	12858.19
DH	10575	CHIEF OF POLICE (DH / AT-WILL)	NR	11375.19	13392.43
DH	10135	ASSISTANT CITY MANAGER (DH / AT-WILL)	NR	12055.36	13652.55

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 37 square miles and a population of 129,582 as of January 2014.

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 45% of the retail sales in Tulare County, while having about 28% of the population.

The climate of the area is warm and dry in the summer, mild in the winter with low humidity. January average high and low temperatures range from 55 degrees to 39 degrees. July average high and low temperatures range from 94 degrees to 67 degrees. Average yearly rainfall is 10.99 inches.

CITY OF VISALIA MISCELLANEOUS STATISTICS JUNE 30, 2013

Form of government:		Building Permits:	
Council Members elected at large	5	Residential	2,507
Permanent positions:	614	Commercial	381
Public Works:		Miscellaneous	<u>1,673</u>
Area in square miles	37	Total	4,561
Miles of streets	493	Fire Protection:	
Traffic signalized intersections	118	Stations	6
Sewers:		Safety personnel	73
Number of accounts billed	38,801	Administrative personnel	7
Miles of sewer lines	496	Volunteer personnel (reserves)	0
Miles of storm sewer lines	266	Calls for service - Calander year 2013	14,065
Number of treatment plants	1	Police Protection:	
Refuse:		Sworn personnel	138
Number of residential accounts	37,538	Non-sworn personnel	66
Number of commercial accounts	<u>3,735</u>	Police reserves	3
Total refuse accounts	41,273	Citizen volunteers	60
Business licenses:		Calls for service - Calander year 2013	265,354
New licenses issued during the year	1,098	Parks and Recreation:	
Total business licenses	11,920	Developed City park acreage	269
		Parks	37
		Public libraries	1
		Recreation centers	5
		Swimming pools	4
		Golf courses (public and private)	2

SOURCE: VARIOUS CITY OF VISALIA DEPARTMENTS AS APPROPRIATE

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 1/1/2% per month to the time of payment are required. If taxes are unpaid for a period of five years or more, the property is deeded to the State. The county tax collector can enforce the payment of delinquent taxes, by the sale of the property securing the taxes, for the amount of taxes which are delinquent.

Historically, property taxes are levied for each fiscal year on taxable real and personal property situated in the taxing jurisdiction as of the preceding March 1. A bill enacted in 1983, SB 813 (Statutes of 1983, Chapter 498), provided for the supplemental assessment and taxation of property as of the occurrence of a change of ownership or completion of new construction. Thus, this legislation eliminated delays in the realization of increased property taxes from new assessments. As amended, SB 813 provided increased revenue to taxing jurisdictions to the

extent that supplemental assessments of new construction or changes of ownership occur subsequent to the March 1 lien date.

Property taxes on the unsecured roll are due on the March 1 lien date and become delinquent, if unpaid on the following August 31. A 10% penalty also attaches to delinquent taxes with respect to property on the unsecured roll, and further, an additional penalty of 1-1/2% per month accrues with respect to such taxes beginning the first day of the third month following the delinquency date. The

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
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS
(In Thousands)**

Fiscal Year Ended June 30	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percent of Levy		Amount	Percent of Levy
2006	\$ 15,373	\$ 15,373	100.00%	\$ -	\$ 15,373	100.00%
2007	17,538	17,538	100.00%	-	17,538	100.00%
2008	20,197	20,197	100.00%	-	20,197	100.00%
2009	21,468	21,468	100.00%	-	21,468	100.00%
2010	21,518	21,518	100.00%	-	21,518	100.00%
2011	19,970	19,970	100.00%	-	19,970	100.00%
2012	19,198	19,198	100.00%	-	19,198	100.00%
2013	16,106	16,106	100.00%	-	16,106	100.00%
2014	17,167	17,167	100.00%	-	17,167	100.00%
2015	18,239	18,239	100.00%	-	18,239	100.00%

NOTE:

The amounts presented include secured City property taxes and Successor Agency tax increment. This schedule also includes amounts collected by the City and Redevelopment Agency that were passed-through to other agencies.

Source: Tulare County Auditor Controller's Office

**CITY OF VISALIA
PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO
(In Thousands)**

Taxpayer	2015			2006		
	Taxable Assessed Value	Percent Of Total City Taxable Assessed Value	Rank	Taxable Assessed Value	Percent Of Total City Taxable Assessed Value	Rank
California Dairies Inc.	\$ 200,005	2.32%	1	-	-	-
Imperial Bondware Corp.	61,574	0.71%	2	-	-	-
VF Outdoor	42,737	0.50%	9	-	-	-
Visalia Mall LP	42,211	0.49%	3	-	-	-
VWR International LLC	37,075	0.43%	4	-	-	-
J Beast LP	35,002	0.41%	5	-	-	-
Cottonwood Fresno Holdings LLC	35,000	0.41%	6	-	-	-
Calif Water Service Co	33,718	0.39%	7	-	-	-
Blam-Jade LP	30,684	0.36%	8	-	-	-
Duke Realty LTD Partnership	28,127	0.33%	10	-	-	-
Visalia Mall LP	-	-	-	44,506	0.76%	1
JoAnn Stores Supply	-	-	-	39,514	0.68%	2
California Dairies Inc.	-	-	-	33,407	0.57%	3
Kraft Foods Inc.	-	-	-	29,567	0.51%	4
King Mineral LLC	-	-	-	29,058	0.50%	5
Imperial Bondware Corp.	-	-	-	27,945	0.48%	6
Moore Business Forms Inc.	-	-	-	26,280	0.45%	7
Northern Calif Laborers PTF LLC	-	-	-	20,580	0.35%	8
Midstate 99 Distribution Center LLC	-	-	-	19,447	0.33%	9
Mary's Vineyard	-	-	-	18,178	0.31%	10
Total Ten Largest Tax Payers	\$ 546,133	6.33%		\$ 288,482	4.94%	
All Other Tax Payers	\$8,082,820	93.67%		\$5,550,584	95.06%	
Total Assessed Valuation - All Tax Payers	\$8,628,953	100.00%		\$5,839,066	100.00%	

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

Source: Tulare County Auditor-Controller

**CITY OF VISALIA
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS
(In Thousands)**

Fiscal Year Ended June 30	City		Taxable Assessed Value	Total Direct Tax Rate ¹
	Secured	Unsecured		
2006	\$ 5,618,839	\$ 220,227	\$ 5,839,066	0.115%
2007	6,622,294	265,904	6,888,198	0.115%
2008	7,745,837	305,751	8,051,588	0.116%
2009	8,111,663	366,379	8,478,042	0.116%
2010	7,587,665	386,405	7,974,070	0.116%
2011	7,613,423	382,545	7,995,968	0.115%
2012	7,516,654	389,762	7,906,416	0.115%
2013	7,291,841	409,092	7,700,933	0.115%
2014	7,669,621	409,634	8,079,255	0.115%
2015	8,186,023	442,930	8,628,953	0.115%

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 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 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 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 006-008 and is representative of other tax rate areas within the City.

Source: Tulare County Auditor Controller's Office

**CITY OF VISALIA
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
MODIFIED ACCRUAL BASIS OF ACCOUNTING
LAST FIVE FISCAL YEARS
(In Thousands)**

	Fiscal Year				
	2011	2012	2013	2014	2015
Revenues:					
Sales Tax	\$ 24,457	\$ 25,488	\$ 30,342	\$ 28,791	\$ 32,237
Property Tax	30,649	25,578	23,886	27,306	26,711
Other Taxes	5,692	6,134	6,276	6,920	7,662
Subventions and Grants	17,043	13,260	26,604	15,336	13,137
Licenses and Permits	73	93	109	61	109
Fees and Fines	6,446	6,007	6,433	8,751	9,199
Use of Money and Property	1,597	1,389	1,087	907	2,334
Charges for Current Services	4,982	5,584	5,042	5,589	6,257
Miscellaneous	2,382	1,875	4,256	2,253	2,067
Total Revenues	93,321	85,408	104,035	95,914	99,713
Expenditures					
Current:					
General Government	3,736	5,099	270	2,477	2,896
Community Development	8,428	4,586	5,384	5,209	6,684
Housing & Economic Development	820	822	598	-	-
Public Safety:					
Police	28,919	29,138	29,412	13,708	13,598
Fire	12,157	12,123	13,130	30,228	30,469
Public Works	6,774	8,174	7,875	3,239	5,563
Parks and Recreation	5,196	5,630	5,777	7,956	8,104
Capital Outlay	30,033	25,218	24,708	22,429	17,378
Debt Service:					
Principal Retirement	1,504	938	615	649	2,229
Interest and Fiscal Charges	1,304	723	294	189	138
Total Expenditures	98,871	92,451	88,063	86,084	87,059
Excess (Deficiency) of Revenues Over (Under) Expenditures	(5,550)	(7,044)	15,972	9,830	12,654
Other Financing Sources (Uses):					
Sales of Real Property	37	33	96	11	12
Proceeds from Sale of Capital	-	-	-	-	5
Proceeds from Sale of Bond	-	-	-	-	1,558
Transfers In	1,515	5,867	1,424	970	2,482
Transfers Out	(4,535)	(8,464)	(4,760)	(5,300)	(7,254)
Total Other Financing Sources (Uses)	(2,983)	(2,564)	(3,240)	(4,319)	(3,197)
Extraordinary Items	-	(7,296)	-	-	-
Net Change in Fund Balances	\$ (8,533)	\$ (16,904)	\$ 12,732	\$ 5,511	\$ 9,457

Debt Service as a Percentage of

Noncapital Expenditures ¹	3.3%	2.2%	1.3%	1.2%	3.2%
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The City of Visalia has elected to show only 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 and in 2014 it was absorbed in Community Development.

**CITY OF VISALIA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS**

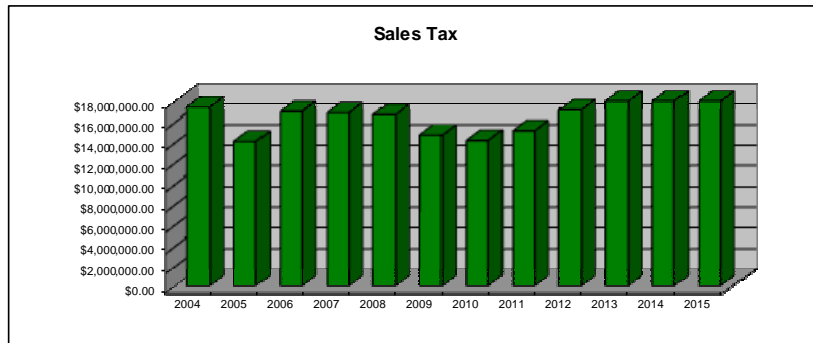
Calendar Year	Population (1)	Assessed Value (in thousands) (2)	Per Capita Assessed Value	Personal Income (in thousands) (4)	Per Capita Personal Income (4)	Unemployment Rate (3)
2006	110,488	\$ 5,839,066	\$ 52,848	\$ 10,833,398	\$ 26,110	8.5% *
2007	117,138	6,888,198	58,804	12,103,404	28,672	9.4% *
2008	120,958	8,051,588	66,565	12,219,203	28,464	10.4% *
2009	123,670	8,478,042	68,554	11,976,812	27,408	17.1% *
2010	124,184	7,974,070	64,212	12,842,808	28,968	16.9% *
2011	125,770	7,995,968	63,576	13,989,198	31,246	17.1% *
2012	126,864	7,906,416	62,322	14,343,425	31,801	16.5% *
2013	128,443	7,700,933	59,956	14,782,359	32,550	14.5% *
2014	129,582	8,079,201	62,348	NA	NA	13.2% *
2015	130,753	8,628,953	65,994	NA	NA	11.8% *

Sources: (1) State Department of Finance
 (2) Tulare County Auditor-Controller
 (3) US Department of Labor Bureau of Labor Statistics*
 (4) US Department of Commerce Bureau of Economic Analysis

* Rate for Tulare County as of June 30

Note:
 2014-2015 Personal Income & Per Capita Personal Income Data is currently not available by the Bureau of Economic Analysis

CITY OF VISALIA SALES TAX COLLECTIONS LAST TEN FISCAL YEARS



Fiscal Year	Sales Tax Collections (1)	Increase/ (Decrease)	Increase/ (Decrease)
2004	17,405,790		
2005	14,136,164	\$(3,269,626)	-23.1%
2006	16,982,141	\$ 2,845,977	16.8%
2007	16,855,914	\$ (126,227)	-0.7%
2008	16,666,119	\$ (189,795)	-1.1%
2009	14,770,380	\$(1,895,739)	-12.8%
2010	14,220,827	\$ (549,553)	-3.9%
2011	15,190,095	\$ 969,268	6.4%
2012	17,151,558	\$ 1,961,463	11.4%
2013	19,415,284	\$ 2,263,726	11.7%
2014	20,314,545	\$ 899,261	4.4%
2015	21,111,143	\$ 796,598	3.8%
	Average		1.2%

Top 25 Sales Tax Contributors

Animal Health International	MWI Veterinary Supply
Best Buy Stores	Nissan of Visalia
Bluescope Buildings	Ross Stores
Butler Animal Health Supply	Save Mart Supermarkets
COSTCO Wholesale	Target Stores
Don Rose Propane and Oil Company	Tri-Animal Health Services
Giant Chevrolet GEO	Union 76 Service Stations
HILTI	Valley Pacific Petroleum
Home Depot	Visalia Honda
J C Penney Company	Visalia Toyota
Lampe Chrysler Dodge Jeep Ram	VWR International
Lowe's Home Improvement	Wal Mart Stores
Macy's	

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

Debt Summary

**CITY OF VISALIA
LEGAL DEBT MARGIN INFORMATION
(IN THOUSANDS)**

	Fiscal Year <u>2015</u>
Assessed valuation	\$ 8,628,953
Conversion percentage	<u>25%</u>
Adjusted assessed valuation	2,157,238
Debt limit percentage	<u>15%</u>
Debt limit	323,586
Total net debt applicable to limit: General obligation bonds	<u>-</u>
Legal debt margin	<u>\$ 323,586</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

DEBT SERVICE SUMMARY 2016-17

	Beginning Principal 07/01/16	2016-17 Debt Service			Ending Principal 06/30/17
		Principal	Interest	Total	
<u>GOVERNMENTAL ACTIVITY DEBT</u>					
General Fund (001)					
2015 - Cert of Participation *	\$6,397,270	\$ 357,499	\$ 233,493	\$ 590,992	\$6,039,771
2014 VPFA - Cert of Participation Series (1)(2) (396)*	1,016,800	83,200	43,616	126,816	933,600
2008 HUD Sec. 108 Loan A (611)	657,000	252,000	24,198	276,198	405,000
2008 HUD Sec. 108 Loan B (611)	619,000	237,000	22,807	259,807	382,000
<i>Total General Fund (001)</i>	8,690,070	929,699	324,114	1,253,813	7,760,371
Measure T- Police (121)					
2015 - Cert of Participation *	1,642,080	91,466	59,739	151,204	1,550,614
<i>Total Measure T - Police (121)</i>	1,642,080	91,466	59,739	151,204	1,550,614
Police Impact Fees (106)					
2015 - Cert of Participation *	4,498,615	250,688	163,731	414,419	4,247,928
<i>Total Police Impact Fee (106)</i>	4,498,615	250,688	163,731	414,419	4,247,928
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (381)	195,000	47,000	9,690	56,690	148,000
Orchard Walk (383)	450,000	45,000	31,870	76,870	405,000
Village West (382)	34,040	4,728	2,077	6,805	29,312
<i>Total Other Funds</i>	679,040	96,728	43,637	140,365	582,312
Total Governmental Activity	\$ 15,509,805	\$ 1,368,580	\$ 591,221	\$ 1,959,801	\$ 14,141,225
<u>BUSINESS-TYPE ACTIVITY DEBT</u>					
Convention Center (413)					
2015 - Cert of Participation	4,567,035	255,348	166,745	422,092	4,311,687
2014 VPFA - Certificate of Participation (2) (413)	5,338,200	436,800	228,984	665,784	4,901,400
<i>Total Convention Center (413)</i>	9,905,235	692,148	395,729	1,087,876	9,213,087
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	5,536,154	379,576	187,751	567,327	5,156,578
<i>Total Animal Shelter (406)</i>	5,536,154	379,576	187,751	567,327	5,156,578
Total Business-Type Activity	\$ 10,874,354	\$ 816,376	\$ 416,735	\$ 1,233,111	\$ 10,057,978
<u>SUCCESSOR AGENCY ACTIVITY DEBT</u>					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	2,260,000	280,000	92,352	372,352	1,980,000
2004 Mooney Area Loan (363)	1,731,002	106,606	74,510	181,116	1,624,396
<i>Total Successor Agency</i>	3,991,002	386,606	166,862	553,468	3,604,396
Total Successor Agency Activity	\$ 3,991,002	\$ 386,606	\$ 166,862	\$ 553,468	\$ 3,604,396
Total Government Wide Debt Service	\$ 30,375,161	\$ 2,571,562	\$ 1,174,818	\$ 3,746,380	\$ 27,803,599

(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.

DEBT SERVICE SUMMARY 2017-18

	Beginning Principal 07/01/17	2017-18 Debt Service			Ending Principal 06/30/18
		Principal	Interest	Total	
GOVERNMENTAL ACTIVITY DEBT					
General Fund (001)					
2015 - Cert of Participation *	\$6,040,100	\$ 363,115	\$ 226,287	\$ 589,401	\$5,676,985
2014 VPFA - Cert of Participation Series (1)(2) (396)*	933,600	87,200	40,208	127,408	846,400
2008 HUD Sec. 108 Loan A (611)	405,000	266,000	12,487	278,487	139,000
2008 HUD Sec. 108 Loan B (611)	382,000	251,000	11,775	262,775	131,000
<i>Total General Fund (001)</i>	7,760,700	967,315	290,757	1,258,071	6,793,385
Measure T- Police (121)					
2015 - Cert of Participation *	1,550,400	92,902	57,895	150,797	1,457,498
<i>Total Measure T - Police (121)</i>	1,550,400	92,902	57,895	150,797	1,457,498
Police Impact Fees (106)					
2015 - Cert of Participation *	4,247,450	254,625	158,678	413,303	3,992,825
<i>Total Police Impact Fee (106)</i>	4,247,450	254,625	158,678	413,303	3,992,825
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (381)	148,000	51,000	6,921	57,921	97,000
Orchard Walk (383)	405,000	45,000	28,764	73,764	360,000
Village West (382)	29,313	4,728	1,794	6,522	24,585
<i>Total Other Funds</i>	582,313	100,728	37,479	138,207	481,585
Total Governmental Activity	\$ 14,140,863	\$ 1,415,570	\$ 544,809	\$ 1,960,379	\$ 12,725,293
BUSINESS-TYPE ACTIVITY DEBT					
Convention Center (413)					
2015 - Cert of Participation	4,312,050	259,358	161,628	420,986	4,052,692
2014 VPFA - Certificate of Participation (2) (413)	4,901,400	457,800	211,092	668,892	4,443,600
<i>Total Convention Center (413)</i>	9,213,450	717,158	372,720	1,089,878	8,496,292
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	4,763,794	392,784	174,543	567,327	4,371,010
<i>Total Animal Shelter (406)</i>	4,763,794	392,784	174,543	567,327	4,371,010
Total Business-Type Activity	\$ 13,977,244	\$ 1,109,942	\$ 547,263	\$ 1,657,205	\$ 12,867,302
SUCCESSOR AGENCY ACTIVITY DEBT					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	1,980,000	165,000	82,272	247,272	1,815,000
2004 Mooney Area Loan (363)	1,624,396	111,516	69,601	181,117	1,512,880
<i>Total Successor Agency</i>	3,604,396	276,516	151,873	428,389	3,327,880
Total Successor Agency Activity	\$ 3,604,396	\$ 276,516	\$ 151,873	\$ 428,389	\$ 3,327,880
Total Government Wide Debt Service	\$ 31,722,503	\$ 2,802,028	\$ 1,243,945	\$ 4,045,973	\$ 28,920,475

(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.

**GENERAL FUND – HUD Sec. 108 LOAN
PARKING STRUCTURE – Downtown (West) (A) 2008**

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 2,069,000	
Amount paid off as of 7/1/16:	\$ 1,174,000	
Principal Outstanding as of 7/1/15:	\$ 895,000	
Principal Outstanding as of 7/1/18:	\$ 139,000	
Issue Date:	May 2008	
Maturity Date:	August 2018	(Fiscal Year 2018/19)
Interest Rate:	4.2%	
Tax Status:	Tax Exempt	
Fund Type:	Debt Service	
Where does the money come from?	General Fund	

Parking Structure – Downtown (West) (A) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		
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	-

**GENERAL FUND – HUD Sec. 108 LOAN
PARKING STRUCTURE – Downtown (West) (B) 2008**

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 1,944,000	
Amount paid off as of 7/1/16:	\$ 1,102,000	
Principal Outstanding as of 7/1/16:	\$ 842,000	
Principal Outstanding as of 7/1/18:	\$ 131,000	
Issue Date:	May 2008	
Maturity Date:	August 2018	(Fiscal Year 2018/19)
Interest Rate:	4.2%	
Tax Status:	Tax Exempt	
Fund Type:	Debt Service	
Where does the money come from?	General Fund	

Parking Structure – Downtown (West) (B) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		842,000
2015/2016	223,000	18,886	14,058	255,943	619,000
2016/2017	237,000	14,058	8,749	259,807	382,000
2017/2018	251,000	8,749	3,026	262,775	131,000
2018/2019	131,000	3,026		134,026	-

**VISALIA PUBLIC FINANCE AUTHORITY
REFUNDING CERTIFICATES OF PARTICIPATION - 2014**

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.

In 2014 the City refunded the 2005 Certificates of Participation. The City refinanced its outstanding debt on the Convention Center to take advantage of historically low interest rates which results in an overall debt service savings.

The 2014 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 refinanced June 2014:	\$ 7,380,000
Amount paid off as of 7/1/14:	\$ 14,050,000
Principal Outstanding as of 7/1/14:	\$ 7,540,000
Principal Outstanding as of 7/1/16:	\$ 4,095,000
Issue Date:	June 2014
Maturity Date:	December 2025 (Fiscal Year 2025/26)
Interest Rate:	2 – 5% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Bonds maturing prior to Dec 1, 2024 are not subject to prepayment. Bonds maturing after Dec 1, 2025 may be paid off at any time after Dec 1, 2024 without premium.
Where does the money come from?	General Fund 16% / Convention Center 84%

2014 Refunding Certificates of Participation – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				6,860,000
2015/2016	505,000	290,575	795,575	6,355,000
2016/2017	520,000	272,600	792,600	5,835,000
2017/2018	545,000	251,300	796,300	5,290,000
2018/2019	565,000	229,100	794,100	4,725,000
2019/2020	590,000	206,000	796,000	4,135,000
2020/2021	615,000	181,900	796,900	3,520,000
2021/2022	640,000	156,800	796,800	2,880,000
2022/2023	670,000	127,250	797,250	2,210,000
2023/2024	700,000	93,000	793,000	1,510,000
2024/2025	735,000	57,125	792,125	775,000
2025/2026	775,000	19,375	794,375	0

SUCCESSOR 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. The debt was transferred to the Successor Agency on February 1, 2012, as a result of the dissolution of the Visalia Redevelopment Agency.

Original Principal Amount:	\$ 5,000,000
Amount Issued June 2003:	\$ 5,185,000
Amount paid off as of 7/1/16:	\$ 2,925,000
Principal Outstanding as of 7/1/16:	\$ 2,260,000
Principal Outstanding as of 7/1/18:	\$ 1,815,000
Original Issue Date:	September 1990
Refunding Date:	June 2003
Maturity Date:	July 2026 (Fiscal Year 2026/27)
Interest Rate:	Fixed 2.00 – 4.38% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Special Revenue
Ability to prepay:	Bonds maturing prior to Jul 1, 2013 are not subject to prepayment. Bonds maturing after July 1, 2014 may be paid off at any time after July 1, 2013 without premium.
Where does the money come from?	Tax Incremental Revenues

East Visalia Redevelopment – Debt Service Schedule

Fiscal Year	Principal	Interest		Fiscal Year	Balance
	July	July	January	Total	
					2,530,000
2015/2016	270,000	50,901	50,901	371,802	2,260,000
2016/2017	280,000	46,176	46,176	372,352	1,980,000
2017/2018	165,000	41,136	41,136	247,272	1,815,000
2018/2019	170,000	38,043	38,043	246,086	1,645,000
2019/2020	180,000	34,813	34,813	249,626	1,465,000
2020/2021	185,000	31,213	31,213	247,426	1,280,000
2021/2022	190,000	27,513	27,513	245,026	1,090,000
2022/2023	200,000	23,594	23,594	247,188	890,000
2023/2024	210,000	19,469	19,469	248,938	680,000
2024/2025	220,000	14,875	14,875	249,750	460,000
2025/2026	225,000	10,063	10,063	245,126	235,000
2026/2027	235,000	10,281		245,281	-

The Measure T plan requires Council to annually recertify the Measure T expenditure plan for the new budget year. Staff is recommending that Council continues to modify the Measure T plan elements due to revenues being less than plan for fiscal year 16/17 by:

1. Maintaining Measure T police officers at 23. This is 5 less than the Measure T plan. The General Fund picked up three (3) of these officers and two (2) additional police officer positions were left vacant by attrition. As Measure T revenues improve, staff recommends the return of the three (3) Measure T police officers that were transferred out of Measure T into the General Fund.
2. Maintain Fire Measure T firefighters at 15, three (3) less than plan as a means to match projected revenues against expenditures.
3. Postpone the construction of the Police Headquarters until revenues improve.

SUCCESSOR AGENCY - MOONEY – 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%. The debt was transferred to the Successor Agency on February 1, 2012, as a result of the dissolution of the Visalia Redevelopment Agency.

Original Principal Amount:	\$ 3,374,975
Amount refinanced November 2004:	\$ 2,707,250
Amount paid off as of 7/1/16:	\$ 873,940
Principal Outstanding as of 7/1/16:	\$ 1,833,310
Principal Outstanding as of 7/1/18:	\$ 1,512,880
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>
				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	877,273
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	

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 07/01/16:	\$ 398,000
Principal Outstanding as of 7/01/16:	\$ 239,000
Principal Outstanding as of 07/01/18:	\$ 97,000
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.

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>
					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.

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 07/01/16:	\$ 33,252
Principal Outstanding as of 7/01/16:	\$ 38,768
Principal Outstanding as of 07/01/18:	\$ 24,586
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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>County Fee</u>	<u>Total</u>	<u>Balance</u>
					38,768
2015/2016	4,728	2,326	35	7,089	34,040
2016/2017	4,728	2,042	35	6,805	29,313
2017/2018	4,728	1,759	35	6,522	24,586
2018/2019	4,728	1,475	35	6,238	19,858
2019/2020	4,728	1,191	35	5,954	15,130
2020/2021	4,728	908	35	5,671	10,403
2021/2022	4,728	624	35	5,386	5,675
2022/2023	5,674	340	35	6,049	0

ORCHARD WALK - BONDS

The City issued a \$675,000 bond designated as the, "Limited Obligation Improvement Bonds, Orchard Walk East and West Undergrounding Utilities Assessment District Improvement Bond, Series 2011" for the unpaid assessments levied upon the Orchard Walk East and West Undergrounding Utilities assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6.75% and mature on September 2, 2026 and were for the construction of underground electrical utilities at the Orchard Walk East and West commercial shopping center on Dinuba Boulevard between Rigin Avenue and Shannon Parkway.

The Orchard Walk debt was issued in an effort to assist the developer with reimbursement for the improvements. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the shopping center who benefited from the infrastructure improvements.

Original Issue Date:	August 2011
Original Issue Amount:	\$ 675,000
Amount paid off as of 07/01/16:	\$ 180,000
Principal Outstanding as of 7/01/16:	\$ 495,000
Principal Outstanding as of 07/01/18:	\$ 360,000
Maturity Date:	September 2026 (Fiscal Year 2026/27)
Interest Rate:	Fixed 6.75%
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 shopping center pay an annual special assessment with their property tax payment.

Orchard Walk Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>County Fee</u>	<u>Total</u>	<u>Balance</u>
					495,000
2015/2016	45,000	33,400	1,570	79,970	450,000
2016/2017	45,000	30,361	1,509	76,870	405,000
2017/2018	45,000	27,320	1,444	73,764	360,000
2018/2019	45,000	24,279	1,389	70,668	315,000
2019/2020	45,000	21,239	1,327	67,566	270,000
2020/2021	45,000	18,200	1,270	64,470	225,000
2021/2022	45,000	15,160	1,206	61,366	180,000
2022/2023	45,000	12,120	1,154	58,274	135,000
2023/2024	45,000	9,079	1,089	55,168	90,000
2024/2025	45,000	6,038	1,024	52,062	45,000
2025/2026	45,000	2,998	971	48,969	-

ANIMAL CONTROL FACILITY - 2012

On December 1, 2012, the City entered into a lease agreement with Municipal Finance Corporation for \$6,600,000 for the acquisition and construction of an animal control facility and shelter. The lease/leaseback involves two police substations and the animal control center site for the construction of the animal shelter. The fifteen year lease financing arrangement begins March 2013 at an interest rate of 3.45%. Principle and interest payments are due each September and March.

Original Principal Amount: \$ 6,600,000
 Amount paid off as of 7/1/16: \$ 697,034
 Principal Outstanding as of 7/1/16: \$ 5,902,966
 Principal Outstanding as of 7/1/18: \$ 4,763,794
 Issue Date: December 2012
 Maturity Date: March 2028 (Fiscal Year 2027/28)
 Interest Rate: Fixed 3.45%
 Tax Status: Tax Exempt
 Fund Type: Business-Type
 Ability to prepay: Cannot be redeemed until March 21, 2018

Where does the money come from? General Fund Transfer

2012 Animal Control Facility – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				5,902,966
2015/2016	366,812	200,516	567,328	5,536,154
2016/2017	379,576	187,751	567,328	5,156,578
2017/2018	392,784	174,543	567,328	4,763,794
2018/2019	406,452	160,875	567,328	4,357,341
2019/2020	420,596	146,732	567,328	3,936,745
2020/2021	435,232	132,096	567,328	3,501,514
2021/2022	450,377	116,951	567,328	3,051,137
2022/2023	466,049	101,279	567,328	2,585,088
2023/2024	482,266	85,062	567,328	2,102,823
2024/2025	499,048	68,280	567,328	1,603,775
2025/2026	516,413	50,914	567,328	1,087,362
2026/2027	534,383	32,944	567,328	552,978
2027/2028	552,978	14,349	567,328	(0)

2015 CERTIFICATES OF PARTICIPATION

On September 10, 2015, the City issued \$17,910,000 of 2015 Certificates of Participation to (a) construct and equip the Visalia Emergency Communications Center (VECC), (b) to replace the City's Computer Aided Dispatch and Records Management System (CAD/RMS), (c) to make certain improvements to the Visalia Convention Center, (d) to purchase a municipal bond debt service reserve insurance policy for deposit into a debt service reserve fund established for the Certificates, and (e) to pay the costs related to the execution and delivery of the Certificates. The fifteen year financing arrangement begins December 2015 at interest rates ranging from 2% to 5% depending on maturity date. Principle and interest payments are due each June and December.

The 2015 COP are split between Convention Center debt, General Fund debt, Measure T debt, and Police Impact Fees debt. The General Fund is responsible for 37.4%, the Convention Center is responsible for 26.7%, the Measure T Fund is responsible for 9.6%, and Police Impact Fees are responsible for 26.3% of the debt.

Original Principal Amount:	\$ 17,910,000
Amount paid off as of 7/1/16:	\$ 1,267,756
Principal Outstanding as of 7/1/16:	\$ 17,105,000
Principal Outstanding as of 7/1/18:	\$ 15,180,000
Issue Date:	September 2015
Maturity Date:	December 2029 (Fiscal Year 2029/30)
Interest Rate:	2 – 5% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Bonds maturing prior to Dec 1, 2024 are not subject to prepayment. Bonds maturing after Dec 1, 2025 may be paid off at any time after Dec 1, 2024 without premium.

Where does the money come from?	General Fund 37.4% / Convention Center 26.7% / Measure T 9.6% / Police Impact Fees 26.3%
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2015 Certificates of Participation – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				17,910,000
2015/2016	805,000	462,756	1,267,756	17,105,000
2016/2017	955,000	623,738	1,578,738	16,150,000
2017/2018	970,000	604,488	1,574,488	15,180,000
2018/2019	990,000	584,888	1,574,888	14,190,000
2019/2020	1,020,000	554,588	1,574,588	13,170,000
2020/2021	1,070,000	507,438	1,577,438	12,100,000
2021/2022	1,125,000	452,563	1,577,563	10,975,000
2022/2023	1,175,000	400,938	1,575,938	9,800,000
2023/2024	1,230,000	346,688	1,576,688	8,570,000
2024/2025	1,295,000	283,563	1,578,563	7,275,000
2025/2026	1,360,000	217,188	1,577,188	5,915,000
2026/2027	1,415,000	161,963	1,576,963	4,500,000
2027/2028	1,455,000	118,913	1,573,913	3,045,000
2028/2029	1,500,000	73,650	1,573,650	1,545,000
2029/2030	1,545,000	25,106	1,570,106	-

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 – Clean Water State Revolving Fund

The Wastewater Fund is currently funding the upgrade of the water treatment plant and underground infrastructure which will cost an estimated \$140 million. This project will bring the Water Conservation Plant into compliance with discharge permit requirements from the Regional Water Quality Control Board and upgrade the plant from secondary to tertiary treatment in order to facilitate water recycling. The cost of some regularly planned maintenance will be temporarily absorbed by the WCP Upgrade project, allowing the fund to rebuild its capital funding reserves in the years following the completion of construction. Once the reserves are built back up, if the balance of this fund is determined to exceed its operating and capital reserve needs, the cash balance may be used for an early pay down of debt.

The Water Conservation Plant Upgrades will be funded with bond financing through the Clean Water State Revolving Fund (CWSRF) to be paid over 20 years at an interest rate of 2.1%. Costs of construction will be reimbursed from bond proceeds as the project proceeds. The annual debt payment of \$6.8 million is estimated to begin in 2017-18 and end in 2037-38.

Budget & Fiscal Policies

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.

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.

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

CITY OF VISALIA

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

As a charter city, the City operates its pooled cash investments under the prudent investor rule. Investments shall be made with the judgment and care, under the circumstances then prevailing which investors of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. This affords the City a broad spectrum of investment opportunities as long as the investment is deemed prudent and is allowable under current legislation of the State of California, the charter of the City, and this investment policy. Investments will be made in a range of instruments to insure diversification of the City's portfolio and liquidity of assets in an emergency situation.

3.1 The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Future State of California legislative actions affecting this investment policy (adding further restrictions to the type and length of investments) shall not apply to those investments held prior to the enactment of said legislation unless specifically identified in the legislative action.

4.0 Objective

The primary objectives, in priority order, of the City of Visalia’s investment activities shall be:

4.1 **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- a. Credit Risk, which is the risk of loss due to the failure of the security issuer or backer, will be minimized by:
 - Limiting investments to the types of securities listed in Section 8.0 of this Investment Policy
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 7.0
 - Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
- b. Interest Rate Risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the

open market prior to maturity

- Investing funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy as outlined in Section 13.0.

4.2 Liquidity: The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

4.3 Return on Investments: The City's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

5.0 Delegation of Authority:

Authority to manage the City's investment program is derived from the City's Charter. On November 21, 1983 Council delegated responsibility (Resolution 83-96) for the investment program is to the Finance Director (Treasurer), who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to: safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. Annually, Council will review and adopt by resolution the updated Investment Policy, in which Council will delegate responsibility for the investment program to the Treasurer.

6.0 Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Treasurer any material interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

7.0 Authorized Financial Dealers and Institutions:

The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of California. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by State laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer with the following:

- Audited Financial Statements
- Proof of National Association of Security Dealers certification
- Completed broker/dealer questionnaire
- Certification of having read this investment policy
- Compliance with City of Visalia insurance requirements for professional services agreements for general, professional and automotive liability.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Treasurer. In addition, a current audited financial statement is required to be on file for each financial institution and broker/dealer in which the City conducts investment transactions.

The City shall also be open to contracting investment management services for a portion of the portfolio. That portion shall be limited to longer term investments of two years or longer. Any investment management firm contracted shall meet criteria established by the Treasurer. All investments made under contract will be purchased in the City's name and in accordance with the guidelines established by the City's investment policy.

8.0 Authorized and Suitable Investments

The City is empowered by statute to invest in the following types of securities:

A. Securities of the U.S. Government

Securities of the U.S. Government include U.S. Treasury bills, notes and bonds.

U.S. Treasury Bills - are issued by the U.S. Treasury and are available in maturities out to one year. They are non-interest bearing and sold on a discount basis. The face amount is paid at maturity.

Treasury Notes - are issued by the U.S. Treasury with maturities from two to ten years. They are issued in coupon form and many issues are also available in registered form. Interest is payable at six month intervals until maturity.

Treasury Bonds - are issued by the U.S. Treasury with maturities of ten years to thirty years. The City may purchase the interest and/or principal of a U.S. Treasury Bond. A principal only instrument is commonly called a "stripped" or "zero" coupon. Stripped

coupons are sold at a discount basis. The face amount is paid at maturity.

B. Securities of U.S. Government Agencies

The capital of U.S. government agencies was initially financed by the United States Treasury. As the agencies have grown and operated profitably over the years, the Treasury's investment has been replaced in a large measure by private capital. At the present time, obligations of only a few agencies are backed by the full faith and credit of the U.S. Government. The obligations of all the federal agencies described in the following sections are not guaranteed by the U.S. Government with the exception of Government National Mortgage Association, but are considered to be investments of the highest quality.

Federal National Mortgage Association - (Fannie Mae) Is a quasi- public corporation created by an act of Congress to assist the home mortgage market by purchasing mortgages insured by the Federal Housing Administration and the Farmers Home Administration, as well as those guaranteed by the Veterans Administration. FNMA issues Notes and Bonds. Notes are issued with maturities of less than one year with interest paid at maturity. Bonds are issued for 15 and 30 year maturities with interest paid semi-annually. Interest is computed on a 30/360 day basis. There is a strong secondary market in these securities. A secondary market means these instruments are actively traded; they are bought and sold daily.

Government National Mortgage Association - (Ginnie Mae) is a wholly owned corporate instrumentality of the United States within the Department of Housing and Urban Development. A certificate collateralized by FHA/VA residential mortgages represents a share in a pool of FHA or VA mortgages. Ginnie Mae's are registered securities. Principal and interest are paid monthly and sent directly from the issuer of the pool, usually a mortgage banker, to the City. Original maturities range from 12 to 30 years with a 7 to 12 year assumed average life. (Assumed average life is due to prepayments of mortgages).

Federal Home Loan Banks - provide credit to member lending institutions such as savings and loan associations, cooperative banks, insurance companies and savings banks. The agency offers bonds in the public market with maturities of one year to ten years. These bonds are usually offered on a quarterly basis depending on the current demands of the housing industry. Interest is paid semi-annually on a 30/360 day basis.

Federal Farm Credit Banks - are debt instruments issued to meet the financial needs of farmers and the national agricultural industry. Discount notes are issued monthly with 6 and 9 month maturities. Discount notes pay interest at maturity. Longer term debentures (2-5 years) are also issued. Debentures pay interest semi-annually on a 30/360 day basis. These issues enjoy an established secondary market.

Small Business Administration Loans - (SBA) The Small Business Administration is an independent agency of the United States government which furnishes financial and management assistance to small businesses. The SBA guarantees the principal portion of the

loans it approves. The City purchases the guaranteed portion of these loans. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate which is usually tied to the prime rate. Principal and interest are paid monthly on a 30/360 day basis.

Federal Home Loan Mortgage Corporation - (Freddie Macs) A publicly held government-sponsored enterprise created on July 24, 1970 pursuant to the Federal Home Loan Mortgage Corporation Act, Title III of the Emergency Home Finance Act of 1970, as amended. Freddie Mac's statutory mission is to provide stability in the secondary market for home mortgages, to respond appropriately to the private capital market and to provide ongoing assistance to the secondary market for home mortgages by increasing the liquidity of mortgage investments and improving the distribution of investment capital available for home mortgage financing. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate.

Other U.S. government securities available to the City for investment purposes include: Student Loan Marketing Association (SLMA or Sallie Mae), Aid for International Development (AID), and debentures of Tennessee Valley Authority (TVA). However, these instruments are not offered on a regular basis and do not offer the same liquidity as the before mentioned instruments.

C. Securities of the State of California or Its Sub-Divisions

The State of California and its sub-divisions occasionally provide a good investment alternative, such as notes, bonds and other evidences of indebtedness. They are used to meet the financial needs of State, or other agencies of the State. These investments, during certain market conditions, can provide a higher yield even without the tax benefit that the private sector takes advantage of. The City will only purchase California securities 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.

D. 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.

E. 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.

F. Banker's Acceptance Notes

A banker's acceptance (B.A.) is a unique credit instrument used to finance both domestic and international transactions. As a money market instrument, it is an attractive short-term investment. When a bank "accepts" such a time draft, it becomes, in effect, a predated certified check payable to the bearer at some future, specified date. Little risk is involved because the commercial bank assumes primary liability once the draft is accepted. Banker's acceptances are frequently in odd amounts. Maturities normally range from 30 up to 180 days. Banker's acceptances are sold at a discount. This means the face amount is received at maturity. The City will purchase Banker's acceptances from only the 100 largest United States banks according to asset size. The profitability of the financial institution as well as its financial stability is also taken into account prior to placing the investment.

G. 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.

H. 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.

I. **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 \$50.0 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 two LAIF accounts.

J. **Repurchase Agreement**

Closely associated with the functioning of the Federal funds market is the negotiation of repurchase agreements or repo's. Banks may buy temporarily idle funds from a customer by selling U.S. Government or other securities with the contractual agreement to repurchase the same security on a future date determined by negotiation. For the use of funds, the customer receives an interest payment from the bank; the interest rate reflects both the prevailing demand for Federal funds and the maturity of the repo. Repurchase Agreements are usually executed for \$100,000 or more. The City will require physical delivery of the securities backing the repo to its safekeeping agent. The institution from which the City purchases a repo must transfer on an ongoing basis sufficient securities to compensate for changing market conditions and to insure that the market value of securities is valued at 102 percent or greater of the funds borrowed against those securities. Generally, maturities range from 1 to 90 days with interest paid at maturity, and may not exceed one year. A Master Repurchase Agreement is required.

K. **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.

L. 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
- 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 25% in Commercial Paper
- o 20% in Money Market Mutual Funds
- o 40% in Bankers Acceptance Notes
- o 30% in Medium Term Notes
- o 20% in Repurchase Agreements

These restrictions primarily apply to short-term investments and are interpreted to apply at the time of investment. If, as the portfolio mix changes over time, a particular segment exceeds these restrictions the prudent investor rule shall apply.

The City will be selective in purchasing long-term negotiable certificates of deposit and medium term notes, placing such an investment only with a large stable institution.

13.0 Maximum Maturities

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. The City will operate a portfolio with an average life of three years or less. This is to insure liquidity and the ability to move with changing markets and interest rates.

No investments shall be made in investments with maturities greater than five (5) years without specific Council approval not less than ninety days prior to the investment. Exception: Mortgage Backed Securities, such as Federal National Mortgage Association (Fannie Mae) and Government National Mortgage Association (Ginnie Mae) which have maturities greater than five (5) years, and not to exceed 30 years may be purchased. While the final maturity on these investments is greater than five (5) years, the return of principal and interest is received on a monthly basis (as mortgages are being paid, refinanced, and pre-paid), therefore minimizing the investment risk. At no point, will investments with maturities greater than five (5) years exceed 20% of the portfolio value.

14.0 Internal Control

To assure compliance with policies and procedures, the Treasurer, along with finance staff, shall form an investment committee. The committee will meet to review the investment portfolio and collectively establish investment goals and parameters for purchases. The committee will also collectively decide on investment purchases and sales of holdings.

15.0 Performance Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

15.1 Market Yield (Benchmark): The City's investment strategy is passive. Passive investment portfolio management generally indicates that the Treasurer will purchase an instrument and hold it through maturity, and then reinvest the monies. Although the City's investment strategy is passive, this will not restrict the Treasurer from evaluating when swaps are appropriate or if the sale of an instrument is prudent prior to final maturity. Given this strategy, a series of appropriate benchmarks shall be established against which portfolio performance shall be compared on a regular basis. The benchmarks shall be reflective of the actual securities being purchased and risks undertaken and the benchmarks shall have a similar weighted average maturity as the portfolio.

16.0 Reporting

Quarterly, the Treasurer will issue a report for Council's review of the City's current investment portfolio, detailing securities purchase and maturity date, face and market value, credit quality, and any reverse activities.

Periodically, the long-term investments will be reviewed in order to determine if it is advantageous to sell those securities and purchase others. The review will consider current market conditions and various spread relationships among security types. Additionally, a statement will be issued indicating the findings of the analysis. The monitoring of the conditions set forth in this policy statement is the responsibility of the Treasurer.

17.0 Investment Policy Adoption

The City's investment policy shall be adopted by resolution. The policy shall be reviewed annually by the City Council and any modifications made thereto must be approved by them.

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?
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FFCB(Fed Farm Credit Bank)	6 and 9 month offered monthly.	Paid at maturity on a 30/360 day basis.	No
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	Debentures are issued with 2 to 5 years maturities.	Paid semi-annually on a 30/360 day basis.	No
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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
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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
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California Securities	Debentures are issued with 2 to 5 years maturities.	Paid semi-annually on a 30/360 day basis.	No
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CD(Certificate of Deposit)	3 months to 5 years.	Paid monthly on a actual/360 day basis.	No
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NCD(Negotiable Certificates of Deposit)	3 months to 2 years. Some issues have quarterly floating rates.	Paid semi-annually. Floaters pay quarterly.	No
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BA Notes(Banker's Acceptance Notes)	30 to 180 days.	Issued at a discount from par. Paid at maturity.	No
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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
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MTN(Medium Term Notes)	2 to 5 years. Extended maturity commercial paper.	Paid semi-annually on a 30/360 day basis.	No
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LAIF(Local Agency Investment Fund) State Pool	Funds are available on demand. Investments are restricted by Gov't. Code, same as the City's.	Paid quarterly.	No
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Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
Repurchase Agreements	Negotiated. A short term investment transaction with a contractual agreement to repurchase the same securities at a future date. In essence, the City loans the Bank money for a specified time collateralized by marketable securities. Terms are from 1 to 90 days.	Paid at maturity.	No
Reverse Repurchase Agreements	Negotiated. This transaction is the mirror image of the repurchase agreement. Instead of the City loaning the Bank money, the Bank loans the City funds. The City then "repurchases" securities with matched maturities to the end of the contract. Terms are from 1 to 90 days.	Paid at maturity.	No
Money Market Mutual Funds	Funds are available on demand. Shares issued by a diversified management company.	Paid Monthly	No
Other Investment Pools	Funds are available on demand.	Paid quarterly	No

Budget Process

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 2016 with a memorandum from the Finance 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
Assumptions page	Prepare	Review	Nov/Dec
Presentation to Department Head Group			12/8/15
Information Meeting			12/11/15
Finance meeting with City Manager for Budget Forecast (Rev /Exp)			1/11/16
Departments meet with City Manager & Finance to discuss goals, operating changes			1/12/16
Finance's Responsibility			
General Revenues	Prepare	Review	1/29/16
Salaries and Benefits for FT employees	Prepare	Review	1/29/16
Operationing and Maintenance Costs	Prepare	Review	1/29/16
Allocated Costs	Prepare	Review	On-Going
Inter-fund Transfers	Prepare	Review	4/29/16
Department's Responsibility			
Submit Capital Projects	Review	Prepare	1/25/16
Department Mission Statement & Descriptions	Review	Prepare	1/29/16
Depart Performance Measures	Review	Prepare	1/29/16
Depart. Accomplishments & Objectives	Review	Prepare	1/29/16
Grant Revenues	Review	Prepare	2/26/16
Salaries/Benefits for existing hourly employees	Review	Prepare	2/26/16
Over-time	Review	Prepare	2/26/16
New Operations and Maintenance Costs	Review	Prepare	2/26/16
Minor Capital Outlay Requests*	Review	Prepare	2/26/16
New Employee Requests for FTE and Hourly**	Review	Prepare	2/12/16
Departmental line item budget Review by Finance	Review	Review	3/7/16
Department Summary to City Manager	Prepare		3/28/16
Complete Document to City Manager			5/9/16
Final Draft Submitted to City Council			5/16/16
1st Presentation to City Council			6/6/16
2nd Presentation to City Council			6/20/16
* Note: Please submit Capital Outlay sheets to justify requests.			
** Note: Please do not include in budget numbers. These will be added by Finance as they are approved.			

Budget Kick-off. To provide further guidance and to answer any questions, Finance held a *Budget Kick-off Meeting on **December 11, 2015 from 1:30 to 2:30 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. Narratives
- III. Capital Improvements Program (CIP) Budget
 - Overview of process

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 11 | Budget Kick-Off Meeting, Council Chambers. |
| Jan 29 | Finance e-mails budget numbers |
| Jan 29 | Departmental budget items due: <ul style="list-style-type: none">• Department Descriptions• Narratives• Mission Statement• Performance Measures |
| Feb 26 | Departmental budget items due: <ul style="list-style-type: none">• Departmental revenues• Salaries and benefits for PT & hourly employees• Over-time cost• New operations and maintenance costs• Minor capital outlay requests• New employee requests |
| March 7 | Departmental review with Finance |
| March 28 | Departmental review with the City Manager |
| May 9 | Draft budget to City Manager, Department Heads |
| May 16 | Presentation of budget to Council |

June 6 First Public Hearing

June 20 Second Public Hearing and adoption

Capital Improvement Program (CIP) Budget Instructions

All General Fund CIP projects were ranked using the following criteria:

- Implementation of a Council priority
- Support of City of Visalia General Plan
- Resolution of a health and safety concern
- Results in a savings of money or avoids additional costs
- Promotion of efficient operations

The scale to be applied to ranking General Fund CIP projects is:

Level 1 Ranking	Definition
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 level 1 rankings:

Sub-ranking	Definition
A	Health and safety or urgent need
B	Highly desirable and useful

Level 2 Ranking	Definition
+ / -	Moves higher level rankings higher or lower

Upon completion of initial rankings by Finance, CIP review committee members will meet to discuss and agree on any proposed changes to the assigned rankings. Projects beyond fiscal years 16/17 and 17/18 will not be ranked as Council will only be approving appropriations for these years.

The CIP committee will be comprised of one City staff member from each department submitting a General Fund CIP request or having existing General Fund CIP funding.

NARRATIVE INSTRUCTIONS

Accomplishments and Objectives

When presenting information about accomplishments and objectives, it is particularly important to highlight information which supports the City Council's goals. Further, for the

objectives to be meaningful, they need to be something that can follow the SMART rubric for evaluation: Specific, Measurable, Appropriate, Reasonable and Time-bound. Consider dividing objectives in to service level objectives and annual, finite project goals. Please limit your accomplishments and objectives to the top five.

Performance Measures

Performance measures should be indicators which reveal the effectiveness, efficiency or workload. For consistency in measurement from year to year, the same measures should be used and updated for the most recent time periods. For example, the upcoming two year budget performance measures should cover a 5 year period, actuals for fiscal year 2013/14 and 2014/15, projections for 2015/16, and estimates for both 2016/17 and 2017/18.

BUDGET REVIEW

The Finance department compiled all the budget information and assisted each department in completing the goals, objectives and performance measurements. The Finance 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.

BUDGET ADOPTION

Two public hearings are required prior to the adoption of the budget. The first public hearing was held June 6th and the second on June 20th. The City Council adopted a resolution to adopt the 2016-17 & 2017-18 budget on June 20th. 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

GLOSSARY

Activity - A specific and distinguishable service performed by one or more organizational components of a government to accomplish a desirable government function (e.g., fire activities are within the public safety function)

Accounting System - The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Agency Fund - A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

Annual Budget - A budget applicable to a single fiscal year.

Annual Financial Report - A financial report applicable to a single fiscal year.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Authority - A government or public agency created to perform a single function or a restricted group of related activities.

Bond Covenant - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Budget - A plan of proposed capital outlays and the means of financing them.

Capitalized Expenditures - Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Cost Accounting - The method of accounting that provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Certificates of Participation (COPS) – COPS are long-term financing instruments issued to fund the acquisition of equipment or the acquisition, construction or rehabilitation of real property. They are usually structured as a lease arrangement, with payments made from the General Fund.

Contributed Capital – Contributed capital is created when transfers of equity or assets are received by a proprietary fund. This can be a transfer of cash, fixed assets or as a grant proceeds.

Debt Financing - Borrowing funds as needed and pledging future revenues to make (finance) current expenditures or capital projects.

Debt Service Fund - A fund to account for debt service payments, as well as any accumulation of resources in anticipation of future principle and interest requirements.

Deficit - The result of an excess of expenditures over resources.

Deficit Bonds - Approved by voters in March of 2004, proceeds from the bonds were used to cover the shortfall in the state’s budget for fiscal year 2003-04. Bond payments came via the “triple flip”, whereby the state reallocated .25% of cities sales tax proceeds with property tax.

Designation of Fund Balance - The designation indicates that a portion of fund equity is not available for appropriation based on Council’s plan for future uses.

Employee Services - Salaries plus fringe benefits earned by employees of the organization for work performed.

Encumbrances - Commitments to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund - A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Entitlement - The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

Equity – The difference between assets and liabilities of a fund.

Financial Resources – Cash and other assets that, in the normal course of operations, will become cash.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets – Long-lived tangible assets such as buildings, equipment, improvements and vehicles.

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Balance – Reserved – Used to indicate that a portion of fund balance has been restricted for a specific purpose.

Full-Time Equivalent (FTE) - The amount of time, 2,080 hours per year, worked by a full-time employee.

General Fund - The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting.

Grants - Contributions or gifts of cash or other assets from another government entity to be used for a specific purpose.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Letter of Credit - A financial institutions written guarantee of a customer's drafts, up to a specified amount, for a certain period of time.

Materials & Services - Expenses which are charged directly as a part of the cost of a service.

Measure T – A measure approved by the citizens of Visalia in March 2004. The measure increases the sales tax rate by .25% beginning in July 2004. Proceeds from the increased tax rate are restricted for public safety services.

Net Income (Loss) - Proprietary fund excess (deficit) of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses and operating transfers out.

Non-Operating Expenses - Proprietary fund expenses not directly related to the fund's primary activities (e.g., interest expense).

Non-Operating Revenues - Proprietary fund revenues incidental to, or byproducts of, the fund's primary activities. (e.g., interest expense).

Operating Budget - Plans of current expenditures and the proposed means of financing them.

Operating Expenses - Proprietary fund expenses related directly to the fund's primary activities.

Operating Income - The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues - Proprietary fund revenues directly related to the fund's primary activities. They consist primarily of user charges for goods and services.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Purpose - A general statement explaining the reason a particular program or division exists.

Property Tax Swap – The state's swap of reduced Vehicle License Fees (VLF) with property tax. The swap permanently reduced the VLF fee, which cities receive, from 2% of the value of the vehicle to .65%. The reduction in the VLF is backfilled by the state with property taxes.

Proprietary Fund - The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private section (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds.

Reimbursements – Repayments of amounts remitted on behalf of another fund.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Reserved Fund Balance - Those portions of the difference between fund assets and fund liabilities of governmental and similar trust funds that cannot be appropriated for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfers – Nonrecurring or non-routine 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 qualitative information as to the level of service to be provided in relation to the level of funding indicated in the budget.

Service Reimbursements - Transactions that constitute reimbursements to a department/division for expenditures or expenses initially made from it but that properly apply to another department/division.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Specific Program Objectives - An "action" statement indicating the new or special activities proposed for a program.

Subventions - Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City come from the State of California and include motor vehicle in-lieu, and gasoline taxes.

Taxes – Compulsory charges levied by a government to finance services performed for the common benefit.

Tax Revenue Anticipation Notes (TRANS) – TRANS are short-term debt instruments that provide public entities with a means to ease cash shortfalls caused by the cyclical nature of property tax receipts.

Triple flip – The state's reallocation of .25% of the City's 1% sales tax portion to fund the state's deficit bonds approved by voters in the March 2004 elections. The City will receive an equal portion of property tax revenue based on sales tax receipts from the Education Revenue Augmentation Fund (ERAF) which funds schools. The schools are fully compensated for the lost ERAF from the state's general fund.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

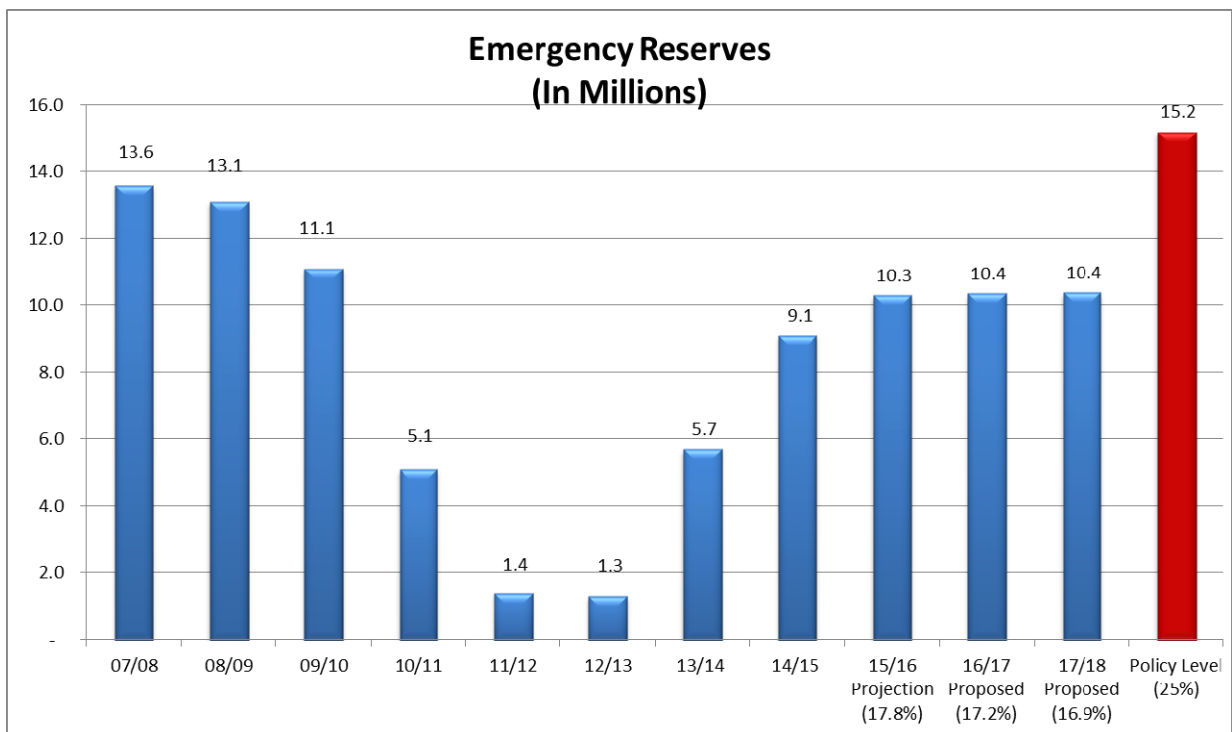
Variable Rate Debt – An interest rate on a debt issue which changes at intervals according to an index or a formula or other standard of measurement as stated in the bond contract.

Reserves

Part of the City of Visalia’s Budget and Fiscals Policies state that the General Fund ending fund balance and enterprise funds ending working capital should be maintained at 25% of operating expenditures. In 2013, Council adopted a policy for replenishing the General Fund Emergency Reserves. The policy is as follows:

- Until the General Fund emergency reserve has \$5 million:
 - all one-time gains be deposited into that reserve.
 - one-half of any available revenues after funding a status quo budget be deposited into the reserve.
- After the General Fund emergency reserve has been replenished to \$5 million:
 - at least 25% of any available revenues after funding a status quo budget be programed to be deposited into the reserve until the reserve stands at 25% of General Fund operating expenditures
 - At year end, any revenues in excess of actual expenditures would continue to be deposited in the emergency reserve until the reserve was 25% of operating expenditures.

Below is a chart summarizing the General Fund Emergency Reserves.



Council Strategic Planning Workshop Report

Introduction

The purpose of this workshop was to review current goals, policies and procedures related to the strategic efforts of the City of Visalia, and examine progress and create or reaffirm intended action. Department heads helped to frame the issues where needed, and provided updated information for the City Council to consider as it looked to outline the appropriate next steps. At the conclusion of the meeting, Council decisions were confirmed by the facilitator, and information requests from City departments were received by Mike Olmos for further action. This information will be presented to Council at regular meetings throughout the 2016 calendar.

-Brice A. Yocum, Facilitator;
Visalia City Council Strategic Planning Workshop; 2016

Strategic Planning Workshop, January 29, 2016

Welcome & Introductions

Mayor Nelson welcomed all to the meeting, encouraged the public to participate in the sessions, and set the tone for the workshop. The Friday session was set aside for handling outstanding work items.

The floor was opened for public comment:

- a. Bill Huott thanked the Council for their hard work in the community and asked that they continue to be committed to the north side neighborhood.
- b. Vincent Salinas asked that the Council remain committed to infill efforts within the City, including revitalization efforts.
- c. Facilitator Brice Yocum reviewed the agenda for the workshop and spoke briefly on the subject of: "True Leadership."

1. Financial & Budget Discussions including 2016-18 budget priorities

- a. Discussion was framed by Eric Frost, Renee Nagel and Mike Olmos
- b. Mike Olmos highlighted the realities of another financial recession at some unknown point. It is vital to rebuild adequate reserves to weather such a financial storm again, particularly in light of slow-growing revenue streams.
 - i. Mr. Olmos recognized that Council has done a lot of work to get these funds up to \$8M
- c. The discussion reviewed the current financial status of the City, the policies regarding allocation of General Fund surpluses including the Emergency Reserves policy, where City-owned property sales are placed, the current PERS obligations of the City, resource use by Fire Department, and the staffing levels of the City, including the FD and PD.
 - i. It was noted that all non-public safety .
- d. Summary and Requests:
 - i. Council asked that the City determine what the cost requirements would be to complete the Sports Park

1. A timeline was requested for the completion of the storm drain and softball fields
 - ii. Council also asked for recommendations on the allocations of surplus funds, how to get to the \$10M reserve level and what options staff would suggest for building the reserves and addressing community needs.
2. **Homeless Update**
 - a. Discussion was framed by Tracy Robertshaw and Lt Candy Alvarez
 - b. The Homeless issue continues to be a challenge for the City, both for leadership and citizens. Two officers are now committed (Jan 16) to a special homeless detail with 135 properties on the TEP program.
 - c. **Summary and Requests:**
 - i. Council asked that Staff assess what is being spent now to address homelessness in the community, and an estimate on how much bigger the obligations might be.
 - ii. Council also asked that the City investigate other Cities in the same or similar situation and what programs have proven effective.
3. **Water Conservation & Groundwater Management**
 - a. Discussion was framed by Kim Loeb and Adam Ennis.
 - b. The City updated Council on current groundwater management practices including mitigation activity related to aquifer overdraft.
 - c. **Summary and Requests:**
 - i. The East Side Recharge Basins project is in the process of completing engineering design; the EIR should be completed toward the end of the year. A Prop 1 grant solicitation is anticipated to go out in early 2017, with funding in the 2017-18 fiscal year. Staff will plan on applying for that grant.
 - ii. Council wants to explore mutual projects with Cal Water that could be accomplished without adding the cost to the rate base.
4. **Guidelines and Policies for Grants to Non-profit Organizations**
 - a. Discussion framed by Eric Frost
 - b. Eric Frost provided a review of current numbers and policies related to the CAC process over the last three years. Council discussed the history of the program and the current policies and whether they support the original intention of program.
 - c. CAC Grant Committee Chair stated that the committee would support whatever direction Council provided.
 - d. **Summary and Requests:**
 - i. Council determined that future funds would be for programs only, no funding for operations or capital. Organizations can participate for a maximum of two consecutive years, but then must sit out for 1 year before applying again. This policy is to encourage sustainability of the organizations receiving the grants by encouraging them to find independent sources of revenue.
 - ii. Council asked for a more “user-friendly” application to be created, and confirmed the workshop as a necessary part of the application process.
5. **Council Organizational Policies**
 - a. Discussion framed by Leslie Caviglia

- b. Council discussed current policies related to committee appointment and staffing, and what the impact of district elections might be on the current policies. Mayoral term models in adjacent cities were discussed, including whether the City might entertain a one-year term instead of the current two-year term for mayor. Council also considered whether a “media policy” might be necessary to clarify that Council members only represent their own opinion when speaking publically, but that the mayor represents the Council as a whole, as well as whether it might become necessary in the future to address when and how Council members can request items be placed on an agenda.
- c. Council also discussed whether neighborhood specific committees would continue under district elections (e.g. North Visalia committee), and determined that these may not be necessary, but that this item needs to be discussed further at a future meeting
- d. Summary and Requests:
 - i. Council asked that staff gather information on the relevant policies and procedures related to Mayor selection and term from cities that are district elected without strong mayor
 - ii. Council also requested that the issue of the North Visalia Committee be brought back to Council so that the future of that committee could be determined.
 - iii. Council also discussed the possibility that if district “committees” were voluntarily assembled in the future by Council, no staff would be allocated to the committee from the City.

6. “Where Do We Go From Here” -Roundtable Discussion

- a. In-fill and Neighborhood revitalization:
 - i. Discussion framed by Eric Frost, Mike Olmos, Devin Jones and Rhonda Hanes to help frame the discussion
 - ii. The loss of redevelopment funding was reviewed, and the investments that have been made to date in the Oval and Washington School areas were identified. Council member Collins asked that departments continue to look for innovative ways and funding opportunities to continue the revitalization of city neighborhoods. The feeling was “much done, more to do.”
 - iii. Awareness of the needs of the City as a whole and a desire to encourage more pride of ownership in the neighborhoods was mentioned.
 - iv. Summary and Requests:
 - 1. Council member Collins asked that the City investigate a consistent, objective method for determining revitalization and investment priorities when it comes to neighborhoods. One such resource was: www.mysidewalk.com
 - 2. It was agreed by Council that there was no need to hire a consultant
 - 3. Need to address community as a whole, and recognize that the tread may be lower on some tires than others, but it’s a “both/and”, not “either/or”
 - 4. Continue to look for monies to invest into these projects
- b. Relinquishment of the state highways:
 - i. Discussion framed by Greg Collins and Adam ?

1. With the exception of Highway 198, it was proposed that the City take over ownership from the State of the other highways that bisect our community in order to improve and control them.
- ii. Summary and Requests:
 1. Council requested a report at a future work session with regards to the taking over of local highways, especially Highway 63 as it bisects N. Visalia and the Oval neighborhood.
- c. Aquatic complex
 - i. Discussion framed by Greg Collins
 1. Council member Collins stated that the Aquatics center and Community center were “quality of life” issues the he desired to get Draft Smore serious about
 - ii. Summary and Requests:
 1. Council member Collins asked that staff consider how these centers might be financed and whether fundraising opportunities might exist to support their development.
- d. Organization to represent the “Historic District” in this community
 - i. Discussion framed by Greg Collins
 1. Council member Collins proposed the potential of organizing two historic districts, one in north Visalia and one in south Visalia for homes built between 1880-1930.
 - ii. Summary and Requests:
 1. Council member Collins asked staff to bring back information about the feasibility of this project at a future work session.
 2. Council member Gubler asked staff to investigate what related organizations or efforts are already underway in Visalia.

**Measure T Public Safety
Plan Certification**

**City of Visalia
Agenda Item Transmittal**

Meeting Date: 6/27/2016

Agenda Item Number (Assigned by City Clerk): b.

Agenda Item Wording: Annual Recertification of the Measure T Plan.

Deadline for Action: 6/30/2016

Submitting Department: Finance

Contact Name and Phone Number:
Renee Nagel, Finance Director 4375
Amee Swearingen, Financial Analyst 4170

Department Recommendation: The Measure T plan requires Council to annually recertify the Measure T expenditure plan for the new budget year. Staff is recommending that Council continues to modify the Measure T plan elements due to revenues being less than planned for fiscal year 16/17 by:

1. Maintaining Measure T police officers at 23. This is 5 less than the Measure T plan. The General Fund picked up three (3) of these officers and two (2) additional police officer positions were left vacant by attrition. As Measure T revenues improve, staff recommends the return of the three (3) Measure T police officers that were transferred out of Measure T into the General Fund.
2. Maintain Fire Measure T firefighters at 15, three (3) less than plan as a means to match projected revenues against expenditures.
3. Postpone the construction of the Police Headquarters until revenues improve.

The long term fiscal outlook for Measure T continues to cause concern because revenues are not meeting plan projections. While staff is recommending that Measure T expenditures be maintained at current levels, long term revenue forecasts show revenues not meeting expenses. A plan is needed to increase revenues to meet current expenditures and future plan components, or to reduce expenditures by reducing staffing or projects or by shifting more expenses to the General Fund (with corresponding reductions in other General Fund operations). Staff will continue to monitor the funds and may return with recommendations for a strategy if current trends continue.

Summary: In 2004, City of Visalia voters approved a measure to increase sales tax by ¼ cent. This is known as Measure T and the sales tax revenues are earmarked for public safety. The measure uses a detailed, 20 year plan which includes hiring of personnel, construction of capital projects and equipment purchases. Plan elements implemented to date are as follows:

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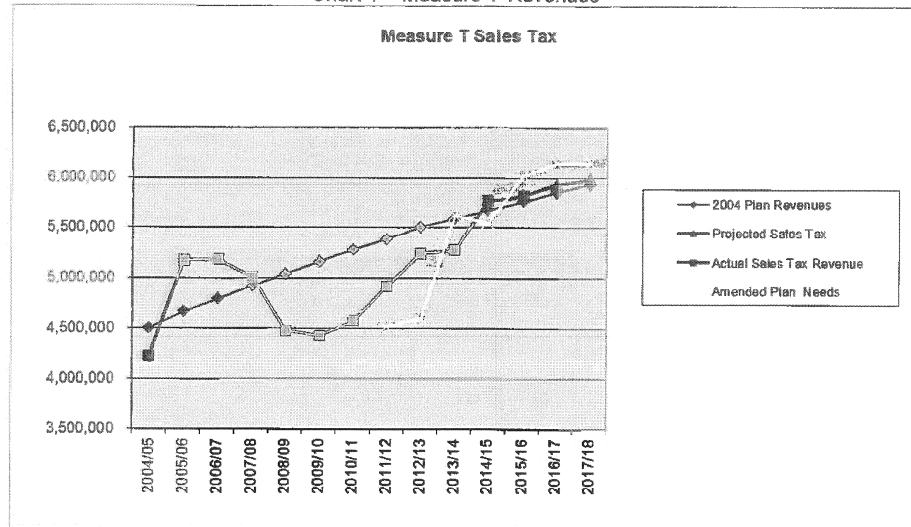
- Built 2 Police precincts
- 23 Police Officers hired and vehicles purchased (reduced from 28 due revenue shortfalls and as directed by the City Council at their June 20, 2011 meeting)
- 13 Firefighters hired
- Added 1 Administrative Captain and 1 Battalion Chief
- Built Fire Station 55 and Training Facility
- Built Fire Station 53
- Purchased New Fire engine
- Purchased New Fire apparatus

While the Measure T plan elements are on track, sales tax revenues are less than the original plan projection. [Chart 1 - Measure T Revenues](#), compares the revenues originally projected in the plan versus the revenues collected, projected revenues through FY 2017/18, and the amended plan expenditures.

Measure T sales tax is recovering but at a slower rate than the General Fund sales tax rate. It does not receive any of the general 1% sales tax. As a district sales tax, Measure T only receives the additional ¼ cent tax. This slower growth rate is due to how district sales taxes are applied compared to general sales taxes in two main areas: car sales and business to business sales. District car sales tax is applied to where the car is registered, not where it is sold. Therefore, as an example, an individual from Dinuba may buy a car in Visalia, and would pay Visalia's sales tax, not the district sales tax. In this example, the car purchased in Visalia will be registered in Dinuba, so no district (Measure T) tax is paid. The local 1% tax, however, stays at the point of sale (Visalia). Likewise, Business to Business sales tax works the same way. The two areas that Visalia has seen the greatest sales tax growth lately has been in car sales and business to business transactions, transactions which do not help Measure T as much as the General Sales Tax.

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Chart 1 – Measure T Revenues



Since revenues have fallen below plan estimates for the last 6 years, the city has taken several remedial actions, namely:

- Reduced Police Officers allocation by 6 (3 through attrition & 3 transferred to the General Fund). In July 2013, an officer was added back. The current number of officers is 23 reduced from 28.
- Reduced FY 12/13 Fire plan hiring from 14 to 11
- Delayed Fire Station construction due to land acquisition challenges
- Declared fiscal emergency

Projected revenues will need to exceed plan revenues for a period of time to make up for the time actual revenues did not meet the planned revenues. As shown in Chart 1, the amended plan needs are still above the projected revenues and above the original 2004 planned revenues.

The Plan elements that will be implemented in FY 16/17 will be constructing a 911 emergency dispatch center (Visalia Emergency Communications Center). Future elements to implement are the following:

- Fire Elements:
 - Contribute towards the Public Safety Building
 - Hire additional firefighters
 - Plan calls for 18 firefighters, there are currently 15
- Police Elements:
 - Construct the Public Safety Building
 - Hire additional police officers
 - Plan calls for 28, there are currently 23

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As revenues increase, staff recommends hiring the remaining positions and/or transferring back the positions from the General Fund as long as there are enough revenues to support the positions.

In addition, the Measure T original plan was adopted with a deficit after the first 20 years. It anticipated that the funding for the deficit would be funded by 1) greater than expected revenues, 2) less than expected costs; or 3) addition General Fund revenues. Measure T has seen the opposite for revenues and expenditures and currently the General Fund does not have any additional revenue source.

According to the ballot measure, Measure T sales tax is to be shared 60% for police and 40% for fire. Thus, the City maintains two funds: Measure T – Fire and a Measure T – Police.

Background Discussion:

Fire Measure T

The fire fund had built up fund balance in preparation for the construction, equipping and staffing of the Southwest Fire Station. Nine new firefighter/paramedics were hired in FY 13/14 to staff a new Southwest Fire Station. Also during that timeframe a battalion chief and administration captain were added. The station has been completed and operating since April 2016.

From last fiscal year forward, the projected expenditures exceed the projected revenues, as shown in Table 1: Fire Measure T Projection.

It should be noted that when the Measure T plan was created, estimated land and construction cost of a fire station were much lower than they are today. The plan allocated \$856,000 towards the construction of the new facility. Today's approved capital improvement budget has the Fire Measure T fund contributing \$3.2 million.

The projected deficit was foreseen. To minimize the deficit Council approved a reduction in personnel by three fire fighters. The City also knew that there was going to be an increase in the cost of PERS for the amortization and smoothing policies. The total percent increase for safety employees from FY16/17 to FY19/20 is 6.3%. The deficit will be covered by fund balance that is projected to be \$5.3 million at the end of the year. In FY 16/17, the annual deficit is approximately \$186,570 with a fund balance of \$5.1 million, with the deficit projected to continue.

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Table 1: Fire Measure T Projections:

Plan as Amended (18 to 15)

12/13 - Add 9 new firefighter paramedics, 1 training captain,
and 1 administrative captain - Total 15 firefighters in plan

	FY 14/15 Actuals	FY 15/16 Projections	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Revenues							
Sales Tax Revenues	2,305,911	2,322,100	2,365,500	2,392,200	2,440,000	2,488,800	2,538,600
Interest & Misc Earnings	39,669	40,500	41,300	42,100	42,900	44,000	113,150
Total Revenues	2,345,580	2,362,600	2,406,800	2,434,300	2,482,900	2,532,800	2,651,750
Expenditures							
Salaries and Benefits	2,230,014	2,453,770	2,379,620	2,384,890	2,455,200	2,540,480	2,616,890
Operating Expenditures	225,316	223,730	217,750	218,480	222,800	227,300	231,800
Capital	1,211,320	1,229,200	-	-	-	-	-
Total Expenditures	3,666,652	3,906,700	2,596,370	2,603,370	2,678,000	2,767,780	2,848,690
Surplus/(Shortfall)	(1,321,072)	(1,544,100)	(186,570)	(169,070)	(195,100)	(234,980)	(196,740)
Beginning Fund Balance	8,176,660	6,855,688	5,311,488	5,124,918	4,956,048	4,760,948	4,525,968
Operating Surplus/(Deficit)	(1,321,072)	(1,544,100)	(186,570)	(169,070)	(195,100)	(234,980)	(196,740)
Transfer from/(to Economic Uncertainty Fund)							
Ending Fund Balance	6,855,588	5,311,488	5,124,918	4,956,048	4,760,948	4,525,968	4,329,228
Economic Uncertainty Fund Balance	620,700	623,800	626,900	631,915	644,554	660,667	677,164
<i>Required Economic Uncertainty Fund Balance</i>	579,200	590,650	602,450	608,580	620,730	633,200	662,936

Assumptions: Sales Tax - 16/17 - 2%; 17/18 - 1%; 18/19 and thereafter 2%
Economic Uncertainty Fund Balance grows by interest earnings

Measure T – Police

As shown in Table 2: Police Measure T Projections, the police fund is projected to have a surplus for FY 16/17 of \$63,900. The Police Measure T Fund will be contributing \$201,200 (13% of total debt payment) towards the annual VECC debt payment which started in this fiscal year. Per the Measure T plan, this fund would be paying 24% (\$389,300 annually) of the debt payment. Since revenues are not able to cover expenditures, staff has reduced the annual debt payment and the total debt will be \$2.88 million instead of \$5.45 million. This puts more of a burden on the General Fund, which is also projected to deal with potential deficits in future years. In addition, the General Fund is carrying three Measure T officers. Each officer costs about \$114,500.

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Table 2: Police Measure T Projections:

Plan as Amended (28 to 23, 3 are in GP)
Total 23 officers

	FY 14/15 Actuals	FY 15/16 Projection	FY 16/17	FY 17/18	FY18/19	FY19/20	FY20/21	FY21/22
Revenues								
Sales Tax Revenues	3,458,867	3,485,000	3,554,700	3,590,200	3,662,000	3,735,200	3,809,800	3,886,100
Interest & Misc Earnings	31,588	70,000	71,400	72,800	74,300	76,200	78,100	80,100
Total Revenues	3,490,433	3,555,000	3,626,100	3,663,000	3,736,300	3,811,400	3,888,000	3,966,200
Expenditures								
Salaries and Benefits	2,838,761	2,944,300	3,120,270	3,132,430	3,225,700	3,322,300	3,422,000	3,524,700
Operating Expenditures	250,476	242,900	240,730	246,880	250,800	254,400	258,200	262,100
Debt Payment (VECC)	-	154,420	201,200	201,200	201,200	201,200	201,200	201,200
Capital	-	-	-	-	-	-	-	-
Total Expenditures	3,089,237	3,341,620	3,562,200	3,580,510	3,677,900	3,777,900	3,881,400	3,988,000
Surplus/(Shortfall)	401,196	213,380	63,900	82,490	58,800	33,500	6,600	(21,800)
Beginning Fund Balance	772,830	686,026	834,676	880,796	954,066	1,012,866	1,046,366	1,052,966
Operating Surplus/(Deficit)	401,196	213,380	63,900	82,490	58,800	33,500	6,600	(21,800)
Transfer from/(to Economic Uncertainty Fund)	(488,000)	(64,730)	(17,760)	(9,220)				
Ending Fund Balance	686,026	834,676	880,796	954,066	1,012,866	1,046,366	1,052,966	1,031,166
Economic Uncertainty Fund Balance	824,020	888,750	906,530	915,750	934,065	957,420	981,360	1,005,890
Required Economic Uncertainty Fund Balance	823,200	888,750	906,530	915,750	934,080	952,850	972,000	981,550

Assumptions: Sales Tax - 16/17 - 2%; 17/18 - 1%; 18/19 and thereafter 2%
Economic Uncertainty Fund Balance grows by interest earnings

Measure T also has a maintenance of effort (MOE) requirement which reads:

The City Council will not use public safety revenue measure funds to replace General Fund dollars budgeted for normal operations at the previous years' service levels. In the event of an economic emergency, the City Council may only alter this provision by a supermajority (4/5th) vote.

Both Fire and Police meet the MOE requirements for FY 16/17.

Conclusion

Measure T has been able to implement the majority of the components of the expenditure plan. The City has taken steps to reduce ongoing operational costs. However, the operating expenditures are exceeding the projected revenues. Staff will need to bring back to Council recommendations on how to balance the funds in future years. One option to consider is finding a new supplemental revenue source. Council had two committees, the CAC and the reactivated Ballot Measure Advisory Committee (BMAC), examine the potential for a ballot measure to fund services and/or facilities. Public safety needs was a part of the discussion and recommended a sales tax measure to support public safety.

Another option would be to reduce expenditures. This can be achieved by reducing staffing or project commitments to levels able to be sustained by Measure T. The last option is to shift additional Measure T obligations to the General Fund. Staff does not recommend this option, as it would cause the City to make offsetting cuts in other operations. At this time staff recommends to continue with the amended plan and monitor the revenues and expenditures.

**CITY OF VISALIA
INDEPENDENT ACCOUNTANTS' REPORT ON
APPLYING AGREED-UPON PROCEDURES
MEASURE T
FOR THE FISCAL YEAR ENDED JUNE 30, 2015**

**M. GREEN AND COMPANY LLP
CERTIFIED PUBLIC ACCOUNTANTS**

**CITY OF VISALIA
JUNE 30, 2015
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INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

City Council
City of Visalia and Citizens Advisory Committee
707 W. Acequia
Visalia, CA 93291-6100

We have performed the procedures enumerated below, which were agreed to by the City of Visalia (City), solely to assist the City and the independent Citizens Advisory Committee (CAC), with respect to the administration, financial management and accounting of the City's Measure T funds for the fiscal year ended June 30, 2015. The City's management is responsible for the City's administration, financial management and accounting for Measure T. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of those parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

The procedures applied and findings, as pertinent, are as follows:

- (1) We obtained and reviewed the City's Measure T commitments as expressed in the Measure T ballot measure from the March 2, 2004 election, the Enabling Ordinance adopted by the City Council, the Board of Equalization Agreements for implementation and administration of additional sales tax, the City Council approved Program Guidelines and expenditure plans for the current fiscal year and the Annual Recertification Plan for June 30, 2015, as approved by the City Council.

Finding:

Measure T calls for the budgeted General Fund support for police and fire services during the fiscal year 2014-15, without regard to Measure T, to be greater than the General Fund police and fire services support during the fiscal year 2013-14, unless the council declares an economic emergency by a 4/5th vote.

General Fund support for police and fire services during the fiscal year 2014-15, without regard to Measure T, was greater than the General Fund police and fire services support during the fiscal year 2014-15; therefore, the City has met the maintenance of effort calculations.

Dinuba
Hanford
Tulare
Visalia

Finding:

The Measure calls for the establishment and funding of an Economic Uncertainty Fund in the amount of 25% of the annually budgeted revenues. The Fire and Police Measure T Economic Uncertainty Fund balances as of June 30, 2015, were \$620,698 and \$824,014, respectively. The amount for the Fire and Police Measure T Economic Uncertainty Funds exceeded the required 25% by \$30,248 and \$814, respectively.

- (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 2014-15, without regard to Measure T funds based upon budgeted expenditure levels, was not less than General Fund police and fire services support during the fiscal year 2013-14, unless the Council declared an economic emergency by a 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 2014-15, prepared by the City.

Finding:

Our review indicated that twenty-three police officers and fifteen firemen were hired as of June 30, 2015 in accordance with plan objectives. Due to the struggling economy, reduced sales tax revenue and the Measure T sales tax revenue recovery at a slow rate, the number of police officers hired was reduced from the original twenty-eight planned. During the reduction three officers were transferred to the General Fund and will be transferred back once sales tax revenues improve. The remaining two positions were left vacant by attrition and will be filled when sales tax receipts increase sufficiently to fund these positions. The number of firemen hired was reduced from the original eighteen planned to fifteen until sales tax revenues improve.

Finding:

We found that the Capital Improvement Program expenditures are generally proceeding in accordance with the Measure T Plan. The Southwest Fire Station construction had been delayed due to land acquisition challenges in previous fiscal years. However, the land was purchased and the design phase was completed during the last fiscal year and construction began during the current fiscal year. Management anticipates the project to be completed in January of 2016.

The Capital Improvement Program expenditures for construction of a Visalia Emergency Communication Center had been put on hold due to the declared economic emergency that the City faced in previous fiscal years but the City has been working on the design phase of the project since the last fiscal year and anticipates the construction of the project to begin in the next fiscal year. Management anticipates the project to be completed in fiscal year 2016-17. The expenditures made towards the project were not charged to Fire and Police Measure T Funds, as the project is going to be funded with Bond proceeds. Therefore, expenditures related to the construction of the Visalia Emergency Communication Center, were recorded in another fund where all project expenditures and bond proceeds will be accounted for. Fire and Police Measure T Funds are budgeted to pay for their percentage of the project through 12 years of debt service payments beginning in fiscal year 2015-16.

- (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. However, this report is a matter of public record and its distribution is not limited.

Very truly yours,



M. GREEN AND COMPANY LLP
Certified Public Accountants

November 2, 2015
Visalia, California

**Legal Documents Supporting
Budget**

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**City of Visalia
Agenda Item Transmittal**

Meeting Date: 6/27/2016

Agenda Item Number (Assigned by City Clerk): 1.

Agenda Item Wording: Adoption of the City of Visalia 2016/17 and 2017/18 multi-year budget (Resolution No. 2016-34)

Deadline for Action: 6/30/2016

Submitting Department: Finance

Contact Name and Phone Number:
Renee Nagel, 4375

Department Recommendation: That the City Council on June 27, 2016:

- Conduct a public hearing, then adopt the City budget for Fiscal Year 2016/17 and 2017/18;
- Take action on specific items as requested by Council;
- Approve one-time monies to be deposited into designated funds;
- Approve the Prop. 4 Gann Limit for expenditures for FY 2016/17; and,
- Approve the recertified City Manager's Measure T budget for FY 2016/17.

Background Discussion:

The proposed budget for FY 2016/17 and 2017/18 was presented to Council on June 6 & 20 and a public hearing will be held on June 27, 2016. In addition, Council has reviewed the capital budget at their April 4, 18 and May 2, 2016 Council meetings.

Staff recommends that the Council adopt a budget by June 30 to comply with the City Charter requirements. The Charter requires a budget appropriation for all expenditures. However, if Council is concerned or desires further discussion of the budget, action could be taken to continue the budget discussion and public hearing to further meetings that could be scheduled later in June. To delay budget adoption past June would result in the City having expenditures with no appropriation. This is not good fiscal practice and should be avoided.

Finally, the Visalia Charter states that at any regularly scheduled meeting the City Council may make changes to the adopted budget. That being the case, Council has the ability to reshape the budget as it sees fit throughout the year.

The recommended appropriation for all funds in FY 16/17 is \$198 million and FY 17/18 is \$197 million, as shown on Table 1 - Proposed Appropriations.

- 1) One-time monies to be deposited COUNCIL ACTION: Approved Option #1 GC/AS 4-1 (Link No)
- 2) Adopt 16/17 & 17/18 Budget COUNCIL ACTION: Approved as Recommended AS/BL 4-1 (Collins No)
- 3) Approve Gann Limit COUNCIL ACTION: Approved as Recommended BY AS 5-0
- 4) Approve Measure T Budget COUNCIL ACTION: Approved as Recommended AS/GC 5-0
- 5) Approve Park Impact Fees COUNCIL ACTION: Approved as Recommended AS/BL 4-1 (Collins No)

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**Table 1
Proposed Appropriations**

<u>Fund Type</u>	<u>2016/17 Appropriations</u>	<u>2017/18 Appropriations</u>
General Fund (ex: Police, Fire, Parks, General Government)	\$ 66,617,040	\$ 67,797,190
Capital Projects Funds (ex: Gas Tax, Impact Fees)	6,693,970	13,748,850
Special Revenue Funds (ex: Streets, MS T & MS R Sales Tax)	32,370,280 *	26,460,090
Business-Type Funds (ex: Wastewater, Solid Waste, Airport)	75,962,500 *	72,773,960
Internal Service Funds (ex: MIS, Fleet, Risk)	16,246,078	15,856,768
Total	\$ 197,889,868	\$ 196,636,858

*Note: FY 16/17 appropriation for Special Revenue Funds includes a large Capital Project to upgrade the traffic signal at Demaree and Goshen. The project includes widening the intersection, right-away acquisition, and upgrading the railroad tracks. In addition, Business-Type Funds includes the capital project to convert Solid Waste to a three can system.

Adoption of the Budget:

To adopt the budget, Council has asked that two items be considered separately:

1. Appropriate Funds from the Park Impact fee fund as outlined:

The 6 year Capital Improvement Plan for the Park Impact Fee fund was presented to Council at the April 18th Work Session. The recommended projects for FY 2016/17 to 2021/22 are shown in Table 1 – Recreational Impact Fee Projects. Two projects are recommended to be funded in FY 16/17 and 17/18 which totals \$8.7 million. The Riverway Sports Park Phase 5 project represents \$8.6 million of this total. Phase 5 is the last phase of the Riverway Sports Park which is currently being designed. Land for the Riverway Sports Park was purchased 1999 and the first construction phase was completed in 2007.

The south side multi-generation facility is anticipated to be funded in the last three years of the capital plan to allow Recreation Impact Fee funds to build up to design and construct the project. This facility is anticipated to be built in the future on City-owned property located on the east side of County Center Street, between Visalia Parkway and Cameron Avenue. The timing of construction is predicated on availability of funding, primarily Recreation Impact Fee funds which, at this time, is not assured. If this project is constructed in conjunction with the Sports Park Phase 5 project, a General Fund advance would be needed in FY 17/18 of approximately \$2.36 million. This advance was not anticipated and would be funded from the Emergency Reserves. Advancing funds from the Emergency Reserve Funds for capital projects is not recommended because those funds would not be available when needed to address fiscal emergencies. The Great Recession used \$12.3 million of emergency reserve funds in 5 years, and rebuilding of General Fund reserves is still underway.

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Table 1 – Recreational Impact Fee Projects
(In Millions)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Cash Balance	7.71	9.21	2.12	3.01	3.96	1.93
Park & Recreational Impact Fees	1.50	1.54	1.57	1.61	1.65	1.70
Interest Earnings	0.06	0.04	0.03	0.05	0.05	0.02
Operating Expenditures	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)
Capital Expenditures	(0.03)	(8.64)	(0.68)	(0.68)	(3.70)	(3.50)
Total Resources Available for Future Projects	9.21	2.12	3.01	3.96	1.93	0.12

#	Project Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	East Side Regional Park & Ground Water Recharge: Project consists of park master plan, preliminary engineering for recharge facilities and EIR.	0.03	-	-	-	-	-
2	Riverway Sports Park Phase 5: Project constructs 4 lighted adult/youth softball fields with concession/restroom, additional parking, picnic amenities, additional irrigation system, and new pump system.	-	8.60	-	-	-	-
3	Cameron Creek Park & K Road Park/Basin: Acquire site for an 8-10 acre park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To save development within the one-mile block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. (Multi-funded: Project total \$750k from Recreation (211) \$375k and Storm Sewer (221) \$375k FROZEN.)	-	-	0.37	-	-	-
4	East Civic Center Park: 14/15 develop specific plan for park improvements from Tipton St. to Burke St. on South side of Oak. To occur after Oak St. is extended. Develop 4-acre park, trail, and riparian area. Project total of \$660k funded with prior year Recreation Facilities (211) of \$350k and 20/21 Recreation Facilities of \$310k.	-	-	-	-	0.31	-
5	Hillsdale Park/Storm Basin: Acquire 3 parcels for remaining setback for future development as a passive recreational open space and naturally shaped drainage basin to serve development north of Highway 198 and both east and west of Shirk Street. The basin will utilize a pipeline in Preston St to receive water from Mill Creek for storm layoff and recharge purposes. Acquire 13.8-acre parcel in FY 18/19 and two parcels of 4.1-acres total in FY 20/21. (Multi Funded: Total of \$1.3m funded from Storm Sewer (221) \$408k FROZEN, Recreation (211) \$527k and Storm Sewer Deficiency (222) \$408k FROZEN)	-	-	0.31	-	0.10	-
6	South Side Multi Generational Center: Develop conceptual designs with associated costs for Council review and comment. Project will build a 20,000 sq. ft. space for community events, recreation and educational classes. In an effort to promote both health and wellness for both youth and active adults in one common facility. The facility will be located on a City owned 3 acre parcel just south of the Police precinct at Cameron and County Center.	-	-	-	0.68	3.30	3.50
		0.03	8.60	0.68	0.68	3.71	3.50

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2. Depositing one-time funds (including land sales) into designated funds:

At the June 20th budget meeting, Council discussed depositing one-time funds (including land sales) into the Emergency Reserve Fund and a new fund for constructing and improving City facilities. The new fund will require Council to appropriate funds at a later date for projects. This action will not change the current policy for replenishing the emergency reserves when reserves reach \$5 million and over. The current policy requires the end of year surplus to be deposited into the emergency reserves. The current policy does not address one-time money such as land sales when the reserves amount is over \$5 million.

Two options were discussed by Council at the meeting (option 1 & 2). In addition, staff is including a third option to be considered. If approved, the end of year surplus will be deposited into the emergency reserves per the current policy and one-time money (including land sales) will be deposited as shown with the option chosen by Council.

Option 1:

- 25% Emergency Reserve
- 75% Constructing/Improving City Facilities

Option 2:

- 33.3% Emergency Reserve
- 66.7% Constructing/Improving City Facilities

Option 3:

- 100% Constructing/Improving City Facilities

Council direction is requested to select one of these options, or a different option.

In conclusion, staff recommends adopting the proposed budget after holding a public hearing. If Council has additional questions or concerns, the public hearing can be continued to an additional meeting.

Fiscal Impact: N/A

Prior Council Action: Council conducted work sessions on April 4, 18 and May 2, 2016 to review Capital Project's. In addition Council reviewed and discussed the City biennial budget on June 6 and 20.

Other:

Committee/Commission Review and Action:

The CAC approved the Measure T certification on June 1, 2016.

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Alternatives: Adopt the proposed budget and freeze authority on parts of the budget the Council wishes to consider further.

Attachments: Resolution 2016-34 Adopting the 2016/17 and 2017/18 Budget.

Recommended Motion (and Alternative Motions if expected):

That the City Council on June 27, 2016:

- Conduct a public hearing, then adopt the City budget for Fiscal Year 2016/17 and 2017/18;
- Take action on specific items as requested by Council;
- Approve one-time monies to be deposited into designated funds;
- Approve the Prop. 4 Gann Limit for expenditures for FY 2016/17; and,
- Approve the recertified City Manager's Measure T budget for FY 2016/17.

Copies of this report have been provided to:

Environmental Assessment Status

CEQA Review: N/A

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CITY OF VISALIA RESOLUTION NO. 2016-34

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2016-17 AND 2017-18 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 27, 2016 on the proposed multi-year budget for the City of Visalia for the 2016-17 and 2017-18 fiscal years, and

WHEREAS, the re-appropriation of certain capital projects and operating funds that are encumbered or designated from prior years is necessary, and

WHEREAS, authorization from City Council is necessary for:

1. The City Manager to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Finance 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 2016-17 and 2017-18 and in concept out to 2021-22, as part of the 2016-17/2017-18 multi-year budget is necessary.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Visalia that the budget for the 2016-17 fiscal year totaling \$197,889,868 and for the 2017-18 fiscal year totaling \$196,636,858 be approved.

BE IT FURTHER RESOLVED THAT:

1. The City Manager is authorized to transfer appropriations within fund budgets including salary and capital accounts and staff levels, provided, however, that the total appropriations are not increased thereby.
2. The Finance Director is authorized to transfer appropriations among the items within departmental budgets, except for salary and capital accounts.
3. Staff is authorized to transfer or lend monies from one fund to another as specified in the budget document.

BE IT FURTHER RESOLVED by the City Council of the City of Visalia that for all funds, for capital projects and/or operating funds that are encumbered or designated from prior years, be re-appropriated, and

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: June 27, 2016


MICHAEL OLMOS, CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF TULARE) ss.
CITY OF VISALIA)

I, Michael Olmos, City Clerk of the City of Visalia, certify the foregoing is the full and true Resolution 2016-34 passed and adopted by the Council of the City of Visalia at a continued regular meeting held on June 27, 2016.

Dated: 6/30/16

MICHAEL OLMOS, CITY CLERK


By Leslie Caviglia, Deputy City Clerk

Item a. - Page 1

**City of Visalia
Agenda Item Transmittal**

Meeting Date: 6/27/2016

Agenda Item Number (Assigned by City Clerk): a.

Agenda Item Wording: City Council approval of Resolution 2016-33 adopting the 2016-17 appropriations limit for the City of Visalia's General Fund.

Deadline for Action: 6/30/2016

Submitting Department: Finance

Contact Name and Phone Number:
Renee Nagel, Finance Director 4375
Amea Swearingen, Financial Analyst 4170

Department Recommendation: That the City Council adopt Resolution 2016-33 establishing the appropriations limit for the 2016-17 fiscal year in the amount of \$142,156,658 for the General Fund.

Background Discussion: Annually Council is required by the State to approve the appropriation limit for the City of Visalia. 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 mandated by the State of California. Any challenge to the appropriations limit must be brought within 45 days from the effective date of the resolution.

The State of California provides the population and California per capita personal income change data for local jurisdictions to calculate their appropriations limit. Based on the following data received from the Department of Finance, a population change of 1.39% and per capita income change of 5.37 %, the appropriations limit for Visalia is \$142,156,658. The total General Fund appropriation subject to limitation for the fiscal year 16-17 is \$59,340,900 which is well under the appropriations limit as shown in Table 1, Gann Appropriations Limit.

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Appropriations Limit FY 2015-16	\$133,068,106
Adjustment Factors:	
Population Change (1.39+100/100=1.0139)	1.0139
Per Capita Income Change (5.37+100/100=0.0537) x	1.0537
Total Adjustment Factor	1.0683
Adjustment Amount	9,088,552
Appropriations Limit for FY 2016-17	142,156,658
Budgeted Expenditures Subject to Limit FY 2016-17	59,340,900
Amount of Unspent Authorized Appropriation	\$82,815,758

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 2016-17 limit.

	Tax Proceeds	Non-Tax Proceeds	Total
General Fund			
Taxes	\$59,340,900	\$0	\$59,340,900
Licenses & Permits	0	201,100	201,100
Fines	0	1,350,000	1,350,000
Revenue From Use of Money & Property	0	446,630	446,630
Revenue From Other Agencies	0	1,727,100	1,727,100
Revenue for Current Services	0	2,523,390	2,523,390
Other Revenue	0	456,290	456,290
Subtotal	59,340,900	6,704,510	66,045,410
Interest	0	282,200	282,200
Total General Fund	\$59,340,900	\$6,986,710	\$66,327,610

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Fiscal Impact: N/A.

Prior Council Action: N/A..

Committee/Commission Review and Action:
None

Alternatives: None

Attachments:

Attachment 1 – Resolution No. 2016-33

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. 2016-33 establishing the appropriations limit for the 2016-17 fiscal year in the amount of \$142,156,658 for the General Fund.

Copies of this report have been provided to:

Environmental Assessment Status

CEQA Review: Click here to enter text.

RESOLUTION NO. 2016-33

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA
ESTABLISHING THE 2016-17 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 2016-17 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 \$142,156,658 for 2016-17 fiscal using a percentage change growth factor of 1.39% and change in per capita income of 5.37% as established by the California Department of Finance.

PASSED AND ADOPTED: June 27, 2016

MICHAEL OLMOS, CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF TULARE) ss.
CITY OF VISALIA)

I, Michael Olmos, City Clerk of the City of Visalia, certify the foregoing is the full and true Resolution 2016-33 passed and adopted by the Council of the City of Visalia at a continued regular meeting held on June 27, 2016.

Dated: 6/30/16

MICHAEL OLMOS, CITY CLERK


By Leslie Caviglia, Deputy City Clerk

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Attachment 2

DEPARTMENT OF
FINANCE
OFFICE OF THE DIRECTOREDMUND G. BROWN JR. • GOVERNOR
STATE CAPITOL • ROOM 1145 • SACRAMENTO, CA • 95814-4998 • WWW.DOF.CA.GOV

May 2016

Dear Fiscal Officer:

Subject: Price Factor and Population Information**Appropriations Limit**

The California Revenue and Taxation Code, section 2227, requires 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, 2016, in conjunction with a change in the cost of living, or price factor, to calculate their appropriations limit for fiscal year 2016-17. Attachment A 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 2016-17 appropriations limit. Attachment B provides the city and unincorporated county population percentage change. Attachment C provides the population percentage change for counties and their summed incorporated areas. 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. The Revenue and Taxation Code, section 2228 provides additional information regarding the appropriations limit. Article XIII B, section 9(C) of the California Constitution exempts certain special districts from the appropriations limit calculation mandate. The Code and the California Constitution can be accessed at the following website: <http://leginfo.legislature.ca.gov/faces/codes.xhtml>.

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 requirement should be directed to their county, district legal counsel, or 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, 2016.**

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.

MICHAEL COHEN
Director
By:

AMY COSTA
Chief Deputy Director

Attachment

-15-

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Attachment 2

May 2016

Attachment A

- 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 fiscal year 2016-17 appropriation limit is:

Per Capita Personal Income

Fiscal Year (FY)	Percentage change over prior year
2016-17	5.37

- B. Following is an example using sample population change and the change in California per capita personal income as growth factors in computing a 2016-17 appropriation limit.

2016-17:

Per Capita Cost of Living Change = 5.37 percent
Population Change = 0.90 percent

Per Capita Cost of Living converted to a ratio: $\frac{5.37 + 100}{100} = 1.0537$

Population converted to a ratio: $\frac{0.90 + 100}{100} = 1.0090$

Calculation of factor for FY 2016-17: $1.0537 \times 1.0090 = 1.0632$

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Attachment 2

Fiscal Year 2016-17

Attachment B Annual Percent Change in Population Minus Exclusions* January 1, 2015 to January 1, 2016 and Total Population, January 1, 2016

County City	<u>Percent Change</u>	<u>Population Minus Exclusions</u>		<u>Total</u>
	2015-2016	1-1-15	1-1-16	1-1-2016
Tulare				
Dinuba	1.52	24,288	24,657	24,657
Exeter	0.77	10,963	11,047	11,047
Farmersville	0.69	11,084	11,161	11,161
Lindsay	1.34	12,789	12,960	12,960
Porterville	5.39	56,654	59,707	60,070
Tulare	1.26	62,726	63,515	63,515
Visalia	1.39	128,447	130,231	130,231
Woodlake	0.61	7,602	7,648	7,648
Unincorporated	-1.10	146,576	144,966	145,050
County Total	1.03	461,129	465,892	466,339

*Exclusions include residents on federal military installations and group quarters residents in state mental institutions, state and federal correctional institutions and veteran homes.

City of Visalia Budget Policy

Article IX Fiscal Administration

Section 1. Indebtedness: No indebtedness shall be incurred on behalf of the City, for any purpose, unless and until the same shall have been authorized by ordinance, resolution or order of the Council.

Section 2. Fiscal Officer: A fiscal officer shall be appointed by the City Manager subject to the approval of the City Council, and the City manager shall establish the qualifications, duties and functions of such fiscal officer.

Section 3. Demands Against the City: Moneys shall be drawn from the City Treasury only in the manner prescribed by ordinance of the Council.

Section 4. Filing of Claims: Except as otherwise provided by the provisions of State law applicable to chartered cities, claims against the City shall be filed as prescribed by ordinance.

Section 5. The Fiscal Year: The fiscal year of the City shall commence upon the first day of July of each year, or at such other time as may be fixed by ordinance.

Section 6. Annual Budget: On such date in each year as shall be fixed by the Council, the City Manager shall send to the Council a careful estimate, in writing, of the amounts required for the business and proper conduct of the various departments, offices, boards and commissions of the City, over which he has control during the next ensuing year. The City Manager shall also at said time submit to the Council an estimate of the amount of income from fines, licenses, and other sources of revenue, exclusive of taxes upon property, and the probable amount required to be levied and raised by taxation.

Section 7. Public Hearing on the Budget: After reviewing the proposed budget as submitted by the City Manager and making such revisions as it may deem advisable, the Council shall determine the time for holding of a public hearing upon, and shall cause a notice thereof to be published not less than ten (10) days prior to said hearing by at least one insertion in the official newspaper of the City.

Copies of the proposed budget shall be available for inspection by the public at the office of the City Clerk at least ten (10) days prior to said hearing.

At the time so advertised or at any time such public hearing from time to time be adjourned, the Council shall hold a public hearing on the proposed budget at which interested persons desiring to be heard shall be given such opportunity.

Section 8. Adoption of the Budget: After the conclusion of the public hearing, the Council shall further consider the proposed budget and make any revisions thereof that it may deem advisable, and thereafter it shall adopt the budget with revisions, if any. Upon final adoption, the budget shall be in effect for the ensuing fiscal year.

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the various departments or activities therein described. All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered.

At any meeting after the adoption of the budget, the Council may amend or supplement the budget by motion.

Section 9. Tax System: The Council shall by ordinance provide a system for the assessment, levy and collection of City taxes upon property.

Section 10. The Council shall have power by ordinance to authorize the transfer to and the assumption and discharge by officers of the County of Tulare, of any function of the City relating to the assessment of property for taxation, and equalization of such assessment, the collection of taxes levied for municipal purposes, the collection of assessments levied for local improvements, the sale of property for non-payment of taxes levied for municipal purposes or for non-payment of assessments levied for local improvements, and the redemption of property from sales for either of said purposes and may repeal any such ordinances.

Section 11. Tax Rate: The total property tax for any one year shall not exceed one per cent of the assessed valuation, unless a special tax be authorized, as provided in this Charter; and the proceeds of any such special tax shall be used for no other purpose than that specified for which it was voted; provided, however, that in addition to said one per cent there shall be included in every annual levy, a sufficient amount to cover all liabilities of the City for principal and interest of all bonds or judgments due and unpaid or to become due during the ensuing fiscal year and not otherwise provided for.

Special Levies: Special levies in addition to the above may be made annually in amounts not to exceed the limits hereinafter enumerated in this section, respectively, on each \$100 of the assessed value of the taxable property in the City:

- 1) For the support and maintenance of free public libraries and reading rooms, Thirty Cents (\$.30).

(2) For the support and maintenance of parks, playgrounds and recreation centers, Thirty Cents (\$.30).

The City shall spend each fiscal period not less than the total amount raised each year from special levies for the free public libraries and reading rooms, and the parks, playgrounds and recreation centers.

Section 12. Special Taxes and Bonds:

(a) Whenever the Council shall determine that the public interest demands a special tax for a specified purpose, either for any specified number of years or for an indefinite period of time, in excess of the maximum tax rates provided for in Section 11 of this Article IX, the Council may submit to the qualified voters of the City at a regular or special election a proposition to authorize such tax for such purpose and for such number of years for an indefinite period of time, but no such special tax shall be levied unless authorized by the affirmative votes of the same number of voters voting on such proposition as is at the time required to authorize indebtedness of the City evidenced by general obligation bonds.

(b) No indebtedness evidenced by general obligation bonds shall be incurred by the City unless authorized by the affirmative votes of that number of voters voting on the 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 27, 2016 at 5:00 p.m., at the Visalia City Hall Council Chambers located at 707 W. Acequia, Visalia, CA 93291 to consider the following:

Public Hearing for the adoption of a proposed multi-year budget for fiscal years 2016-17 and 2017-18 for the City of Visalia.

This budget appropriates funding for operational and debt expenditures, capital projects and cash transfers between funds.

A copy of the proposed budget is available for inspection at City Hall Administration, 220 N. Santa Fe Street, Visalia, CA. 93292.

If you should have any questions pertaining to the public hearing or to the proposed budget please contact Renee Nagel, Finance Director, 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.

Michelle Nicholson
Chief Deputy City Clerk