



# CITY OF VISALIA

## Proposed Budget



FISCAL YEARS

2020-21 & 2021-22

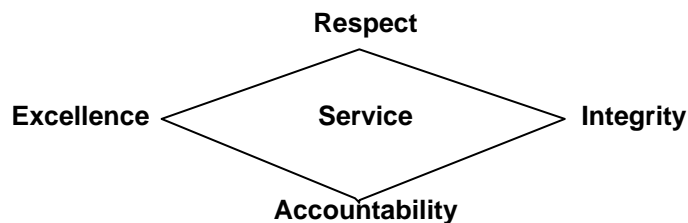
# City of Visalia

State of California  
Two-Year Budget & Objectives  
2020/21 & 2021/22



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

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



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

Bob Link, Mayor – District 2  
Steve Nelsen, Vice Mayor – District 5  
Greg Collins, Council Member – District 4  
Phil Cox, Council Member – District 1  
Brian Pochigian, Council Member – District 3

Randy Groom, City Manager  
Renee Nagel, Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Visalia  
California**

For the Biennium Beginning

**July 1, 2018**

*Christopher P. Morill*

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, 2018. 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

**City Council  
Fiscal Year 2019/20**



**Mayor Bob Link  
District 2**



**Vice Mayor Steve Nelsen  
District 5**



**Councilmember Greg Collins  
District 4**



**Councilmember Phil Cox  
District 1**



**Councilmember Brian Poochigian  
District 3**

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June 1, 2020

Dear Mayor and Members of the Visalia City Council:

The City Manager and Finance Director are pleased to present the City of Visalia 2020-2022 Biennial Budget for your consideration. Unlike prior budgets, the emphasis on this budget changed in the final stage of preparation – suddenly focused on reassessing our operating revenues and expenditures and making necessary adjustments, due to the COVID-19 Pandemic. Six months ago the City of Visalia, and the economy in general, were economically healthy and thriving. Nobody could have foreseen the changes that have taken place in just a few short months. The strong and progressive budget we had hoped to present for 2020-22 is, very unfortunately and unexpectedly, no longer possible.

**THE COVID-19 PANDEMIC AND THIS TIME OF UNCERTAINTY**

The arrival of COVID-19 has suspended lives, caused pain and tragedy, and has required extraordinary efforts of all of us to limit the pandemic's reach. As a result, the necessary Stay-At-Home order in-place has severely impacted day-to-day economic activity in our community and around the world. Since the Great Recession ended, Visalia has had year after year of positive revenue growth, which has now abruptly ended, and the recession we have been planning for is now here. At the time of this writing, a majority of businesses are closed or operating at a limited capacity, and the unemployment rate has reached levels not seen since the Great Depression. Even though we know that the Stay-At-Home order will be lifted at some point, we also know that the virus will remain present, and that restrictions related to social distancing – in some form – will be necessary for an extended period. Our city, our state, our nation, and indeed the world have warily embraced a "new normal." This new normal will have profound effects on our personal lives, our professional work, and our economy.

It is critical to point out that, given the situation described above, the process of budget planning and forecasting has also changed dramatically. Things we knew with certainty have become uncertain. Trends that were predictable have become unstable. Conditions that we could foresee are now completely in question. We have attempted to maintain a sound budget process and document, but in this extremely dynamic environment we have had to admit that the tried and true budgeting practices will not work this year. Circumstances continue to change on a daily and weekly basis, making estimation of our economic future extremely difficult. Nonetheless, we have to have a budget in place at the beginning of our coming fiscal year, and we have endeavored to do the most responsible job possible. We will apologize in advance, because we have to assume that many of our predictions and estimates will be less than accurate, and we ask your patience and understanding as we navigate through uncharted waters. We regularly say that a budget is a living, breathing document. This time it is more so than ever.

This budget 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. The budget is a dynamic document that demonstrates to the public our commitment to service and our focus on meaningful work and significant projects. It is an imposing document, but it is our hope that we present it in a manner that makes it as accessible as possible to those that are interested.

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.

**CITY COUNCILS BUDGET GOALS AND PRIORITIES**

This budget continues to meet the goals and priorities that were established by City Council through ongoing operations and capital projects.

1. Maintain quality of life for Citizens;
2. Maintain financial stability by continuing to be conservative with revenues and expenditures;
3. Continue to improve infrastructure and replace capital;
4. Enhance City services by efficiently adding staff, programs, and technology.
5. Facilitate and promote economic development.

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

**BUDGET HIGHLIGHTS**

The 2020-2022 Biennial Budget 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 2020/21 is \$224.6 million and \$234.0 million in FY 2021/22 as shown in Table 1- Proposed Appropriation.

**Table 1  
Proposed Appropriations**

<b><u>Fund Type</u></b>	<b><u>2020/21 Appropriations</u></b>	<b><u>2021/22 Appropriations</u></b>
General Fund (ex: Police, Fire, Parks, General Government)	\$ 73,027,400	\$ 73,925,400
Capital Projects Funds (ex: Gas Tax , Impact Fees)	9,792,300	13,338,400
Special Revenue Funds (ex: Streets, MS T & MS R Sales Tax)	41,569,300	45,627,400
Business-Type Funds (ex: Wastewater, Solid Waste, Airport)	80,950,400	79,783,920
Internal Service Funds (ex: MIS, Fleet, Risk)	19,298,300	21,373,300
<b>Total</b>	<b><u>\$ 224,637,700</u></b>	<b><u>\$ 234,048,420</u></b>

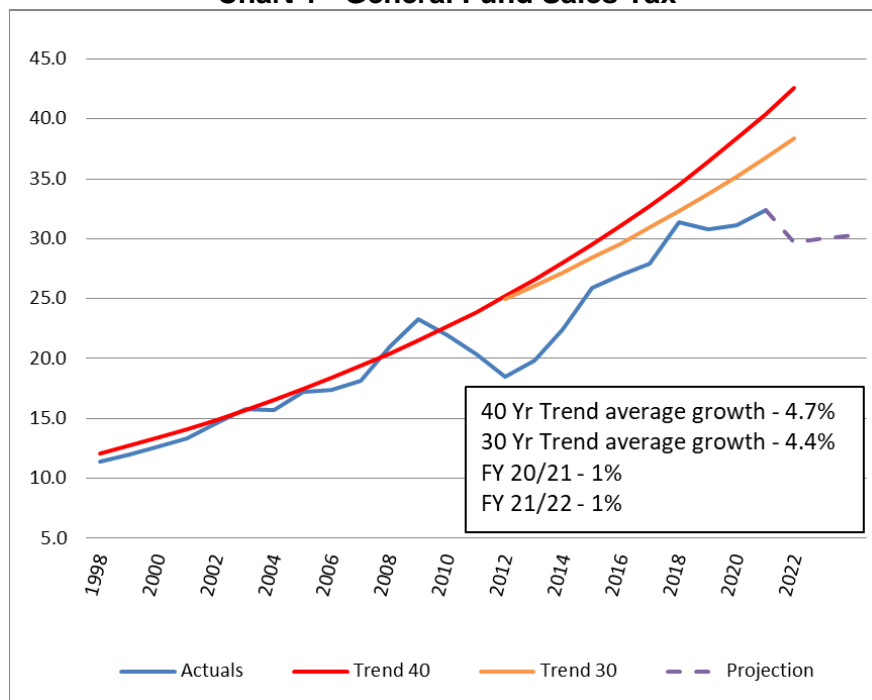


The City's primary and largest fund is the General Fund, which supports general municipal services such as police, fire, parks, and recreation services. After a great deal of work in response to current conditions, the operating budget for the General Fund is now projected to have deficits of \$1.5 million in FY 2020/21 and \$1.6 million in FY 2021/22. These deficits were minimized by reducing non-essential expenditures, deferring capital replacements, and by not increasing personnel or programs. We expect that the deficits will be covered by salary and benefit savings from vacancies. The City's budget includes all allocated positions and assumes no vacancies, as is our usual practice. In the past vacancy savings were used to fund emergency projects or projects that did not rank high during the budget review process. Currently, the General Fund has 21 vacancies in various departments, however, the majority of these positions will be filled as a result of being critical Public Safety positions.

While the City has reduced expenditures in the General Fund, additional Public Safety personnel and additional maintenance to our roads, parks, and trails are included in the budget due to the provisions contained within voter-adopted Measure N. Measure N is a ½ cent sales tax override that was approved by the voters of Visalia in November of 2016 and became effective April 1, 2017. Measure N provides a tremendous benefit to the community, bringing in approximately \$12 million per year to provide additional essential City services such as police and fire, as well as maintenance of parks and roads.

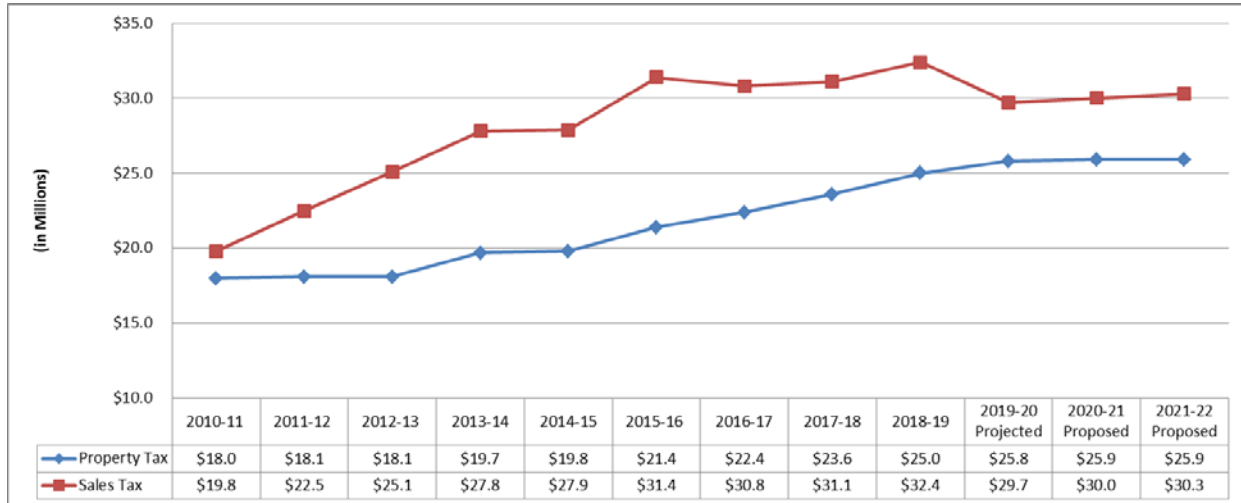
As mentioned previously, COVID-19 has taken a heavy toll on the economy, which in turn affects our Sales Tax for this fiscal year and the foreseeable future. Staff is projecting a 9% decrease in sales tax this fiscal year due to the Stay-At-Home order and the Governors order that provides relief to business owners through sales tax deferral options. Based on these deferral options, staff is projecting only a 1% increase in FY 2020/21 and in FY 2021/22. Using the growth assumption, sales tax will be \$30.0 million in FY 2020/21 and \$30.3 million in FY 2021/22, as shown in Chart 1 - General Fund Sales Tax. These projections are very optimistic and will most likely not be achieved if the Stay-At-Home order continues into the new fiscal year.

**Chart 1 - General Fund Sales Tax**



The City's Property Tax revenue is projected to increase by 1% each year due to the improvement in residential and commercial real estate sales and assessed values. Property values will not be affected in FY 2020/21 or FY 2021/22 if a recession occurs due to increases or decreases in property values typically lagging a year or two. Sales Tax and Property Tax are the City's two main General Fund revenues. The annual total Sales Tax and Property Tax generated is \$55 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 full effect of the COVID-19 pandemic on the national, state, and local economies remains uncertain, its impacts to the current budget and Five-Year Forecast are clear. The biennial budget presented here is very optimistic, however, larger deficits may occur if conditions related to COVID-19 don't improve. Staff will continue to monitor revenues in anticipation that they may decline further.

In addition, like all government agencies throughout California, the City is faced with significant increases in pension costs, health care, minimum wage, annual operating costs, and aging infrastructure.

Rising pension costs have been one of the most substantial increases the City has faced. Over the last several years, CalPERS implemented changes to its funding policies aimed at more directly addressing unfunded pensions that were mostly created by investment losses during the Great Recession. To address the unfunded pension obligations, CalPERS changed the annual payment calculation to include an annual unfunded liability payment and lowered the discount rate from 7.5% to 7% in three phases. Each rate reduction will be phased in over 5 years for a total of 15 years to reach the 7% discount rate.

Based on the recent CalPERS changes, Visalia's PERS payment is projected to increase by \$5.3 million from FY 2019/20 to 2023/24. As we are faced with these increases, future budgets will become more and more difficult to balance. Even if the economy bounces back

immediately, ongoing fiscal discipline will be needed to stay within our means. At this point we do not know if additional significant impacts involving CalPERS will occur.

**CONCLUSION/ACKNOWLEDGEMENTS**

Visalia prides itself on being a fiscally responsible, lean organization, making the most of its resources. This proposed budget responds to the uncertainty in our economic environment by maintaining the most essential City services while reducing non-essential expenditures, and deferring certain maintenance activities and capital replacement. Fiscal discipline and wise stewardship over many years have made it possible for us to take this balanced approach. We recognize that additional reductions may be necessary if the current crisis evolves into an extended recession.

We would like to thank both the City Council and City staff for the strong partnership that will carry us through these challenging times. This budget document is the result of continuous budget review and dialogue with department heads and their staff over the past six months. 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 specifically 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.

Finally, we want to thank the City Council for their support of the City departments and look forward to working with you over the next two fiscal years, as 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. We remain committed to being responsive to the City Council and to the public we all serve.

Sincerely,



Randy Groom  
City Manager



Renee Nagel  
Finance Director

## BUDGET ANALYSIS

The proposed budget for FY 2020/21 and 2021/22 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 2020/21 is \$224.6 million and \$234.0 million in FY 2021/22.

The proposed budget recommends adding 1 Fire Inspector which will replace 2 hourlies and adding 5 full-time positions in Measure N. The recommended positions are listed in Table 1 FY 2020/21 & 2021/22 Recommended Positions.

Table 1 – FY 2020/21 & 2021/22 Recommended Positions

Department	Division	Qty	Position	Comments
<b>General Fund</b>				
Fire	2223	1	Fire Inspector	Will replace the 2 hourly inspectors
	<b>Total</b>	<b>1</b>	<b>GENERAL FUND TOTAL</b>	
<b>Measure N</b>				
Police	1411	2	Police Officer	Measure N Allocated Position - FY 20/21
Police	1411	1	IT Analyst	Measure N Allocated Position - FY 20/21
Police	1411	1	Police Officer	Measure N Allocated Position - FY 21/22
Police	1411	1	Police Records Specialist	Measure N Allocated Position - FY 21/22
	<b>Total</b>	<b>5</b>	<b>MEASURE N TOTAL</b>	

## GENERAL FUND

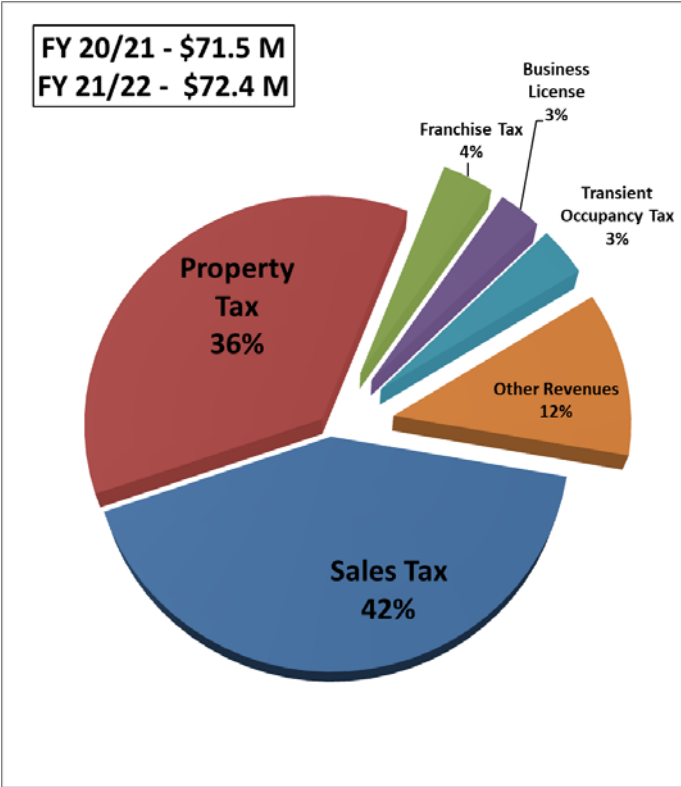
The General Fund, the largest individual fund in the City, is comprised of 7 operating departments which funds the vast majority of core City services. The operating budget for the General Fund is \$73.0 million in FY 2020/21 and \$73.9 million in FY 2021/22. Due to the current economic conditions, this represents a base operational budget. Departmental expenditures were closely reviewed to remove any non-essential requests. The General Fund is projected to have a deficit in both years of \$1.5 million in FY 2020/21 and \$1.6 million in FY 2021/22. These deficits will be covered by salary and benefit savings from vacancies. As is our practice, the City's budget includes all allocated positions and assumes no vacancies. In the past, vacancy savings were used to fund emergency projects or projects that did not rank high during the budget review process. Currently, the General Fund has 21 vacancies in various departments, however, the majority of these positions are Public Safety positions and will be filled.

**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 – General Fund Revenues.

General Tax Revenue budgets reflect our best estimates based on information currently available regarding the COVID-19 pandemic’s impact on the economy. Revenues in the Program Revenues and Interfund Reimbursements categories are typically less influenced by economic fluctuations. However, due to the Stay-At-Home order and social distancing requirements, these revenues have been impacted. For instance, all Recreation Programs have been cancelled resulting in a \$0.6 million decrease in revenues this fiscal year. The Recreation revenues are projected to increase by \$0.2 million each year, bringing the revenues to \$1.6 million in FY 2020/21 and \$1.8 million in FY 2021/22.

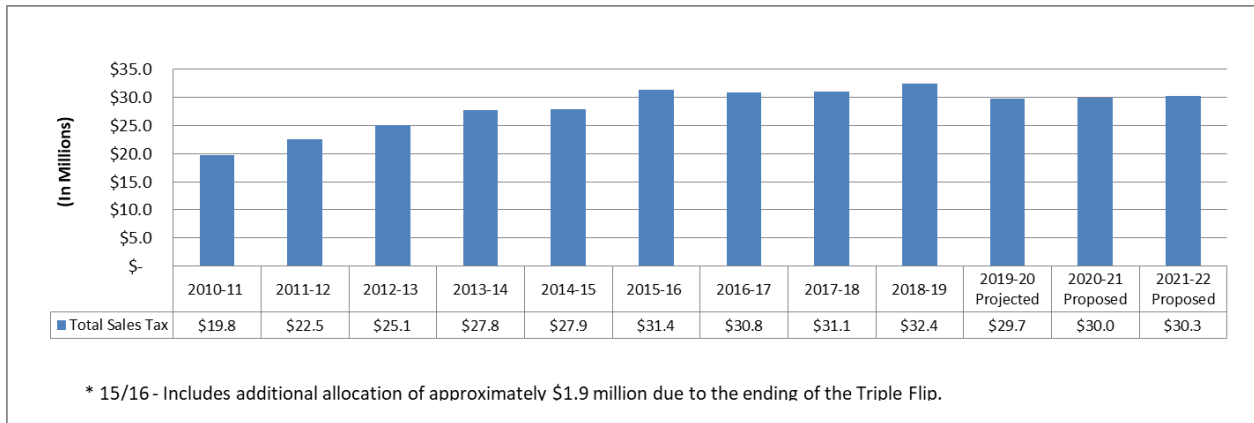
Chart 1 –General Fund Revenues



**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 California Department of Tax and Fee Administration then allocates 1% (actually only .95% for cities in Tulare County) of taxable sales occurring in Visalia to the City. Sales tax is the City’s largest General Fund revenue source, generating 42% of total revenues.

The statewide stay-at-home order has significantly impacted these revenues. Prior to the order, sales tax was projected to have a growth for the year of 3-4%. This projection has now been changed to reflect a 9% (\$2.7 million) decrease. To help Businesses with their loss of revenues, the Governor offered temporary relief to business owners through sales tax deferral options. The first option is a 90-day deferral and the second option is a 12 month deferral. Based on these deferral options, staff is projecting only a 1% increase in FY 2020/21 and in FY 2021/22. Using the growth assumption, sales tax will be \$30.0 million in FY 2020/21 and \$30.3 million in FY 2021/22, as shown in Chart 2, Sales Tax History. These projections are very optimistic and will most likely not be achieved if the Stay-At-Home order continues into the new fiscal year.

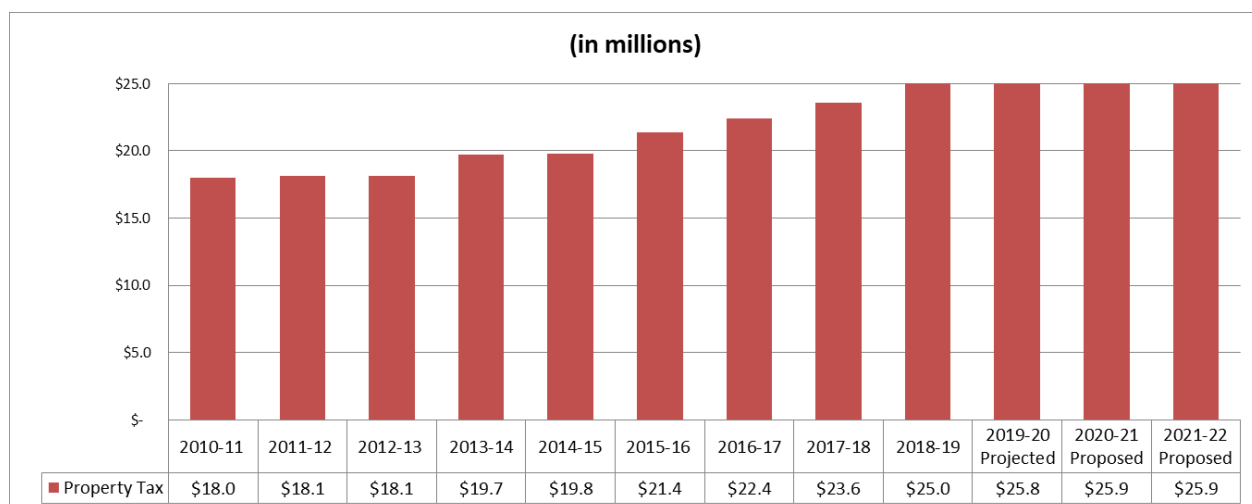
Chart 2 – Sales Tax History



**Property Tax** is the General Fund's 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.

Property taxes were reduced significantly in FY 2009/10 due to the Great Recession and have increased each year as shown in Chart 3, Property Tax History. Staff is projecting a 1% increase each year as development continues to occur. In addition, Property values will not be affected in FY 2020/21 or FY 2021/22 if a recession occurs due to property values typically lagging a year or two.

Chart 3 – Property Tax History



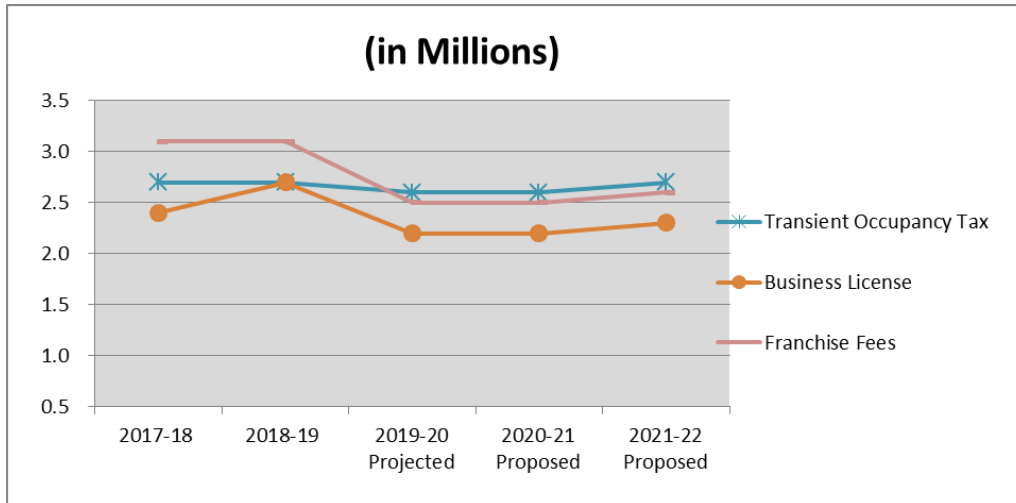
Together Sales Tax and Property Tax represents 78% of General Fund Revenues. The remaining major General Fund revenues are shown in Chart 4, Non Major GF Revenues.

**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 had little growth since FY 2016/17 and are projected to increase 1% a year. The annual growth prior to FY 2016/17 was 2%; however this has changed due to technology advances. For example, AT&T has had a shift in business. More customers are going to cell phones and recently they have taken over Direct TV. They now have customers bundling their cell phones with Direct TV, instead of AT&T U-Verse utilizing landlines.

**Business License Taxes** are imposed on businesses conducting business within the City. Business License is one of our top revenue generators for the City. This fiscal year is seeing a decrease of \$0.3 million from prior year mainly due to revenues being deposited into FY 2018/19 instead of this fiscal year. FY 2020/21 is projecting a slight decrease in businesses due to the economy and a 1% increase in FY 2021/22. Like all other economic sensitive revenues, these revenues will be heavily monitored.

**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 is expected to significantly decrease in FY 2019/20 and then increase 1% a year over the next two years. The 1% growth will be far below the amount received prior to COVID-19.

Chart 4 – Non Major – GF Revenues



**General Fund Expenditures**

This fiscal year (2019/20) is expected to end with a surplus of \$0.2 million due to greater than anticipated growth in revenues from July to February 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, State take-aways such as AB 109 and ABC grant, increasing pension costs, health care, and minimum wage increases.

Due to the loss of revenues and rising costs, staff felt it was important to minimize operating increases to be able to fund capital projects, and maintain the Emergency Reserve 25% level. The General Fund Expenditures consists of six categories as shown in Table 2– FY 2020/21 & 2021/22 General Fund Appropriation.

Table 2 – FY 2020/21 & 2021/22 General Fund Appropriation

	Projection 2019/20	Proposed 2020/21	20/21 Growth	Proposed 2021/22	21/22 Growth
Salary & Benefits	51,957,700	55,821,000	7%	56,947,800	2%
Operating Expenses	13,975,000	13,708,700	-2%	13,947,600	2%
Services Provided/Allocations	12,546,500	12,404,900	-1%	12,404,100	0%
Minus Reimbursements	(14,779,200)	(14,629,600)	-1%	(14,636,500)	0%
<b>Total Operating Expenditures</b>	<b>63,700,000</b>	<b>67,305,000</b>	<b>3%</b>	<b>68,663,000</b>	<b>4%</b>
Capital	1,212,800	200,000	-506%	-	
Fund Transfers/Debt	5,595,300	5,441,900	-3%	5,253,400	-4%
<b>Total Appropriation</b>	<b>70,508,100</b>	<b>72,946,900</b>		<b>73,916,400</b>	



*Salary & Benefits* – The largest expense in the General Fund is salary and benefits. Salary and benefits is 68% of the General Funds total expenses. The total budget for salary and benefits for FY 2020/21 is \$55.8 million and \$56.9 million for FY 2021/22.

FY 2020/21 operating budget increases from FY 2019/20 by \$3.6 million (3%). The large increase is mainly due to the following items:

- \$1.0 M PERS increase 14% (Employer Contribution + UFL 20 yr amortization)
- \$0.4 M 4% Health Insurance increase (8% total - Employees share – 4%)
- \$3.8 M Vacancies (salary + benefits)

FY 2021/22 operating budget increases from FY 2020/21 by \$1.4 million (4%). The large increase projected consists of the following:

- \$1.0 M PERS increase 15% (Employer Contribution + UFL 20 yr amortization)
- \$0.3 M 5.5% Health Insurance increase (9.5% total - Employees share – 4%)

This also includes retiree phase out decrease of \$0.1 million.

Please note that FY 2020/21 and 2021/22 does not include a cost of living adjustment for employees. Any cost of living adjustments will be negotiated with employee bargaining units.

*Operating Expenses* – The 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 3% (\$0.3 million) in FY 2020/21 and decreased by -1% (\$0.1 million) in FY 2021/22 due to less capital outlay. As costs increase with contracts due to minimum wage 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. Their sole purpose is to service all City departments. Their cost is charged through a Service Provided or Allocation to the department they serviced. The Allocations are calculated using two year prior actuals. FY 2020/21 is based on FY 2018/19 actuals. Since FY 2019/20 has not closed, FY 2021/22 cannot be calculated. For budgeting purposes the allocation for FY 2021/22 is equal to FY 2020/21.

*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 had \$3.0 million in capital projects requested for the two year budget and were ranked by departments prior to COVID-19. Unfortunately due to revenue shortfalls, the only project being recommended is the replacement of the Fire Department's Records Management & Electronic Patient Care Reports (ePCR) system of \$0.2 million in FY 2020/21.

The current Records Management & Electronic Patient Care Reports (ePCR) system is 15+ years old and may no longer be supported at the end of the year. This project will upgrade the current fire records management system and ePCR, and add functionality for occupancy inspections and fire investigation reports. The current system requires approximately eight

hours a week from Information Services and Fire staff to keep the system functional. In addition, the electronic patient care reports no longer meet the federal requirements.

Limiting spending on capital in the next 2-years is needed to reduce the deficit. However, it is important to note that maintenance and replacement of capital assets cannot be deferred for several years. Prior to the Great Recession, the General Fund investment in capital was averaging \$1.5 million each year. Since that time, staff has set the annual budget goal at \$1 million, but limited resources have kept it at an average of \$0.8 million.

If additional resources are available at Mid-Year due to vacancies or revenues coming in higher than estimated, staff will return with projects to be funded based on their ranking. All General Fund capital projects are rated by the General Fund committee. This committee, made up of representatives from each City department, meets to discuss each project during the capital budget preparation process. 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 the project but recognize it is not a priority compared to the higher ranking projects.

*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 inter-fund transfers and debt payments is \$5.4 million in FY 2020/21 and \$5.3 million in FY 2021/22. The majority of the transfers are for operations and debt for the Convention Center and Animal Control Services. These total \$4.2 million in FY 2020/21 and \$4.0 million in FY 2021/22.

The total annual debt for the General Fund totals \$2.4 million as shown in Table 3 – General Fund Debt.

Table 3 – General Fund Debt

	Projected 2019/20	Projected 2020/21	Projected 2021/22
<b>General Fund Debt</b>			
Animal Control Facility	567,400	567,400	567,400
VECC Facility	589,400	590,000	590,000
Convention Center Refurbish (2015)	421,000	421,000	421,000
Convention Center/City Hall East	796,000	796,900	796,800
<b>Total General Fund Debt</b>	<b>\$ 2,373,800</b>	<b>\$ 2,375,300</b>	<b>\$ 2,375,200</b>
*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.			

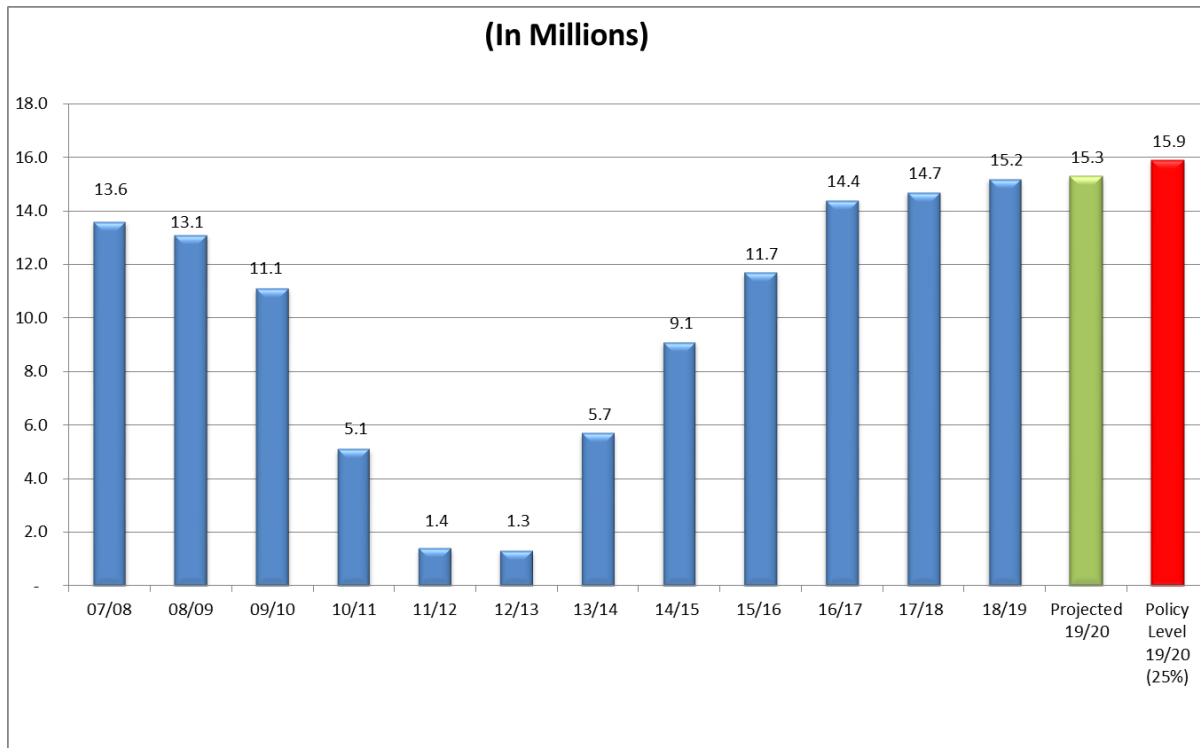
### General Fund Emergency Reserve

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 was appropriately used to provide relief to offset the downturn in revenue during the Great Recession. During the tough years, the General Fund used \$12.3 million over five years to avoid excessive layoffs. Council was able to rebuild the reserves by adding \$13.1 million in 4 years, reaching the 25% policy in FY 2016/17. The 25% level has been maintained over the last two fiscal years. Unfortunately, this fiscal year is projected to end the year at 24% of expenditures due to not being able to transfer additional funds to keep up with the operating cost increase. The 25% level would require an additional \$0.6 million to reach \$15.9 million which is the projected 25% level as shown in Chart 5 – Emergency Reserves.

The proposed General Fund budget for FY 2020/21 & 2021/22 has a deficit in in both years of \$1.5 million in FY 2020/21 and \$1.6 million in FY 2021/22. Staff is not recommending using reserves at this time to balance the budget. The City budgets all allocated positions and currently the General Fund has 21 vacancies. On an annual basis, the General Fund has \$2 to \$3 million in vacancy savings which will be used to eliminate the deficit. The General Fund projection for the next two years is very optimistic and assumes modest increases in our major revenue sources. The likelihood that the deficit will get larger is great as the COVID-19 pandemic continues into a recession and businesses struggle to stay open.

Chart 5 – Emergency Reserve



History has shown that public agencies who have sufficient reserves, balanced budgets, and prudent spending policies, recover faster than other communities during a recession. Thankfully, Visalia has been part of this group.

### **Future Financial Outlook**

It is clear that we are facing a recession due to the COVID-19. The decrease in revenues and increase in expenditures will impact the General Fund over the next several years. As employee costs continue to increase, future budgets will become increasingly difficult to balance as shown in Table 4: Preliminary Forecast for FY 2020/21 – 2024/25.

Table 4 - Preliminary Forecast for FY 2020/21 – 2024/25  
(includes Salary & Benefits for Allocated Positions)

	Actuals	Projected					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Revenues</b>							
<i>(All Amounts in Millions)</i>							
Sales Tax	32.4	29.7	30.0	30.3	31.2	32.1	33.1
Property Tax	13.4	13.7	13.8	13.8	14.2	14.6	15.1
Property Tax - VLF Swap	11.6	12.2	12.2	12.2	12.6	12.9	13.3
Transient Occupancy Tax	3.1	2.2	2.2	2.3	2.4	2.4	2.5
Franchise Tax	2.7	2.6	2.6	2.7	2.7	2.8	2.8
Business License Fees	2.7	2.4	2.4	2.4	2.5	2.5	2.6
All Other Revenues	10.7	7.9	8.3	8.7	9.0	9.2	9.5
<b>Total</b>	<b>76.6</b>	<b>70.7</b>	<b>71.5</b>	<b>72.4</b>	<b>74.5</b>	<b>76.7</b>	<b>78.9</b>
<b>Expenditures</b>							
Full-time Employee Wages	25.3	28.3	30.7	30.7	31.6	32.6	33.5
Group Health Insurance	5.2	5.6	6.0	6.3	6.6	6.8	7.1
Misc & Public Safety PERS	3.1	4.0	4.1	4.3	4.4	4.5	4.7
PERS Unfunded Liability	4.7	6.3	7.2	8.1	8.6	9.1	9.3
Other Expenditures	35.9	34.3	33.9	33.9	34.6	35.3	36.0
<b>Total</b>	<b>74.2</b>	<b>78.5</b>	<b>81.9</b>	<b>83.3</b>	<b>85.9</b>	<b>88.4</b>	<b>90.7</b>
Less: Reimbursements	(13.5)	(14.8)	(14.6)	(14.6)	(15.0)	(15.5)	(16.0)
<b>Total Operating</b>	<b>60.7</b>	<b>63.7</b>	<b>67.3</b>	<b>68.7</b>	<b>70.8</b>	<b>72.9</b>	<b>74.7</b>
Transfer Out/Debt	4.4	5.6	5.5	5.3	5.4	5.5	5.6
Capital Program	2.0	1.2	0.2	-	1.0	1.0	1.0
Prior Period Adjustments	3.2						
<b>Projected Surplus/(Deficit)</b>	<b>6.3</b>	<b>0.2</b>	<b>(1.5)</b>	<b>(1.6)</b>	<b>(2.7)</b>	<b>(2.7)</b>	<b>(2.4)</b>

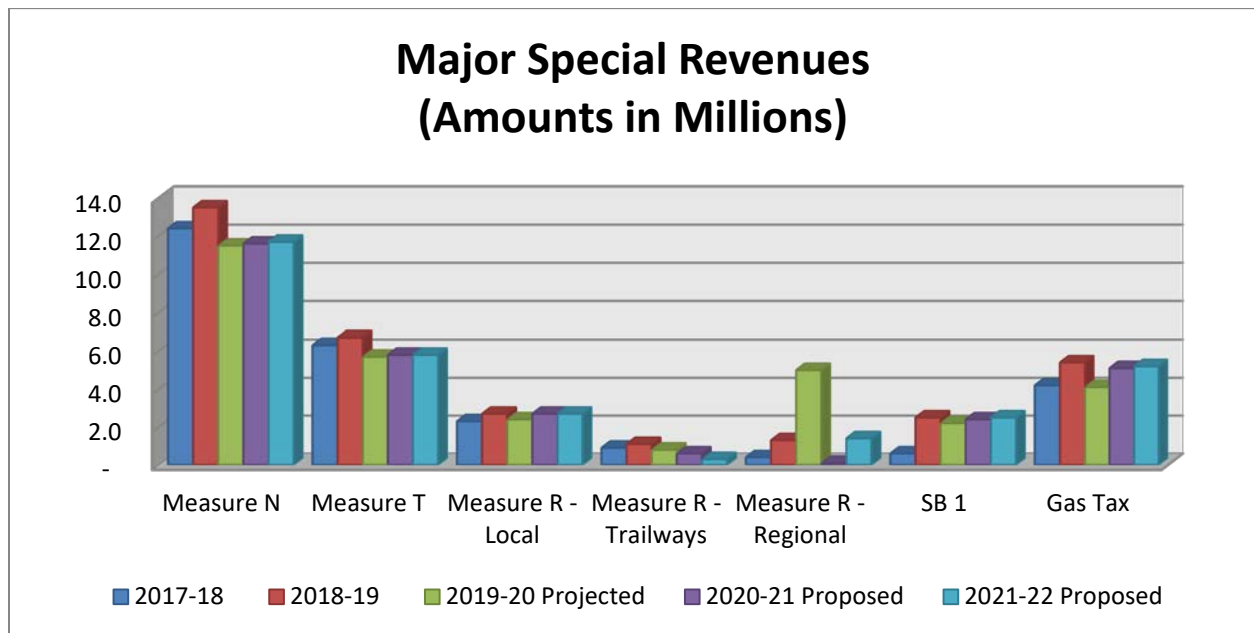
The forecast shows the City having a deficit starting in FY 2020/21 and continuing throughout the five year forecast. Staff will have to look for ways to reduce the deficit by reducing operating costs, evaluating vacant positions, and reviewing current fees. This will be a difficult task since operations and staffing levels have increased at a minimal level compared to service demands over the last several years. In addition, capital 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. The Special Revenue Funds consists of ten funds with a proposed budget for FY 2020/21 of \$41.6 million and FY 2021/22 of \$45.6 million. The decrease in FY 2021/22 is due to capital projects.

The major funds in this category are Measure T, Measure N, Measure R, SB1, and Gas Tax. These revenues are shown in Chart 6, Major Special Revenues. The district taxes (Measure T, N, and R) have collectively seen 2-3% growth over the past few years due to increased sales on tangible items. However, due to the COVID-19 Stay-At-Home order, these funds are projected to decrease 15% in FY 2019/20 and then increase annually 1% over the next 2 years. This is a best case scenario that assumes business deferred sales tax in FY 2019/20 will be recognized in FY 2020/21 causing the 1% increase. If the ramifications of COVID-19 continue or revenues are reduced more than expected, staff will need to return with reduced or deferred capital projects.

Chart 6 – Major Special Revenues



**Measure N** is a ½ cent sales tax override that is collected only in the City of Visalia for essential services. The measure uses a detailed 10 year plan which includes hiring of personnel, construction of capital projects, and equipment purchases. This Measure was passed by the voters in November 2016 to assist the General Fund with funding additional positions in Police, Fire, Recreation, and Parks. It also funds capital projects such as street maintenance and recreational facility maintenance.

**Measure R** is a County-wide, ½ 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. Below are a couple of projects Measure R is funding:

- Caldwell Improvements - Akers to Shady (2.9 million): Install center median, sidewalk, curb and gutter on Caldwell Ave. between Akers St. and Shady St. Major Investment Study (MIS) was performed for Caldwell Ave. from State Route 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. In addition to the original scope, two needs have been identified: 1. Pavement reconstruction to support the City Standard Traffic Index (TI) of eleven (11) within the project boundaries. 2. Traffic signal interconnect and fiber optic connection to the Southwest Precinct. Project funding total is \$10.5 million including prior year appropriations funded from Measure R Local & Regional, Measure N, and SB1.
- Shirk Widening (\$2.9 million): Widen east side of Shirk to accommodate four lanes and center two-way left turn lane. Includes modification of traffic signal at Goshen Ave, new traffic signal at Doe Ave, Driveway access relocation just south of Doe (due to proximity to intersection), and ROW purchase along the corridor. Increases vehicle capacity on Shirk Street to improve traffic flow and support new development. Project funding total is \$4.3 million including funds from prior year. Funding sources are Gas Tax and Measure R Local.

**Measure T** is a ¼ cent sales tax override that 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.

**Gas Tax** has become a major revenue source as the State has converted Prop 42 sales tax revenues into gas tax revenue. In addition, the Gas Tax fund receives \$1.4 million of Street Highway Exchange funds annually and receives these funds on a reimbursement basis. These funds are to be used for street improvements and maintenance.

**SB1 Road Maintenance and Rehabilitation Act (RMRA)** is an additional gas tax charged at the pump to address street maintenance in California. The additional tax was approved in 2017 and adds \$2.2 million annually to the City's street maintenance program. Both the Gas Tax and SB1 funds are projected to have a revenue decrease of 2% in FY 2020/21 due to the COVID-19 Stay-At-Home order (less fuel sales) and price of crude oil dropping to all-time lows in FY 2019/20. This projection is conservative and may decrease further as numbers are provided by the State of California. If revenues need to be reduced further, staff will return to defer capital projects.

### **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 have seen strong growth as development has increased over the last seven years. However, since revenue for these funds is dependent on development, funding available for projects will be reduced if the economy declines or slips into a recession because of COVID-19. Residential and commercial development has slightly decreased in the last quarter of FY 2019/20. A 2% decrease is projected in FY 2020/21 and an optimistic growth projection of 2% in FY 2021/22.

The recommended budget for all impact fee projects is \$8.3 million in FY 2020/21 and \$9.3 million in FY 2021/22. In order to balance these funds, \$60.2 million in transportation projects have been deferred in the 6 Year Capital Plan. The following list highlights some capital projects recommended in this budget for these funds:

- Developer Reimbursement (\$2.2 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.
- Riggin Widening (\$5.4 million): Widen Riggin Ave between Kelsey Street and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights and interconnect conduit. Widening of Riggin Ave will improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion. Project funding total is \$11.15million from Measure R Regional, Transportation Impact, and a EDA Grant.
- Visalia Parkway Widening at Mooney Blvd (\$0.9 million): Widen to ultimate ROW width (110') to accommodate 300' left turn pocket on east and west bound approaches to Mooney Blvd to reduce delays. Relocate traffic signal poles to their ultimate locations. Roadway will transition to existing lane figuration after left turn pockets. Requires acquisition of ROW along the south side of Visalia Pkwy for approximately 1,000 feet east and west of Mooney Blvd for appropriate vehicle storage and the separation of the various vehicle movements through the intersection. Project funding total is \$2.87 million from Measure R Local and Transportation Impact.
- Shirk Street Widening Over Mill Creek (\$2.8 million): Construct a 330-foot extension of the existing Shirk Street culvert crossing at South Mill Creek located between Hillsdale Avenue and School Avenue including rehabilitation of existing roadway connection. Also includes 1) Raise the street grade to the top of the South Mill Creek Culvert. 2) Add paving and striping to connect to the 198 Interchange. This culvert extension is a necessary component to complete the widening Shirk Street to a 4-lane arterial. Shirk Street is designated a major arterial street in the General Plan Circulation Element. Project funding total is \$4.7 million including prior year funding from Transportation Impact Fee and Measure N Road Maintenance.

### **Enterprise Funds**

Enterprise funds, on a combined basis make up approximately 36% 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 2020/21 is \$81.0 million and in FY 2021/22 is \$79.8 million. The three largest Enterprise Funds are Solid Waste, Wastewater, and Transit making up

86% of the total Enterprise Revenues collected as shown in the Chart 7 FY 2020/21 Enterprise Revenue and Chart 8 FY 2020/21 Enterprise Expenditures.

Chart 7 – FY 2020/21 Enterprise Revenues

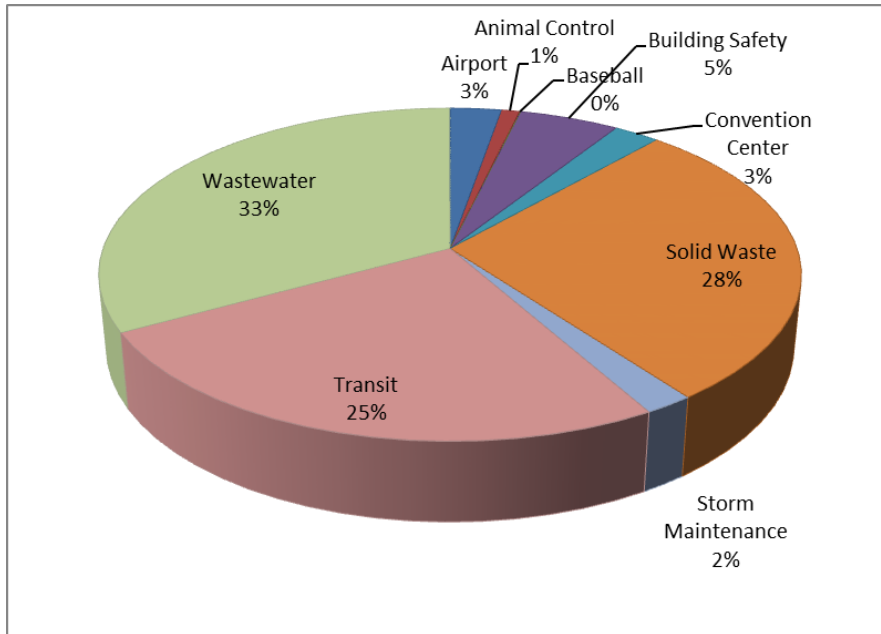
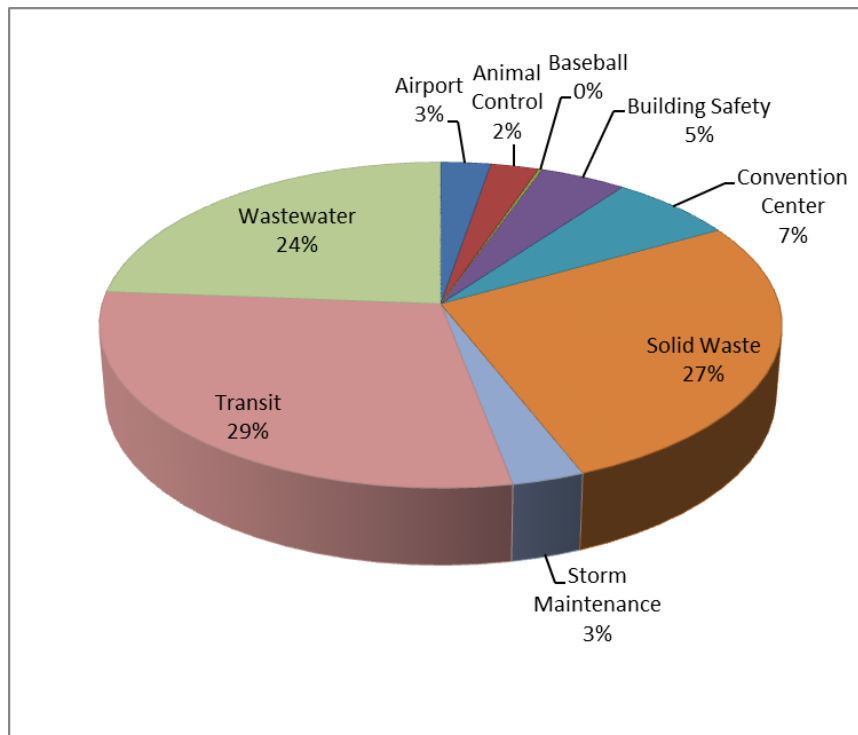


Chart 8 – FY 2020/21 Enterprise Expenditures





**Airport** receives a majority of its revenues from airport user fees, such as hangar rentals and fuel sales. Fuel sales for the last quarter of FY 2020/21 decreased due to the COVID-19 stay home order. Compared to last fiscal year, fuels sales are projected to be 3% less (\$20,000) this fiscal year and are projected to increase over the next two years. These revenues are used to fund the Airport's operating expenses of \$1.8 million annually in FY 2020/21 & 2021/22.

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 2020/21 is \$0.2 million and \$0.1 million in 2021/22.

**Animal Control Services** is a full service City-run Animal Care Facility. The City of Visalia Animal Care Facility is a relatively new facility, 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 2027/28.

Animal Control Services charges fees for dog licensing, spay & neuter program, kennel fees and many other services. Visalia's Animal Care Facility has been very successful with animal rescue and adoption which has created space to offer sheltering services to other neighboring cities such as City of Dinuba, Farmersville, and Exeter to increase revenues. Over the next two years, revenues are expected to increase due to more aggressive licensing and animal enforcement activities.

Even with increased revenues and decreased expenses, this operation requires an operating transfer from the General Fund. The fund has an operating loss of \$0.8 million in FY 2020/21 and FY 2021/22.

**Baseball (Rawhide)** entered into a new contract in January of 2020 with new team owners, First Pitch Entertainment, LLC. The new contract limits the City's financial contributions to the renovation of the stadium property to \$200,000 per year for approved capital projects and \$100,000 per year for utilities and grounds maintenance. It also provides minimal revenue to the City through sales tax for the branded merchandise.

It is unfortunate for the new owners and fans that the 2020 Minor League Baseball season has been put on hold due to the COVID-19 pandemic. The City's annual capital project contribution for the 2020-2021 year, however, was advanced earlier this year to provide funding for the new, state of the art video scoreboard that is currently being installed. Operations are continuing and the ownership, staff, players, and fans are looking forward to having baseball back at our ballpark as soon as possible.

The City does not receive revenues from Rawhide, and as a result requires an annual transfer of \$0.3 million from the General Fund. The transfer is consistent with past years, nevertheless, professional baseball has been valued as an intangible amenity for the community beyond its financial performance alone.

**Building Safety** revenues are projected to decrease in FY 2020/21 by 9% (\$0.35 million) to \$3.8 million and slightly increase in FY 2021/22 to \$3.9 million. Building permits issued over the last seven years have had steady growth. However, over the last 4 months (January to April), permit activity has decreased 22% when compared to the same months in the prior year.

For several years, Building Safety has been able to add staff and make improvements to be more efficient and enhance customer service. This includes upgrading the permit system to allow better tracking and enhanced services such as paying permits on-line, providing e-plan submittal, and review for any permit. In addition, staff was able to reduce permit review turn-around time, reduce rollover inspections, and increase customer satisfaction.

In a typical economic environment, the Building Safety Division realizes increasing revenue as development in a growing community progresses, and decreasing revenue in times of economic hardship when development slows down. The current COVID-19 pandemic has caused instability and uncertainty in terms of development. Through the initial weeks, perhaps months, of the pandemic building activity continued at a healthy pace. Current signs are less stable, and it is extremely difficult to predict if our rate of development will increase, stagnate, or decrease. The conditions that brought about the current economic environment are different than those that brought about the Great Recession. Many economists suggest that because the economy was healthy prior to COVID-19 it will recover to pre-pandemic levels more quickly than recovery out of a recession caused by more typical economic factors.

Overall, construction activity drives revenue collection in several categories, and is also an indicator of future activity for several other categories, such as property taxes, impact fees, and storm and sanitary sewer system fees. When community restrictions ordered due to COVID-19 are lifted, we believe these activities will resume and eventually thrive once again.

**Convention Center** revenues come from rental fees and from a General Fund contribution. The Convention Center completed a renovation in 2017 to enhance and modernize the facility. The Convention Center, like most businesses, closed its doors on March 19, 2020 when the Stay-At-Home order became effective. Events that were booked either were cancelled or postponed indefinitely causing fourth quarter revenues for FY 2019/20 to suffer a major loss.

The Governor has created a multistage plan to lift the Stay-At-Home order. The Convention Center, unfortunately, is not included until the final phase, which is the re-opening of the highest risk workplaces. Due to the closure and social distancing restrictions that are expected to continue well into FY 2020/21, staff is projecting a General Fund transfer of \$1.7 million in FY 2020/21 and \$1.5 million in FY 2021/22 for operations. This is a \$0.9 million increase from FY 2018/19 and includes no capital over the next two years. On average, the Convention Center has capital projects of \$.01 to 0.3 million annually. To reduce the subsidy, staff deferred all capital projects in this fund. Over the next several months, staff will continue to realign its expenditures and look for ways to reduce costs. The Convention Center finds itself in an industry where recovery is harder to predict. Even when restrictions are lifted, it is uncertain how and when people will feel comfortable hosting or attending large events.

The Convention Center also has two debt issuances that total \$7 million. The total annual payment is \$1.1 million, with the original debt being paid off in 2025 and the renovation debt being paid off in 2029.

**Solid Waste** revenues are derived from refuse collection fees from residential and commercial customers. The Solid Waste revenues collected are to pay for operating expenses and capital projects. The recommended operating and capital budget for Solid Waste is \$24.1 million in FY 2020/21 and \$23.5 million in FY 2021/22. The \$0.6 million dollar difference is due to capital projects being higher in the first year.

Due to the Stay-At-Home order, many businesses have temporarily closed or reduced operations. As a result, refuse services have been reduced on a majority of the commercial businesses - from 3-5 times a week down to the minimum required one time per week for each waste stream (green waste, recycle, and trash). This service demand reduction has reduced commercial revenues between 50-75% for the fourth quarter and will continue to have an impact until the Stay-At-Home order has been lifted. We project Commercial revenues to be lower by \$0.45 million (7.3%) in this fiscal year. The revenue budget for the next two years assumes all businesses will be open for normal businesses with a 1% growth each year. These numbers may need to be revised if businesses continue to operate in a limited capacity.

**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 storm fees are not meeting storm sewer maintenance needs. To help meet the needs, Council authorized a portion of the Kaweah Lake Enlargement fee to be transferred to the Storm Sewer Maintenance fund in April of 2013 (Resolution 2013-25). This has allowed approximately \$300k per year to be shifted from the Kaweah Lake fund to the Storm Sewer Maintenance Fund. This additional resource ensures that the current system is operating at full capacity.

**Transit** operations remain 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. Furthermore, 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.

Visalia Transit is not only for service within the Visalia community and around Tulare County, but also offers service to Sequoia National Park and Fresno. The Sequoia Shuttle is operated by the City of Visalia Transit Division. The City operates the shuttle inside the park under a cooperative agreement with the National Park Service and transported over 940,164 passengers for the 2019 season. The City also operated shuttles from Visalia to the Sequoia Park carrying over 6,175 passengers which was reduced from the previous year due to weather conditions in the park. The National Park Service has recently approved a new 5-year agreement with the City for the operation of the internal shuttle. However, due to the COVID-19 pandemic the 2020 summer season has been cancelled.

The V-LINE service to Fresno has completed its three year pilot program. The V-LINE operates from Visalia to Fresno with stops at the Transit Center, Visalia Airport, Fresno Airport, Fresno State, and the Fresno Courthouse Park. Ridership for FY 2016, 2017, and 2018 was 5,810, 17,811, and 26,740 respectively. The most recent ridership year saw the highest numbers at 29,200 for FY 2018/19. V-LINE has shown to be a successful program and will continue to operate at the existing levels.

The City is required under the Transportation Development Act to maintain fare box revenue to operating expense ratio of 20%. The City is projected to meet the fare revenue to operating expense goal of 20% for FY 2020/21 & 2021/22 as it has in past years.

In addition to our yearly budget, Transit has received \$13 million in CARES Act funding as a result of the COVID-19 pandemic. This funding is in addition to our existing budget dollars and will be used to cover 100% of operations costs with no required match retroactive to January

2020. The annual operations budget is \$12.86 million so the CARES funding is projected to cover operations for a little more than a year. This money has allowed Visalia Transit to wave all bus fares, perform special cleaning of buses, and provide transit services that allows passengers to meet the social distancing requirements as well.

***Wastewater*** is the City's 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 1-1.5% for community growth and business changes.

In response to the City's need to comply with the National Pollution Discharge Elimination System (NPDES) permit, the Waste Water Plant completed a project in 2018 that brings waste water discharge to tertiary standards, which is clean enough for all uses except drinking water.

Visalia's wastewater system is one of the most successful in the industry. In a unique and successful arrangement, our high quality treated water is exchanged with Tulare Irrigation District for fresh water coming into the area upstream from Visalia. The exchange water is routed into ponding basins east of Visalia, recharging the City's aquifer, working to reverse the long-term ground water overdraft trend. Some water from the plant will also be recycled back to Plaza Park and Valley Oaks Golf for use on landscaped/turf areas. The project received a Clean Water State Revolving Fund (CWSRF) loan of \$96 million that will be paid back over 30 years at 2.1% interest. The loan repayment started in FY 2018/19. In addition, this project received \$18 million in grants.

In anticipation of the project and additional maintenance cost, the Waste Water rates were increased over a three year period, with the last rate increase in 2012. Staff does not anticipate another rate increase in the near future.

### **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 2020/21 is \$19.3 million and in FY 2021/22 is \$21.4 million. The increase in FY 2021/22 is due to capital projects.

## **FINANCIAL CHALLENGES**

In addition to the economic impact of the COVID-19 pandemic and Stay-At-Home order, there are ongoing challenges such as increasing labor costs and liabilities that continue to compete with the priorities and needs of our community. The following summarizes a few of the challenges ahead, which could impact not only the General Fund but the Enterprise Funds as well.

### **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.

Like all Government Agencies throughout California, the City is faced with higher contributions to fund pension obligations. The Great Recession had a detrimental effect on pension plans nationwide. A decade of extremely low earnings rates drastically lowered the funded status of pension plans across the country. To address the unfunded pension obligations, CalPERS changed the annual payment calculation and lowered the investment return rate (aka discount rate) from 7.5% to 7%, in three phases. The rate reduction will not reach the full 7% discount rate until FY 2024/25.

Based on these changes, Visalia’s PERS payment is projected to increase by \$5.3 million from FY 2019/20 to 2023/24 as shown in Table 5 PERS Payment. These projections do not account for the losses projected by CALPERS as a result of the COVID-19 pandemic. In April, CALPERS reported that their investment portfolio average interest rate for the year was -4%. The City will not know the full impact of these losses, and the effects on the City’s contribution, for another two years due to CALPERS actuarial being two years behind.

**Table 5  
PERS Payment**

<b>Total PERS Payment (in millions)</b>	<b>19/20</b>	<b>23/24</b>
PERS Employer Contribution	\$ 5.40	\$ 6.37
Unfunded Liability Payment	\$ 8.90	\$ 13.20
<b>Total Payment</b>	<b>\$ 14.30</b>	<b>\$ 19.57</b>

In anticipation of this increase, the City has added minimal staffing and only recommended wage increases that could be supported over the last several 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 8% increase for FY 2020/21 & 9.5% increase in 2021/22. The actual increase paid by the City will be split with the employees 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 phasing out retiree health care and funding the very popular employee health clinic.

**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 \$13 and will 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. 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, staff is recommending funding \$0.2 million of the total \$3.0 million capital projects requested in the General Fund. City

facilities have had minimal maintenance performed over the last decade and departments are out-growing facilities.

In addition, the City's Transportation infrastructure is the City's largest asset, with 512 miles of streets to maintain and improve. In the past, it was a struggle to maintain this asset and keep our streets from deteriorating. Due to newer revenue sources such as Measure N and SB1 monies, the Public Works Department is able to perform maintenance on our streets which will result in saving money in the future. This funding helps tremendously; however, the Transportation Funds still do not have enough funds to cover street improvements such as widening and traffic signal upgrades. To balance the Transportation Funds for the two year budget, staff deferred \$60.2 million in projects over the next 6 years.

Measure N funds will also be allocating additional funding for parks, trailways, and building maintenance. The two new revenue sources combined will fund approximately \$7.7 million in FY 20/21 and \$11.5 million in FY 21/22.

## **CONCLUSION**

The City entered into FY 2019/20 in a strong financial position and had strong revenue growth amongst all funds for a majority of the fiscal year. This has all come to a halt due to the COVID-19 pandemic, which has affected our economy and our lives in many ways. Even as this budget is being finalized, the statewide Stay-At-Home order is still in place and many businesses are still not able to be open. The current projections anticipate a slow recovery spanning over the next two years, as shown in the General Fund forecast. Due to fiscal prudence on the part of the City Council, and careful fiscal management on the part of City staff, the City is generally in a good financial position, with General Fund Emergency Reserves at, or extremely near, 25% of operating expenditures. We will continue to monitor the City finances closely during these difficult financial times and will return to Council with amendments as needs and resources are identified.

## 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 secession, 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.

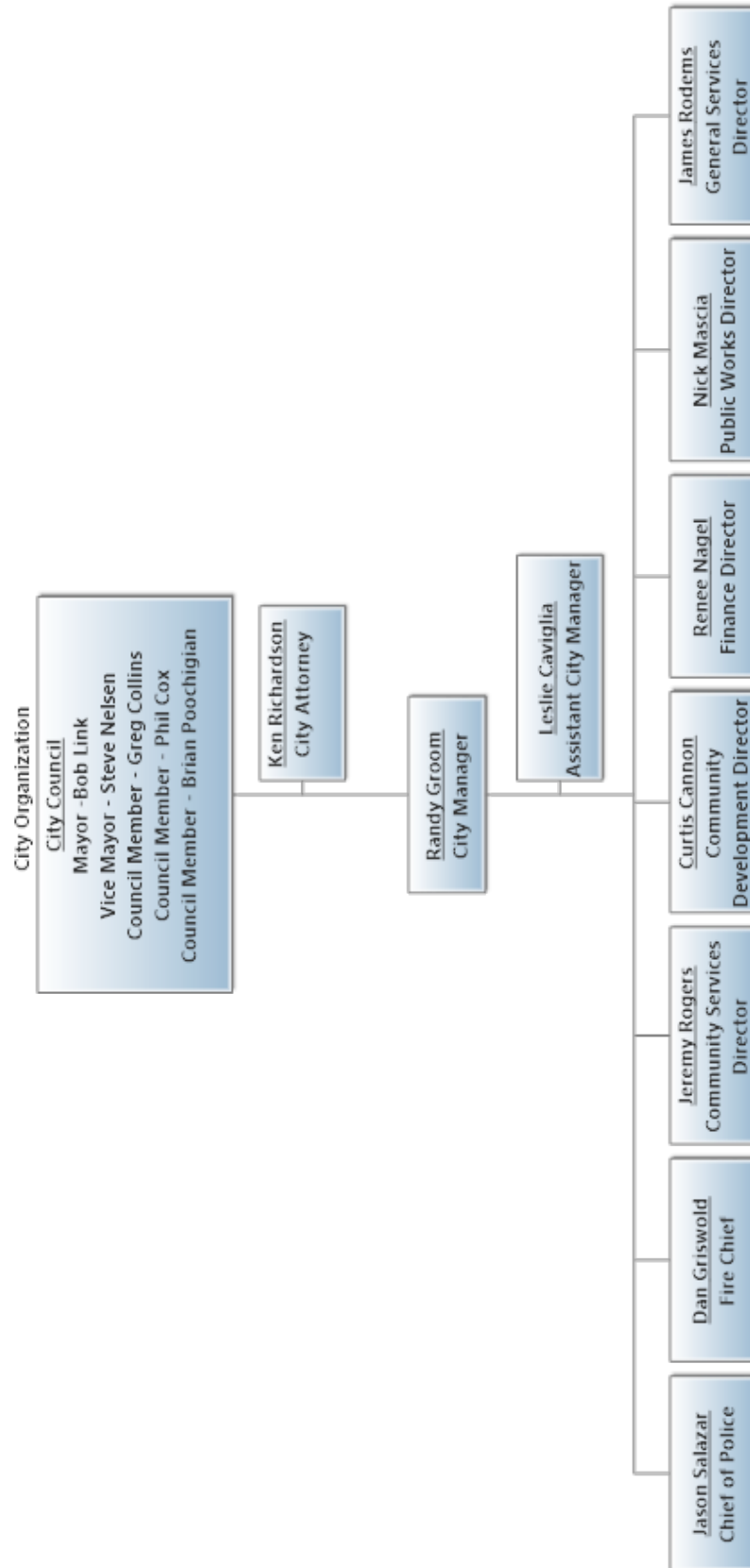
The City Council is composed of five members who are elected at-large to alternating four-year terms staggered every two years. The City Council selects one of its members to serve as Mayor for a two-year term. A City Manager is appointed by the City Council to direct all City functions.

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 COMMITTEES AND COMMISSIONS

Building Advisory Committee

**Staff Rep**

Shawn Huff 713-4495

**Meeting**

Wednesday of each month  
5:30 p.m. Admin Office

Citizen's Advisory Committee

**Staff Rep**

Michelle Nicholson 713-4512

**Meeting**

1st Wednesday of each month,  
5:30 p.m. Admin Office

Disability Advocacy Committee

**Staff Rep**

Shawn Huff 713-4495

**Meeting**

2nd Monday of each month,  
5:00 p.m. Admin Office

Environmental Committee

**Staff Rep**

Nathan Garza 713-4530

**Meeting**

2nd Wednesday of each month  
5:45 p.m. Transit Center

Historic Preservation Advisory Committee

**Staff Rep**

Cristobal Carrillo 713-4443

**Meeting**

2nd & 4th Wednesdays of each month,  
5:30 p.m. City Hall East

Park and Recreation Commission

**Staff Rep**

Laurissa Roggenkamp 713-4336

**Meeting**

3rd Tuesday of each month  
5:30 p.m. Council Chambers

Planning Commission

**Staff Rep**

Paul Bernal 713-4359

**Meeting**

2nd & 4th Mondays of each month  
7:00 p.m. Council Chambers

## 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 2020 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 30<sup>th</sup>.

**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	Pre pare	Review	Nov/Dec
Presentation to Department Head Group			12/10/19
Information Meeting			12/12/19
Finance meeting with City Manager for Budget Fore cast ( Rev /Exp)			1/13/20
Departments meet with City Manager & Finance to discuss goals, operating changes			1/13/20
<i>Finance's Responsibility - Due to Deaprtments</i>			
Revenues	Pre pare	Review	1/24/20
Salaries and Benefits for FT employees	Pre pare	Review	1/24/20
Operating and Maintenance Costs	Pre pare	Review	1/24/20
Services Provided & Allocated Costs	Pre pare	Review	1/24/20
Inter-fund Transfers	Pre pare	Review	4/24/20
<i>Department's Responsibility - Due to Finance</i>			
Submit Capital Projects	Review	Prepare	1/24/20
Department Mission Statement & Descriptions	Review	Prepare	1/31/20
Depart Performance Measures	Review	Prepare	1/31/20
Depart. Accomplishments & Objectives	Review	Prepare	1/31/20
New Employee Requests for FTE and Hourly**	Review	Prepare	2/14/20
Revenues (including Grants)	Review	Prepare	2/14/20
Hourly employees (Salaries/Benefits) for current only	Review	Prepare	2/14/20
Over-time	Review	Prepare	2/14/20
Operations & Maintenance Costs	Review	Prepare	2/14/20
Minor Capital Outlay Requests*	Review	Prepare	2/14/20
Departmental line item budget Review by Finance	Review	Review	2/14/20
Mid Year Presentation to City Council			3/16/20
Department Summary to City Manager	Pre pare		3/20/20
Complete Document to City Manager			5/4/20
Final Draft Submitted to City Council			5/18/20
1st Presentation to City Council			6/1/20
2nd Presentation to City Council			6/15/20

\* 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 25, 2019 from 10:30 to 11:30 AM** 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 12	Budget Kick-Off Meeting, Council Chambers.
Jan 24	Finance e-mails budget numbers
Jan 31	<p><b>Departmental budget items due:</b></p> <ul style="list-style-type: none"> <li>• Department Descriptions</li> <li>• Narratives</li> <li>• Mission Statement</li> <li>• Performance Measures</li> </ul> <p><b>Departmental budget items due:</b></p>
Feb 14	<ul style="list-style-type: none"> <li>• New employee requests (FTE &amp; Hourly)</li> <li>• Departmental revenues</li> <li>• Salaries &amp; benefits for existing hourly employees</li> <li>• Over-time cost</li> <li>• Operations and maintenance costs</li> <li>• Minor capital outlay requests</li> </ul>
Feb 14	Departmental review with Finance
March 20	Departmental review with the City Manager
May 4	Draft budget to City Manager, Department Heads
June 1	First Public Hearing
June 15	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 20/21 and 21/22 are typically not ranked as Council will only be approving appropriations for these years.

The CIP committee will be comprised of each Department Head.

### 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 into 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 2017/18 and 2018/19, projections for 2019/20, and estimates for both 2020/21 and 2021/22.

### **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 1st and the second on June 15<sup>th</sup>. The City Council adopted a resolution to adopt the 2020-21 & 2021-22 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.



## GUIDE TO 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 30<sup>th</sup> 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.

### BUDGETARY GOALS

The City of Visalia is dedicated to continuing to improve the quality of life for all the citizens while maintaining a strong financial position. The following icons will represent the City Council’s goals throughout this document.

Icon	Goal
	Maintain <b>Quality of Life</b> for Citizens
	Continue to <b>Improve</b> Infrastructure and Replace Capital
	Maintain <b>Financial Stability</b> by continuing to be conservative with revenues and expenditures
	<b>Enhance City services</b> by <b>efficiently</b> Adding Staff, Programs, and Technology
	Facilitate and Promote <b>Economic Development</b>

# FINANCIAL SUMMARIES

## BUDGET SUMMARY COMPARISON – 20/21 - 21/22

### FINANCIAL SUMMARIES

#### BUDGET SUMMARY COMPARISON 2020-21 / 2021-22

	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
<b>2020-21</b>							
<b>SOURCES:</b>							
Revenues	\$ 71,545,900	\$ 10,109,800	\$ 39,812,800	\$ -	\$ 72,920,100	\$ 17,541,000	\$ 211,929,600
Available Resources - Planned Use/(Return)*	1,481,500	(317,500)	1,756,500	-	8,030,300	1,757,300	12,708,100
<b>2020-21 SOURCES</b>	<b>73,027,400</b>	<b>9,792,300</b>	<b>41,569,300</b>	<b>-</b>	<b>80,950,400</b>	<b>19,298,300</b>	<b>224,637,700</b>
<b>USES:</b>							
Operations	81,941,000	140,700	21,214,800	-	68,256,200	29,459,500	201,012,200
Reimbursements	(14,629,600)	-	(315,300)	-	(2,912,900)	(11,919,900)	(29,777,700)
Net Operations	67,311,400	140,700	20,899,500	-	65,343,300	17,539,600	171,234,500
Debt Service	32,600	-	126,800	1,283,800	6,023,200	-	7,466,400
Capital Projects	241,500	9,236,700	20,341,600	-	14,358,300	1,758,700	45,936,800
Transfers In	-	-	(250,000)	(1,283,800)	(4,774,400)	-	(6,308,200)
Transfers Out	5,441,900	414,900	451,400	-	-	-	6,308,200
Add Back Depreciation	-	-	-	-	-	-	-
<b>2020-21 USES</b>	<b>73,027,400</b>	<b>9,792,300</b>	<b>41,569,300</b>	<b>-</b>	<b>80,950,400</b>	<b>19,298,300</b>	<b>224,637,700</b>
<b>NET SOURCES AND USES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2021-22</b>							
<b>SOURCES:</b>							
Revenues	72,369,900	12,423,800	41,458,100	-	73,858,100	18,085,900	218,195,800
Available Resources - Planned Use/(Return)*	1,555,500	914,600	4,169,300	-	5,925,820	3,287,400	15,852,620
<b>2021-22 SOURCES</b>	<b>73,925,400</b>	<b>13,338,400</b>	<b>45,627,400</b>	<b>-</b>	<b>79,783,920</b>	<b>21,373,300</b>	<b>234,048,420</b>
<b>USES:</b>							
Operations	83,275,900	141,700	21,565,800	-	69,168,720	30,295,500	204,447,620
Reimbursements	(14,636,500)	-	(315,300)	-	(2,944,100)	(11,919,900)	(29,815,800)
Net Operations	68,639,400	141,700	21,250,500	-	66,224,620	18,375,600	174,631,820
Debt Service	32,600	-	132,500	1,283,900	6,023,100	-	7,472,100
Capital Projects	-	12,781,800	24,042,900	-	12,122,100	2,997,700	51,944,500
Transfers In	-	-	(250,000)	(1,283,900)	(4,585,900)	-	(6,119,800)
Transfers Out	5,253,400	414,900	451,500	-	-	-	6,119,800
Add Back Depreciation	-	-	-	-	-	-	-
<b>2021-22 USES</b>	<b>73,925,400</b>	<b>13,338,400</b>	<b>45,627,400</b>	<b>-</b>	<b>79,783,920</b>	<b>21,373,300</b>	<b>234,048,420</b>
<b>NET SOURCES AND USES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Note: Planned Use/(Return) Category is the difference of revenues over expenditures. Shortfalls are covered by available cash or transfers. Surplus becomes available cash for future years.

General Fund - revenue shortfall will be covered with emergency reserves.

Capital Project Funds - FY 20/21 surplus revenue will be used in FY 21/22 along with available cash

Special Revenue and Internal Service Funds - revenue shortfall to be covered by cash available

Business Type Funds - revenue shortfall to be covered by cash available and transfers in for Convention Center and Animal Services

### PAST BUDGET SUMMARY COMPARISON – 18/19-19/20

BUDGET SUMMARY COMPARISON 2018-19 / 2019-20							
	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
<b>2018-19</b>							
<b>SOURCES:</b>							
Revenues	\$ 70,943,200	\$ 17,868,200	\$ 39,400,280	\$ -	\$ 79,183,800	\$ 17,084,400	\$224,479,880
Available Resources - Planned Use/(Return)	(58,360)	(6,450,800)	2,439,880	-	(1,976,300)	2,521,800	(3,523,780)
2018-19 SOURCES	70,884,840	11,417,400	41,840,160	-	77,207,500	19,606,200	220,956,100
<b>USES:</b>							
Operations	77,708,440	181,600	19,704,960	-	62,188,600	26,209,500	185,993,100
Reimbursements	(12,877,200)	-	(198,900)	-	(4,650,400)	(9,316,900)	(27,043,400)
Net Operations	64,831,240	181,600	19,506,060	-	57,538,200	16,892,600	158,949,700
Debt Service	59,000	-	387,000	1,527,000	1,655,500	-	3,628,500
Capital Projects	1,006,800	10,822,400	21,822,000	-	22,072,100	2,713,600	58,436,900
Transfers In	-	-	(848,000)	(1,527,000)	(4,058,300)	-	(6,433,300)
Transfers Out	4,987,800	413,400	973,100	-	-	-	6,374,300
2018-19 USES	70,884,840	11,417,400	41,840,160	-	77,207,500	19,606,200	220,956,100
NET SOURCES AND USES	-	-	-	-	-	-	-
<b>2019-20</b>							
<b>SOURCES:</b>							
Revenues	71,877,500	13,303,500	41,755,490	-	75,168,300	17,579,400	219,684,190
Available Resources - Planned Use/(Return)	(60,400)	(5,572,100)	(945,560)	-	(945,650)	1,419,100	(6,104,610)
2019-20 SOURCES	71,817,100	7,731,400	40,809,930	-	74,222,650	18,998,500	213,579,580
<b>USES:</b>							
Operations	79,040,000	196,900	20,121,830	-	62,405,150	27,008,600	188,772,480
Reimbursements	(12,897,600)	-	(198,900)	-	(4,113,800)	(9,357,900)	(26,568,200)
Net Operations	66,142,400	196,900	19,922,930	-	58,291,350	17,650,700	162,204,280
Debt Service	59,000	-	122,000	1,530,600	1,657,100	-	3,368,700
Capital Projects	469,600	7,121,100	20,660,000	-	18,467,100	1,347,800	48,065,600
Transfers In	-	-	(595,400)	(1,530,600)	(4,192,900)	-	(6,318,900)
Transfers Out	5,146,100	413,400	700,400	-	-	-	6,259,900
2019-20 USES	71,817,100	7,731,400	40,809,930	-	74,222,650	18,998,500	213,579,580
NET SOURCES AND USES	-	-	-	-	-	-	-

## 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.



Funds	Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/20	Ending Avail. Fund/Cash Balance 06/30/21
<b>Capital Project</b>												
Recr Facilities	2,267,800	30,100	-	-	740,000	-	-	-	770,100	1,497,700	2,324,200	3,821,900
Storm Sewer Constr	934,300	40,000	-	-	730,000	-	-	-	770,000	164,300	1,422,800	1,587,100
Transportation Impact	4,055,400	39,700	-	-	5,044,200	-	-	-	5,083,900	(1,028,500)	5,253,300	4,224,800
Waterways Capital	511,300	6,800	-	-	1,000,000	-	-	-	1,006,800	(495,500)	1,613,500	1,118,000
Transportation	1,200,000	-	-	-	1,575,000	-	-	-	1,575,000	(375,000)	988,700	613,700
N/E Capital Improv	86,200	1,400	-	-	110,000	-	-	-	111,400	(25,200)	647,500	622,300
Total Capital Project	10,109,800	140,700	-	-	9,236,700	-	414,900	-	9,792,300	317,500	18,621,300	18,938,800
<b>Debt Service</b>												
2014 COP	-	-	-	127,500	-	(127,500)	-	-	-	-	-	-
2015 COP	-	-	-	1,156,300	-	(1,156,300)	-	-	-	-	-	-
Total Debt Service	-	-	-	1,283,800	-	(1,283,800)	-	-	-	-	-	-
<b>Proprietary</b>												
Storm Sewer Deficiency	395,500	37,300	-	-	2,104,700	-	-	-	2,142,000	(1,746,500)	(757,300)	(2,503,800)
Wastewater Trunkline	1,528,100	49,400	-	-	600,000	-	-	-	649,400	878,700	2,507,300	3,986,000
Sewer Connection	683,600	100	-	-	-	-	-	-	100	683,500	(121,100)	562,400
Building Safety*	3,799,000	3,038,600	(31,100)	-	303,800	-	-	3,800	3,315,100	483,900	7,939,600	8,423,500
Visalia Baseball	40,700	134,500	-	-	200,000	(300,000)	-	6,200	40,700	(317,100)	-	(317,100)
Animal Control**	696,400	1,685,800	-	567,400	15,000	(1,404,700)	-	170,000	1,013,500	(29,300)	233,900	204,600
Airport*	1,961,000	1,480,500	-	222,000	-	(2,769,700)	-	736,500	2,729,100	(1,025,000)	-	(1,025,000)
Conv Center**	1,704,100	3,721,700	(50,000)	1,090,600	3,513,600	-	-	2,520,700	23,446,400	44,000	48,066,800	48,110,800
WWTP*	23,490,400	13,107,400	(60,500)	4,365,200	-	-	-	-	142,200	-	-	-
Utility Service Center	142,200	2,066,800	(2,064,600)	-	-	-	-	-	-	-	-	-
Solid Waste*	20,098,000	16,926,300	(96,700)	-	6,201,500	-	-	937,000	23,968,100	(3,870,100)	20,574,100	16,704,000
Transit*	14,296,700	16,411,100	(610,000)	-	-	-	-	2,815,200	18,616,300	(4,319,600)	6,291,600	1,972,000
Transit-Capital Grant zero div*	2,585,800	-	-	-	645,000	-	-	-	645,000	1,940,800	2,317,400	4,258,200
Storm Sew Maint*	1,498,600	1,355,000	-	-	552,700	(300,000)	-	644,500	2,252,200	(753,600)	412,000	(341,600)
Total Proprietary	72,920,100	60,134,500	(2,912,900)	6,023,200	14,358,300	(4,774,400)	-	8,121,700	80,950,400	(8,030,300)	87,464,300	79,434,000
<b>Internal Service</b>												
Fleet Maintenance	233,500	6,189,800	(5,976,900)	-	-	-	-	18,200	231,100	2,400	-	2,400
Vehicle Replace	-	27,800	(956,800)	-	912,700	-	-	956,800	940,500	(940,500)	4,398,400	3,457,900
PD Meas T	-	1,700	(84,300)	-	-	-	-	84,300	1,700	(1,700)	278,000	276,300
Fire Meas T	-	1,200	(64,700)	-	-	-	-	64,700	1,200	(200)	709,600	708,400
Measure N-Vehicle Replacement	-	200	(92,100)	-	-	-	-	92,100	200	(200)	198,900	198,700
Information Services	15,100	2,392,400	(4,270,700)	-	846,000	-	-	1,070,200	37,900	(22,800)	496,400	473,600
Risk Prop Ins	1,549,600	2,692,300	(473,200)	-	-	-	-	-	2,209,100	(659,500)	2,000,000	1,340,500
Risk Personnel Ins	13,792,600	13,686,100	-	-	-	-	-	-	13,686,100	106,500	2,210,000	2,316,500
Risk Work Comp	1,950,200	2,191,700	(1,200)	-	-	-	-	-	2,190,500	(240,300)	7,000,000	6,759,700
Total Internal Service	17,541,000	27,173,200	(11,919,900)	-	1,758,700	-	-	2,286,300	19,298,300	(1,757,300)	17,291,300	15,534,000
Grand Total - 2020-21	211,929,600	190,299,200	(29,777,700)	7,466,400	45,936,800	(6,308,200)	6,308,200	10,713,000	224,637,700	(12,708,100)	146,822,900	134,114,800

Note: Several funds have large cash balance which is set aside for specific expenses. For example: Risk Worker's Comp fund (553) has money set aside for current claims and is required to have a minimum amount held for a catastrophic event.

\* Note: Enterprise Funds ending cash includes depreciation as an expense, which really a non cash transaction as shown in the CAFR.

\*\* Note: These funds receive a General Fund transfer which does not include depreciation. Depreciation is a non cash transaction.

\*\*\* Note: Negative in the CDBG fund is due to allocations that will be adjusted at the end of the year.



Fund Summary - Fiscal Year 2021-22		Sources						Uses						Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/21	Ending Avail. Fund/Cash Balance 06/30/22
Funds		Revenues	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses							
<b>General Fund</b>																
General Fund	001	72,360,900		32,600			5,253,400		73,916,400					(1,555,500)	(1,481,500)	
Police Unclaimed Funds	012	9,000							9,000						75,000	
		72,369,900	(14,636,500)	32,600			5,253,400		73,925,400					(1,555,500)	(1,406,500)	
<b>Special Revenue</b>																
Gas Tax	111	5,204,400			4,725,300				5,485,600					(281,200)	(798,100)	
SB1 RMRA	113	2,476,300			2,470,000				2,476,500					(200)	5,900	
PD PS ST (Meas T)	121	3,548,300					151,500		4,190,600					(642,300)	688,600	
Fire PS ST (Meas T)	122	2,502,600							2,996,000					(493,400)	2,624,300	
Measure R Local	131	2,761,800			3,928,300				3,958,500					(1,196,700)	355,600	
Measure R Trailways	132	341,000			341,000				341,000							
Measure R Regional	133	1,400,000			1,400,000				1,400,000							
CASp Centif & Trng Fund	138	87,300	(21,300)						(21,300)					108,600	316,000	
Measure N-Police, Rds, Fire, Rec	141	10,643,200	5,919,100		8,156,000			310,000	14,385,100					(3,741,900)	6,606,900	
Measure N-Maint & Emergency	142	941,400	23,300		936,400				959,700					(18,300)	330,700	
Measure N-2% Youth	143	239,000	258,600						258,600					(19,600)	479,800	
Golf Course	151	91,300	51,200				300,000		319,800					(26,800)	421,800	
Kaweah Lake	223	293,000			745,000				880,000					206,500	(172,000)	
Ground Water Recharge	224	1,086,500	135,000		150,000				364,300					(45,300)	70,300	
Waterways Maint	251	312,300	214,300						201,700					(29,000)	(55,500)	
Spec Serv Dist NE	271	156,400	201,700						42,400					(29,000)	(55,500)	
Spec Serv Dist Open Sp	272	13,400	42,400						3,437,800					(59,100)	(37,100)	
Spec Serv Dist L&L	273	5,091,800	3,070,700		367,100				1,439,700					35,700	61,100	
CDBG***	311	1,380,600	665,900		753,800				2,300					111,500	194,900	
Cal Home Grant	318	38,000	2,300						1,038,400					57,800	60,200	
HOME	321	1,149,900	1,013,400		25,000				(57,800)					23,900	20,900	
RDA/HED Revolving	324		257,500						73,100					288,100	215,000	
Neigh Stabilization	331	32,200	8,300						597,400					(100,400)	866,300	
Vehicle Abatement	338	20,000	73,100						57,200					(3,500)	366,500	
RDA - Successor Agency	361	497,000	464,900						238,700					345,300	3,481,400	
RDA - Successor Agency Housing	362	8,000	12,200		45,000				50,000					150,000	150,000	
PBID 4	374	605,300	608,800			(250,000)			50,000					50,000	50,000	
DT Parking Trust	611	106,600	11,300						5,000					10,000	10,000	
Narcotics Forfeiture	621	50,000	50,000						266,200					59,300	147,800	
Asset Forfeiture	622	50,000	50,000						310,000					(4,169,300)	21,614,500	
Fed Target Asset Forfeiture	624	5,000	5,000						451,500					17,445,200		
Council Criminal Appreh	631	325,500	266,200													
Total Special Revenue		41,458,100	21,255,800	132,500	24,042,900	(250,000)	451,500	310,000	45,627,400							
<b>Capital Project</b>																
Softball Development	101		100						100					(100)	900	
Civic Center Imp Fee	102	320,000	14,000						14,000					306,000	6,106,000	
Corp Yard Impact Fee	103	63,500	1,600		87,100				88,700					(25,200)	861,000	
Library Impact Fee	104	29,000	4,300						4,300					24,700	(75,300)	
Police Impact Fee	105	285,000	500				414,900		415,400					(320,400)	89,600	
Fire Impact Fee	106	362,100	2,100		37,500				39,600					322,500	(31,200)	

Funds	Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/21	Ending Avail. Fund/Cash Balance 06/30/22
<b>Capital Project</b>												
Recr Facilities	211	2,320,500	30,100	-	2,922,900	-	-	-	2,953,000	(632,500)	3,821,900	3,189,400
Storm Sewer Constr	221	953,000	40,800	-	318,000	-	-	-	358,800	594,200	1,587,100	2,181,300
Transportation Impact	241	4,214,000	40,000	-	4,432,500	-	-	-	4,472,500	(258,500)	4,224,800	3,966,300
Waterways Capital	261	520,200	6,800	-	750,000	-	-	-	756,800	(236,600)	1,118,000	881,400
Transportation	281	3,268,800	-	-	3,643,800	-	-	-	3,643,800	(375,000)	613,700	238,700
N/E Capital Improv	291	87,700	1,400	-	590,000	-	-	-	591,400	(503,700)	622,300	118,600
Total Capital Project		12,423,800	141,700	-	12,781,800	-	414,900	-	13,338,400	(914,600)	18,938,800	18,024,200
<b>Debt Service</b>												
2014 COP	398	-	-	127,500	-	(127,500)	-	-	-	-	-	-
2015 COP	399	-	-	1,156,400	-	(1,156,400)	-	-	-	-	-	-
Total Debt Service		-	-	1,283,900	-	(1,283,900)	-	-	-	-	-	-
<b>Proprietary</b>												
Storm Sewer Deficiency	222	399,100	38,000	-	75,000	-	-	-	113,000	286,100	(2,503,800)	(2,217,700)
Wastewater Trunkline	231	1,560,700	50,000	-	130,000	-	-	-	180,000	1,380,700	3,386,000	4,766,700
Sewer Connection	232	690,400	100	-	-	-	-	-	100	690,300	562,400	1,252,700
Building Safety*	401	3,900,000	3,077,300	(31,100)	-	-	-	3,800	3,050,000	850,000	8,423,500	9,273,500
Visalia Baseball	405	43,100	136,900	-	200,000	(300,000)	-	6,200	43,100	(287,000)	(317,100)	(604,100)
Animal Control**	406	705,900	1,673,700	-	-	(1,418,200)	-	170,000	992,900	116,300	204,600	320,900
Airport*	411	1,993,400	1,507,300	-	82,000	-	-	287,800	1,877,100	(899,200)	(1,025,000)	(2,014,200)
Conv Center**	413	1,932,800	3,712,700	(50,000)	1,090,500	(2,567,700)	-	736,500	2,922,000	(213,400)	48,110,800	47,897,400
WWTP*	431	23,739,800	13,161,300	(60,500)	4,365,200	-	-	-	23,953,200	(213,400)	48,110,800	47,897,400
Utility Service Center	439	142,200	2,238,000	(2,095,800)	-	-	-	-	142,200	-	-	-
Solid Waste*	441	20,274,000	17,063,320	(96,700)	-	-	-	-	17,063,320	(3,117,820)	16,704,000	13,586,180
Transit*	451	14,378,600	17,025,000	(610,000)	-	-	-	937,000	23,391,820	(3,117,820)	16,704,000	13,586,180
Transit-Capital Grant zero div*	452	2,585,800	-	-	-	-	-	2,815,200	19,230,200	(4,851,600)	1,972,000	(2,879,600)
Storm Sew Maint**	481	1,512,300	1,363,400	-	665,000	(300,000)	-	644,500	2,372,900	(860,600)	(341,600)	(1,202,200)
Total Proprietary		73,858,100	61,047,020	(2,944,100)	6,023,100	(4,585,900)	-	8,121,700	79,783,920	(5,925,820)	79,434,000	73,508,180
<b>Internal Service</b>												
Fleet Maintenance	501	233,500	6,170,500	(5,976,900)	-	-	-	18,200	211,800	21,700	2,400	24,100
Vehicle Replace	502	-	27,800	(956,800)	-	1,821,700	-	956,800	1,849,500	(1,849,500)	3,457,900	1,608,400
PD Meas T	503	-	1,700	(84,300)	-	-	-	84,300	1,700	(1,700)	276,300	274,600
Fire Meas T	504	-	1,200	(64,700)	-	-	-	64,700	1,200	(1,200)	708,400	707,200
Measure N-Vehicle Replacement	505	-	200	(92,100)	-	-	-	92,100	200	(200)	198,700	198,500
Information Services	511	15,100	2,551,200	(4,270,700)	-	1,176,000	-	1,070,200	526,700	(511,600)	473,600	(38,000)
Risk P Prop Ins	551	1,549,600	2,688,800	(473,200)	-	-	-	-	2,215,600	(666,000)	1,340,500	674,500
Risk Personnel Ins	552	14,337,500	14,376,100	-	-	-	-	-	14,376,100	(38,600)	2,316,500	2,277,900
Risk Work Comp	553	1,950,200	2,191,700	(1,200)	-	-	-	-	2,190,500	(240,300)	6,759,700	6,519,400
Total Internal Service		18,085,900	28,009,200	(11,919,900)	-	2,997,700	-	2,286,300	21,373,300	(3,287,400)	15,534,000	12,246,600
Grand Total - 2021-22		218,195,800	193,729,620	(29,815,800)	7,472,100	(6,119,800)	6,119,800	10,718,000	234,048,420	(15,852,620)	134,114,800	118,262,180

Note: Several funds have large cash balance which is set aside for specific expenses. For example: Risk Worker's Comp fund (553) has money set aside for current claims and is required to have a minimum amount held for a catastrophic event.  
 \* Note: Enterprise Funds ending cash includes depreciation as an expense, which really a non cash transaction as shown in the CAFR.  
 \*\* Note: These funds receive a General Fund transfer which does not include depreciation. Depreciation is a non cash transaction.  
 \*\*\* Note: Negative in the CDBG fund is due to allocations that will be adjusted at the end of the year.

## 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, 013, 014***

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.

### ***SB1 – Fund 113***

Established to improve local streets and roads, expand the states growing network of pedestrian and cycle routes and increase transit service.

### ***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.

### ***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.

***Measure N – Essential Services Sales Tax – Fund 141, 142, 143, 144***

In November of 2016, the citizens of Visalia authorized a ½ sales tax for essential city services such as police and fire, and maintenance of parks and roads. The measure uses a detailed, 10 year plan which includes hiring of personnel, construction of capital projects, and equipment purchases.

### ***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 \$2.52 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 \$.51 of the \$2.52 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 \$.46 to \$52.78 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 Maintenance – Fund 251***

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

### ***Waterways – Fund 261***

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 \$.50 of the \$2.52 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.

***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.

***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 395***

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.

### ***Visalia Public Financing Authority Bond (VPFA) – Fund 398***

Established to account for the payment of the VPFA 2015 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.

### ***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.

### ***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.

### ***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.

### ***Transit Capital – Fund 452***

Established to account for the operations of the City's transit capital 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.

### ***Vehicle Replacement – Measure N – Fund 505***

Established to account for the acquisition of Measure N 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 N 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	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>RESOURCES</b>						
<b>REVENUES</b>						
NON DEPARTMENTAL	62,277,865	65,454,025	62,111,315	61,391,000	62,018,400	62,391,900
ADMINISTRATION	59,416	44,386	31,500	33,500	33,500	33,500
FINANCE	716,161	824,866	3,109,900	2,986,400	3,091,600	3,117,600
COMMUNITY DEVELOPMENT	3,677,643	4,328,842	1,256,800	935,600	568,900	720,400
PUBLIC WORKS	367,988	342,434	351,800	848,600	720,000	805,000
FIRE	1,533,968	1,364,715	821,700	1,000,700	775,700	779,300
POLICE	2,359,412	2,374,513	2,329,078	2,257,100	2,610,400	2,669,500
COMMUNITY SERVICES	1,814,450	1,835,514	1,906,700	1,201,500	1,641,900	1,843,700
<b>TOTAL REVENUES</b>	<b>72,806,903</b>	<b>76,569,295</b>	<b>71,918,793</b>	<b>70,654,400</b>	<b>71,460,400</b>	<b>72,360,900</b>
<b>REIMBURSEMENTS</b>						
NON DEPARTMENTAL	179,687	557,898	502,900	563,400	563,400	563,400
ADMINISTRATION	2,690,615	2,771,020	2,428,800	2,907,500	3,104,100	3,108,100
FINANCE	1,927,492	2,031,633	1,985,600	2,768,300	2,526,000	2,526,000
COMMUNITY DEVELOPMENT	868,101	796,217	849,000	783,800	729,200	729,200
PUBLIC WORKS	4,431,235	5,278,414	4,679,400	5,188,400	5,169,100	5,172,000
FIRE	11,780	7,906	4,500	3,500	3,500	3,500
POLICE	6,557	3,632	3,600	6,000	6,000	6,000
COMMUNITY SERVICES	2,455,106	2,096,149	2,300,900	2,558,300	2,465,900	2,465,900
GENERAL SERVICES	-	-	-	-	62,400	62,400
<b>TOTAL REIMBURSEMENTS</b>	<b>12,570,573</b>	<b>13,542,869</b>	<b>12,754,700</b>	<b>14,779,200</b>	<b>14,629,600</b>	<b>14,636,500</b>
<b>TOTAL RESOURCES</b>	<b>85,377,476</b>	<b>90,112,164</b>	<b>84,673,493</b>	<b>85,433,600</b>	<b>86,090,000</b>	<b>86,997,400</b>
<b>EXPENDITURES</b>						
<b>SALARIES AND BENEFITS</b>						
ADMINISTRATION	2,160,565	2,110,914	2,050,900	2,095,900	2,259,500	2,301,600
FINANCE	1,601,515	1,743,228	2,186,900	2,313,100	2,219,700	2,257,200
COMMUNITY DEVELOPMENT	2,496,235	2,576,423	2,752,000	1,790,200	1,916,200	1,953,000
PUBLIC WORKS	4,347,746	4,514,642	5,280,300	5,022,500	5,304,700	5,402,200
FIRE	10,686,048	11,124,081	11,776,700	11,408,700	11,857,300	12,084,900
POLICE	23,141,758	23,764,990	26,083,254	24,665,500	26,925,100	27,465,700
COMMUNITY SERVICES	3,985,223	4,110,897	4,756,600	4,633,100	5,151,300	5,296,000
GENERAL SERVICES	-	-	-	28,700	184,500	187,200
<b>TOTAL SALARIES AND BENEFITS</b>	<b>48,419,090</b>	<b>49,945,175</b>	<b>54,886,654</b>	<b>51,957,700</b>	<b>55,818,300</b>	<b>56,947,800</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
GENERAL FUND SUMMARY	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>OPERATING EXPENDITURES</b>						
NON DEPARTMENTAL	834,812	717,268	737,500	755,500	786,800	798,200
ADMINISTRATION	2,196,033	2,435,000	2,457,000	2,439,800	2,581,700	2,600,500
FINANCE	1,522,421	897,218	918,400	1,256,200	1,231,400	1,232,500
COMMUNITY DEVELOPMENT	260,567	318,719	245,900	217,600	193,400	200,400
PUBLIC WORKS	1,814,209	1,866,110	2,095,573	2,492,700	2,110,700	2,133,800
FIRE	935,468	1,011,563	947,487	1,065,600	969,100	943,500
POLICE	1,902,575	1,929,011	1,955,927	2,084,600	1,880,000	1,998,500
COMMUNITY SERVICES	3,103,949	3,259,759	3,676,370	3,662,000	3,943,100	4,030,000
GENERAL SERVICES	-	-	-	1,000	10,200	10,200
<b>TOTAL OPERATING EXPENDITURES</b>	<b>12,570,034</b>	<b>12,434,648</b>	<b>13,034,157</b>	<b>13,975,000</b>	<b>13,706,400</b>	<b>13,947,600</b>
<b>SERVICES PROVIDED</b>						
ADMINISTRATION	159,229	127,418	124,200	131,100	121,000	121,000
FINANCE	11,688	28,117	5,900	12,100	12,100	12,100
COMMUNITY DEVELOPMENT	124,075	114,703	99,200	73,000	73,000	73,000
PUBLIC WORKS	491,747	529,696	560,000	510,400	510,400	510,400
FIRE	321,333	378,628	297,100	369,500	370,100	370,100
POLICE	1,020,184	1,199,631	938,100	1,262,700	1,262,700	1,262,700
COMMUNITY SERVICES	405,044	400,698	374,500	420,600	420,600	420,600
GENERAL SERVICES	-	-	-	-	14,100	14,100
<b>TOTAL SERVICES PROVIDED</b>	<b>2,533,300</b>	<b>2,778,891</b>	<b>2,399,000</b>	<b>2,779,400</b>	<b>2,784,000</b>	<b>2,784,000</b>
<b>ALLOCATIONS</b>						
NON DEPARTMENTAL	62,172	63,012	63,100	71,900	81,400	81,400
ADMINISTRATION	224,572	239,003	252,500	420,700	421,900	421,900
FINANCE	102,393	118,154	184,900	629,500	529,100	529,100
COMMUNITY DEVELOPMENT	712,915	741,430	647,700	689,200	647,100	647,100
PUBLIC WORKS	1,225,600	1,075,441	1,118,300	1,386,800	1,408,300	1,408,300
FIRE	1,028,338	1,229,284	1,177,000	1,165,600	1,186,500	1,186,500
POLICE	4,007,334	4,904,789	4,722,000	4,228,900	3,941,700	3,941,700
COMMUNITY SERVICES	662,234	677,101	650,700	1,174,500	1,395,100	1,394,300
GENERAL SERVICES	-	-	-	-	9,800	9,800
<b>TOTAL ALLOCATIONS</b>	<b>8,025,558</b>	<b>9,048,214</b>	<b>8,816,200</b>	<b>9,767,100</b>	<b>9,620,900</b>	<b>9,620,100</b>
<b>TOTAL EXPENDITURES</b>	<b>71,547,982</b>	<b>74,206,928</b>	<b>79,136,011</b>	<b>78,479,200</b>	<b>81,929,600</b>	<b>83,299,500</b>
<b>CAPITAL IMPROVEMENTS</b>	1,245,886	1,979,567	349,600	1,212,800	200,000	-
<b>INTERFUND TRANSFERS</b>	4,487,140	4,417,005	5,205,100	5,595,300	5,441,900	5,253,400
<b>PRIOR PERIOD ADJUSTMENTS</b>		3,162,426				
<b>SURPLUS(SHORTFALL)</b>	<b>8,096,468</b>	<b>6,346,238</b>	<b>(17,218)</b>	<b>146,300</b>	<b>(1,481,500)</b>	<b>(1,555,500)</b>

### GENERAL FUND REVENUES

GENERAL FUND REVENUES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>NON DEPARTMENTAL</b>						
SALES & USE TAXES	31,140,177	32,434,989	31,616,900	29,733,200	30,030,500	30,330,800
<b>TOTAL SALES TAXES</b>	<b>31,140,177</b>	<b>32,434,989</b>	<b>31,616,900</b>	<b>29,733,200</b>	<b>30,030,500</b>	<b>30,330,800</b>
PROP-CURRENT SECURED	10,404,826	11,055,055	10,458,400	11,276,200	11,389,000	11,389,000
PROP-CURRENT UNSECURED	621,986	662,475	645,000	676,100	682,900	682,900
PROP-PRIOR SEC & UNSEC	244,679	244,455	260,100	244,500	246,900	246,900
PYMT IN LIEU OF TAXES	44,574	22,427	23,100	22,500	22,700	22,700
PROP-CURR SEC-SUPPLEMTL	181,127	201,245	135,300	201,500	203,500	203,500
REAL PROP TRANSFER TAX	539,629	546,882	415,000	550,000	555,500	555,500
PROP-AIRCRAFT	95,506	111,522	106,500	120,500	121,700	121,700
PROPERTY TAX TRUST FUND	534,592	527,667	485,000	485,000	489,900	489,900
PROP TAX "VLF SWAP"	10,929,725	11,578,941	11,371,300	12,178,800	12,178,800	12,178,800
HOMEOWNERS PROP TAX REL	97,687	97,916	101,700	97,900	99,400	101,400
<b>TOTAL PROPERTY TAXES</b>	<b>23,694,331</b>	<b>25,048,585</b>	<b>24,001,400</b>	<b>25,853,000</b>	<b>25,990,300</b>	<b>25,992,300</b>
FRANCHISE TAX	2,657,874	2,700,206	2,645,000	2,600,000	2,626,000	2,652,300
TRANSIENT LODGING	3,101,249	3,081,723	2,946,000	2,200,000	2,244,000	2,288,900
<b>TOTAL OTHER TAXES</b>	<b>5,759,123</b>	<b>5,781,929</b>	<b>5,591,000</b>	<b>4,800,000</b>	<b>4,870,000</b>	<b>4,941,200</b>
MOTOR VEH LIC IN LIEU T	70,089	65,399	50,000	65,000	65,000	65,000
FEDERAL GRANTS	34,923	710,290	34,515	-	-	-
STATE GRANTS	433,753	164,938	-	-	-	-
<b>TOTAL SUBVENTIONS AND GRANTS</b>	<b>538,765</b>	<b>940,627</b>	<b>84,515</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
A/R-B/L PENALTY	(217)	-	-	-	-	-
ADMINISTRATIVE FINES	166	100	500	200	200	200
PENALTY/OCCUPANCY	-	42	-	-	-	-
<b>TOTAL FEES AND FINES</b>	<b>(51)</b>	<b>142</b>	<b>500</b>	<b>200</b>	<b>200</b>	<b>200</b>
INVESTMENT EARNINGS	7	(1,965)	-	-	-	-
INTEREST EARNINGS	371,972	360,879	35,000	100,000	280,000	280,000
INTERFUND LOAN INTEREST	93,631	149,227	117,000	140,000	100,000	100,000
INTEREST EARNINGS	335	1,363	800	1,000	1,000	1,000
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>465,945</b>	<b>509,504</b>	<b>152,800</b>	<b>241,000</b>	<b>381,000</b>	<b>381,000</b>
ADMIN FEE - RECREATION	1,365	60	1,000	-	-	-
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>1,365</b>	<b>60</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
ST MAINT FEE IN LIEU SU	615,000	648,200	615,000	648,200	648,200	648,200
REBATE REVENUE	252	812	300	200	200	200
MISC REVENUE	36,135	30,923	38,700	30,000	30,000	30,000
HANDLNG FEE-PYRL GARNSH	802	819	800	700	700	700
PYRL VOLUNTARY DED FEES	2,134	2,258	2,200	2,300	2,300	2,300
REIMBURSEMENT-OFFICE SUB	6,915	4,780	6,200	4,800	-	-
REIMB CITY EXPENSES	3,188	5,440	-	12,400	-	-
MISC REVENUE	-	30,393	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>664,426</b>	<b>723,625</b>	<b>663,200</b>	<b>698,600</b>	<b>681,400</b>	<b>681,400</b>
SERVICES PROVIDED REIMBURSE	179,687	244,470	189,500	244,500	244,500	244,500
CHARGES-OTHER-VARIABLE	-	-	313,400	-	-	-
CHARGES-BUILDINGS OCCUP	-	313,428	-	318,900	318,900	318,900
<b>TOTAL ALLOC/SERV PROV</b>	<b>179,687</b>	<b>557,898</b>	<b>502,900</b>	<b>563,400</b>	<b>563,400</b>	<b>563,400</b>
<b>TOTAL NON DEPARTMENTAL</b>	<b>62,443,768</b>	<b>65,997,359</b>	<b>62,614,215</b>	<b>61,954,400</b>	<b>62,581,800</b>	<b>62,955,300</b>



	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND REVENUES</b>						
<b>ADMINISTRATION</b>						
ADMINISTRATIVE FINES	47,985	37,200	27,000	30,000	30,000	30,000
<b>TOTAL FEES AND FINES</b>	<b>47,985</b>	<b>37,200</b>	<b>27,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
PUBLIC RECORD REQUEST	-	29	-	-	-	-
REBATE REVENUE	1,165	1,293	800	700	700	700
MISC REVENUE	1,100	30	900	100	100	100
PYRL VOLUNTARY DED FEES	2,645	2,536	2,800	2,700	2,700	2,700
REIMB CITY EXPENSES	6,521	3,297	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>11,431</b>	<b>7,185</b>	<b>4,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
SERVICES PROVIDED REIMBURSE	201,378	273,725	195,400	380,100	476,700	480,700
CHARGES-OPERATING ACCOUNT	281,789	320,088	450,000	271,900	271,900	271,900
CHARGES-CAPTL PROJECTS	99,828	110,098	45,000	92,200	92,200	92,200
CHARGES-OTHER-VARIABLE	2,107,620	2,067,108	1,738,400	2,163,300	2,263,300	2,263,300
<b>TOTAL ALLOC/SERV PROV</b>	<b>2,690,615</b>	<b>2,771,019</b>	<b>2,428,800</b>	<b>2,907,500</b>	<b>3,104,100</b>	<b>3,108,100</b>
<b>TOTAL ADMINISTRATION</b>	<b>2,750,031</b>	<b>2,815,404</b>	<b>2,460,300</b>	<b>2,941,000</b>	<b>3,137,600</b>	<b>3,141,600</b>
<b>FINANCE</b>						
BUS LIC TAX-GENERAL	-	-	2,392,900	2,400,000	2,400,000	2,424,000
ADMIN FEES-BUS TAX	-	-	45,000	50,000	50,000	50,000
BL-APPLICATION FEE	-	-	33,000	32,000	32,000	33,000
<b>TOTAL OTHER TAXES</b>	<b>-</b>	<b>-</b>	<b>2,470,900</b>	<b>2,482,000</b>	<b>2,482,000</b>	<b>2,507,000</b>
A/R-B/L PENALTY	-	-	35,000	56,900	56,900	56,900
ADMINISTRATIVE FINES	-	-	-	3,600	6,000	7,000
<b>TOTAL FEES AND FINES</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>60,500</b>	<b>62,900</b>	<b>63,900</b>
INVESTMENT EARNINGS	103,961	164,487	10,000	90,000	100,000	100,000
RENTS & CONCESSIONS	51,044	40,196	53,100	41,000	41,000	41,000
INTEREST EARNINGS	27,359	41,472	25,000	41,500	41,500	41,500
INVESTMENT GAIN/LOSS	-	11,479	-	-	-	-
ALLOCATED INVESTMENT GA	2,360	-	(1,300)	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	99,765	-	-	-	-
ALLOC FAIR MARKET VALUE GAIN/L	(46,321)	-	(2,000)	(60,000)	-	-
EARNINGS CREDIT - CBB	16,066	16,426	16,300	16,500	16,500	16,500
FACILITIES RENTAL	-	2,700	-	3,600	3,600	3,600
RENTS & CONCESSIONS	-	155	-	700	-	-
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>154,469</b>	<b>376,680</b>	<b>101,100</b>	<b>133,300</b>	<b>202,600</b>	<b>202,600</b>
SPEC ASSESS SERVICE FEE	815	555	600	600	600	600
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>815</b>	<b>555</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>
VTMD SERVICE FEE	3,140	6,098	-	5,800	5,800	5,800
PASSPORT SERVICE FEES	137,863	100,685	135,000	75,000	103,000	103,000
PASSPORT PHOTO FEE	37,393	23,424	30,000	14,500	20,000	20,000
PUBLIC RECORD REQUEST	-	15	-	-	-	-
REBATE REVENUE	7,870	6,703	9,300	8,400	8,400	8,400
MISC REVENUE	2,862	1,626	3,600	2,800	2,800	2,800
BAD CHECK FEE	1,240	1,675	1,400	1,500	1,500	1,500
BL-DUPLICATE CERTIFICAT	-	-	300	300	300	300
CASH (OVER)/SHORT	1	-	-	-	-	-
PYRL VOLUNTARY DED FEES	2,011	1,350	2,400	1,700	1,700	1,700
DONATIONS/CONTRIBUTIONS	-	6,584	-	-	-	-
MISC REVENUE	368,499	299,469	320,300	200,000	200,000	200,000
<b>TOTAL MISCELLANEOUS</b>	<b>560,879</b>	<b>447,629</b>	<b>502,300</b>	<b>310,000</b>	<b>343,500</b>	<b>343,500</b>
SERVICES PROVIDED REIMBURSE	44,870	73,618	28,400	73,600	73,600	73,600
CHARGES-OTHER-VARIABLE	1,881,564	1,956,036	1,956,100	2,692,700	2,450,400	2,450,400
CHARGES-INVEST SERV FEE	1,057	1,979	1,100	2,000	2,000	2,000
<b>TOTAL ALLOC/SERV PROV</b>	<b>1,927,491</b>	<b>2,031,633</b>	<b>1,985,600</b>	<b>2,768,300</b>	<b>2,526,000</b>	<b>2,526,000</b>
<b>TOTAL FINANCE</b>	<b>2,643,654</b>	<b>2,856,497</b>	<b>5,095,500</b>	<b>5,754,700</b>	<b>5,617,600</b>	<b>5,643,600</b>

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND REVENUES</b>						
<b>COMMUNITY DEVELOPMENT</b>						
BUS LIC TAX-GENERAL	2,374,906	2,658,360	-	-	-	-
ADMIN FEES-BUS TAX	34,406	64,701	-	-	-	-
BL-APPLICATION FEE	30,810	33,857	-	-	-	-
<b>TOTAL OTHER TAXES</b>	<b>2,440,122</b>	<b>2,756,918</b>	-	-	-	-
MINOR PLANNING PERMITS	1,297	-	-	-	-	-
GRADING PERMITS	-	3,938	-	-	-	-
<b>TOTAL LICENSE AND PERMITS</b>	<b>1,297</b>	<b>3,938</b>	-	-	-	-
APPEAL FEE - CODE ENFOR	100	200	200	200	200	200
A/R-B/L PENALTY	49,839	58,609	-	-	-	-
ADMINISTRATIVE FINES	-	40,884	36,200	40,000	40,000	40,000
ABANDONED SHOPPING CART VIOL.	-	-	1,000	-	-	-
POST-OCCUP DEFCD ADM FEE	-	670	-	1,100	1,100	1,100
ADMIN FEE-CODE ENFORCEM	9,563	21,501	1,200	18,000	20,000	20,000
COMPLIANCE INSPECTION F	25,415	46,880	43,200	46,000	27,000	46,000
DEMOLITION & ABATEMENT	58,212	36,818	145,000	60,000	60,000	60,000
<b>TOTAL FEES AND FINES</b>	<b>143,129</b>	<b>205,562</b>	<b>226,800</b>	<b>165,300</b>	<b>148,300</b>	<b>167,300</b>
INTEREST EARNINGS	(17,068)	2,816	3,000	-	-	-
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>(17,068)</b>	<b>2,816</b>	<b>3,000</b>	-	-	-
ENCROACHMENT PERMITS	1,251	-	-	-	-	-
MINOR CONDITIONAL USE P	10,376	32,040	23,000	33,100	20,000	25,000
TEMP USE PERMIT	11,514	10,210	11,500	12,000	9,100	12,300
VAR APPLICATION FEE	20,431	21,265	16,000	11,100	6,500	11,500
CHANGE OF ZONE/SPCL EXC	4,375	20,534	4,000	17,000	18,000	17,500
COND USE PERMIT APP	38,094	55,875	40,000	51,500	43,800	45,000
HOME OC/TEMP USE PERMIT	26,002	27,949	23,500	31,000	27,900	27,900
ENV ASSESSMENT EVAL FEE	7,434	8,629	5,000	9,000	8,700	9,300
ANNEXATIONS	-	4,581	-	-	-	-
LOT LINE ADJUSTMENT FEE	9,487	11,566	10,000	10,500	9,100	10,800
GEN PLAN AMEND/SPEC PLN	2,297	9,460	-	16,000	10,000	10,000
ADMINISTRATIVE ADJUST F	2,288	3,965	2,700	4,000	2,400	2,300
APPROVED CUP AMENDMENT	3,891	5,340	-	1,400	-	-
TIME EXTENSIONS	3,672	1,110	3,500	2,800	2,300	3,000
TEXT AMENDMENTS	3,732	-	3,700	4,000	4,000	4,000
SUBDIV CHKG & INSPCT	309,790	562,527	310,000	46,100	62,500	125,000
PAR MAP CHKG&INSPC FEE	218,561	139,573	160,000	8,000	7,500	15,000
SIDWLK/APPRCH INSPC FEE	137,573	123,706	136,000	-	-	-
TENATIVE SUBDV FILG FEE	45,743	14,928	23,000	38,000	31,000	39,200
PARKING LOT INSPC FEE	70,400	81,765	84,000	308,000	35,000	50,000
FINAL SUBDVSN FILG FEES	17,310	38,891	18,000	7,500	5,500	10,900
FINAL PARCELMAP FLG FEE	18,182	5,360	23,000	12,800	10,600	18,000
GENERAL PLAN MAINTENANCE FEE	-	7,146	-	-	-	-
TENATIVE PARCEL MAP FLG	21,971	45,238	32,000	19,500	15,000	20,100
RIGHT OF WAY ABANDONMEN	2,120	-	2,100	-	-	-
SPECIAL EVENTS	-	1,450	-	2,600	600	600
SPEC SERV DISTRICT FEES	2,962	4,018	2,000	5,400	4,800	4,800
REIMB ENG PLAN CHECK	72,492	71,427	73,700	85,600	56,800	58,000
PLANNING PLAN CK FEE	13,634	12,945	14,300	14,500	12,000	14,900
INSPECTOR OVERTIME FEE	5,082	217	3,500	-	-	-
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>1,080,664</b>	<b>1,321,715</b>	<b>1,024,500</b>	<b>751,400</b>	<b>403,100</b>	<b>535,100</b>
APPEAL	2,800	900	2,000	1,000	1,400	1,400
SALES OF MAPS & PUBLICA	87	4	-	-	-	-
REBATE REVENUE	782	947	500	700	600	700
MISC REVENUE	25,534	35,856	-	17,200	15,500	15,900
BL-DUPLICATE CERTIFICAT	325	205	-	-	-	-
CASH (OVER)/SHORT	(28)	(19)	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>29,500</b>	<b>37,893</b>	<b>2,500</b>	<b>18,900</b>	<b>17,500</b>	<b>18,000</b>

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND REVENUES</b>						
<b>COMMUNITY DEVELOPMENT</b>						
SERVICES PROVIDED REIMBURSE	94,801	51,829	48,100	50,800	50,800	50,800
CHARGES-CAPTL PROJECTS	151,700	151,359	207,900	28,400	28,400	28,400
CHARGES-OTHER-VARIABLE	621,600	593,028	593,000	704,600	650,000	650,000
<b>TOTAL ALLOC/SERV PROV</b>	<b>868,101</b>	<b>796,216</b>	<b>849,000</b>	<b>783,800</b>	<b>729,200</b>	<b>729,200</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>4,545,745</b>	<b>5,125,058</b>	<b>2,105,800</b>	<b>1,719,400</b>	<b>1,298,100</b>	<b>1,449,600</b>
<b>PUBLIC WORKS</b>						
COS PARKING PERMIT #1	275	125	200	100	100	100
<b>TOTAL LICENSE AND PERMITS</b>	<b>275</b>	<b>125</b>	<b>200</b>	<b>100</b>	<b>100</b>	<b>100</b>
VEHICLE CODE FINES	158,872	130,106	175,000	132,000	132,000	132,000
ADMINISTRATIVE FINES	(125)	-	-	-	-	-
<b>TOTAL FEES AND FINES</b>	<b>158,747</b>	<b>130,106</b>	<b>175,000</b>	<b>132,000</b>	<b>132,000</b>	<b>132,000</b>
RENTS & CONCESSIONS	1,275	800	-	-	-	-
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>1,275</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
ENCROACHMENT PERMITS	28,021	26,927	25,500	26,000	26,000	26,000
LOT LINE ADJUSTMENT FEE	9,086	13,318	10,900	14,900	14,900	14,900
ENG LATERAL INSPECTION	-	-	-	8,000	5,000	10,000
SUBDIV CHKING & INSPCT	-	-	-	400,000	300,000	330,000
PAR MAP CHKG&INSPC FEE	-	-	-	10,000	10,000	35,000
SIDWLK/APPRCH INSPC FEE	-	-	-	125,000	100,000	125,000
ENCROACH PRMT-MAINT FEE	8,296	10,292	10,000	10,000	10,000	10,000
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>45,403</b>	<b>50,537</b>	<b>46,400</b>	<b>593,900</b>	<b>465,900</b>	<b>550,900</b>
HIGHWAY MAINT CHARGES	250	6,670	-	3,000	3,000	3,000
REBATE REVENUE	1,902	1,511	1,800	1,600	1,600	1,600
MISC REVENUE	19,447	151	6,400	-	-	-
CASH (OVER)/SHORT	-	4	-	-	-	-
DONATIONS/CONTRIBUTIONS	4,050	6,015	5,000	5,000	5,000	5,000
REIMB CITY EXPENSES	-	7,685	12,500	30,600	30,000	30,000
SUBROGATION RECOVERY	101,689	95,053	81,800	42,400	42,400	42,400
MISC REVENUE	34,951	43,327	22,700	40,000	40,000	40,000
<b>TOTAL MISCELLANEOUS</b>	<b>162,289</b>	<b>160,416</b>	<b>130,200</b>	<b>122,600</b>	<b>122,000</b>	<b>122,000</b>
SERVICES PROVIDED REIMBURSE	1,115,247	1,027,990	1,400,000	1,045,600	967,800	970,700
CHARGES-CAPTL PROJECTS	2,365,325	3,178,958	2,208,000	2,929,800	3,054,800	3,054,800
CHARGES-OTHER-VARIABLE	950,664	1,071,468	1,071,400	1,213,000	1,146,500	1,146,500
<b>TOTAL ALLOC/SERV PROV</b>	<b>4,431,236</b>	<b>5,278,416</b>	<b>4,679,400</b>	<b>5,188,400</b>	<b>5,169,100</b>	<b>5,172,000</b>
<b>TOTAL PUBLIC WORKS</b>	<b>4,799,225</b>	<b>5,620,400</b>	<b>5,031,200</b>	<b>6,037,000</b>	<b>5,889,100</b>	<b>5,977,000</b>
<b>FIRE</b>						
PROP 172 PS-SALES TAX	279,008	306,639	272,000	260,600	263,200	265,800
<b>TOTAL SALES TAXES</b>	<b>279,008</b>	<b>306,639</b>	<b>272,000</b>	<b>260,600</b>	<b>263,200</b>	<b>265,800</b>
BICYCLE LICENSES	9	-	-	-	-	-
ALARM PERMITS	-	9,045	-	11,000	11,000	11,000
<b>TOTAL LICENSE AND PERMITS</b>	<b>9</b>	<b>9,045</b>	<b>-</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
APPEAL FEE - CODE ENFOR	-	-	-	400	-	-
ADMINISTRATIVE FINES	42,850	89,205	50,000	85,000	85,000	85,000
UNIFORM FIRE CODE FEE	131,750	132,555	120,000	132,000	110,000	110,000
<b>TOTAL FEES AND FINES</b>	<b>174,600</b>	<b>221,760</b>	<b>170,000</b>	<b>217,400</b>	<b>195,000</b>	<b>195,000</b>
RENTS & CONCESSIONS	4,992	-	5,000	-	-	-
INTEREST EARNINGS	(1,722)	3,929	-	-	-	-
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>3,270</b>	<b>3,929</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

GENERAL FUND REVENUES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>FIRE</b>						
FIRE SFTY INSPECTION	453	350	100	-	-	-
FIRE STRIKE TEAM FEES	571,429	451,371	150,000	64,000	60,000	60,000
FALSE ALARM FEES	6,105	-	6,000	400	400	400
HAZ MAT RESPONSE	(1,092)	7,872	-	21,500	8,000	8,000
WEED AND LOT CLEARING	149,927	218,017	123,500	230,000	125,000	125,000
ADMIN FEE - WEED & LOT	47,541	40,306	45,000	44,400	44,400	44,400
FIRE REPORTS	60	716	100	100	100	100
SPECIAL EVENTS	2,920	1,660	3,200	-	-	-
FIRE TRAINING FACILITIE	24,855	15,962	10,000	10,000	10,000	10,000
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>802,198</b>	<b>736,254</b>	<b>337,900</b>	<b>370,400</b>	<b>247,900</b>	<b>247,900</b>
REBATE REVENUE	4,230	4,187	3,700	4,400	3,200	3,200
MISC REVENUE	48,666	41,400	32,400	53,200	55,200	56,200
DONATIONS/CONTRIBUTIONS	-	-	-	900	-	-
REIMB CITY EXPENSES	-	243	-	200	-	-
TEMP DISABILITY	221,183	41,025	-	82,400	-	-
SUBROGATION RECOVERY	803	233	700	200	200	200
<b>TOTAL MISCELLANEOUS</b>	<b>274,882</b>	<b>87,088</b>	<b>36,800</b>	<b>141,300</b>	<b>58,600</b>	<b>59,600</b>
SERVICES PROVIDED REIMBURSE	9,784	7,906	4,500	3,500	3,500	3,500
CHARGES-CAPTL PROJECTS	1,995	-	-	-	-	-
<b>TOTAL ALLOC/SERV PROV</b>	<b>11,779</b>	<b>7,906</b>	<b>4,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>TOTAL FIRE</b>	<b>1,545,746</b>	<b>1,372,621</b>	<b>826,200</b>	<b>1,004,200</b>	<b>779,200</b>	<b>782,800</b>
<b>POLICE</b>						
PROP 172 PS-SALES TAX	418,513	459,959	416,200	391,000	394,900	398,800
<b>TOTAL SALES TAXES</b>	<b>418,513</b>	<b>459,959</b>	<b>416,200</b>	<b>391,000</b>	<b>394,900</b>	<b>398,800</b>
ABANDONED VEHICLE TRUST	45,090	46,305	30,100	38,700	38,700	38,700
FEDERAL GRANTS	27,536	50,624	7,374	50,000	-	-
STATE GRANTS	315,377	216,481	355,204	290,200	270,000	270,000
COUNTY GRANTS	35,827	47,787	50,000	50,000	50,000	50,000
SPEC POL SERV-268 POST	66,320	55,513	50,000	80,300	65,000	65,000
REIMB-MANDATED COSTS SU	115,576	56,207	50,000	50,000	50,000	50,000
<b>TOTAL SUBVENTIONS AND GRANTS</b>	<b>605,726</b>	<b>472,917</b>	<b>542,678</b>	<b>559,200</b>	<b>473,700</b>	<b>473,700</b>
ALARM PERMITS	72,016	62,775	65,000	65,000	65,000	65,000
<b>TOTAL LICENSE AND PERMITS</b>	<b>72,016</b>	<b>62,775</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
VEHICLE CODE FINES	158,872	130,107	170,000	138,600	138,600	138,600
PARKING FINES	242,648	281,102	280,000	250,000	265,000	271,200
OTHER FINES	1,602	1,530	2,000	1,100	1,100	1,100
TRAFFIC SCHOOL	43	61	-	200	200	200
RED LIGHT VIOLATIONS	20,165	19,684	29,500	17,000	19,000	19,000
LITTER FINES	409	76	400	200	200	200
PROOF OF CORRECTION	22,862	31,877	24,000	24,000	28,500	28,500
DUI TESTING FEES-TUL CO	12,319	12,413	12,500	12,500	12,500	12,500
ADMINISTRATIVE FINES	14,180	5,745	21,100	4,600	4,600	4,600
COST RECOVERY-DUI	57,107	76,898	42,600	50,000	50,000	50,000
VEHICLE RELEASE FEE	62,468	57,654	72,200	67,000	68,000	68,000
<b>TOTAL FEES AND FINES</b>	<b>592,675</b>	<b>617,147</b>	<b>654,300</b>	<b>565,200</b>	<b>587,700</b>	<b>593,900</b>
SCHOOL REIMB-YOUTH PROG	368,125	382,704	397,200	397,200	806,400	855,400
CRIME PREVENTION	1,511	1,259	2,200	1,300	1,300	1,300
FALSE ALARM FEES	3,930	625	2,000	600	600	600
SPEC POLICE SERV-OTHER	44,759	34,529	40,900	27,000	32,000	32,000
PD-FINGERPRINTS TAXABLE	3,668	2,171	1,100	1,500	2,000	2,000
ROTATIONAL TOW FEES	108,800	83,050	110,000	110,000	110,000	110,000
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>530,793</b>	<b>504,338</b>	<b>553,400</b>	<b>537,600</b>	<b>952,300</b>	<b>1,001,300</b>

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND REVENUES</b>						
<b>POLICE</b>						
REBATE REVENUE	7,833	7,396	8,100	7,500	7,500	7,500
MISC REVENUE	22,702	34,775	20,400	45,100	38,000	38,000
CASH (OVER)/SHORT	(9)	10	-	-	-	-
REIMBURSEMENT-OFFICE SUB	(2,475)	(550)	-	-	4,800	4,800
DONATIONS/CONTRIBUTIONS	38,804	12,026	-	-	-	-
TEMP DISABILITY	72,834	203,721	69,000	86,500	86,500	86,500
<b>TOTAL MISCELLANEOUS</b>	<b>139,689</b>	<b>257,378</b>	<b>97,500</b>	<b>139,100</b>	<b>136,800</b>	<b>136,800</b>
SERVICES PROVIDED REIMBURSE	4,732	3,632	3,600	6,000	6,000	6,000
CHARGES-CAPTL PROJECTS	1,825	-	-	400	-	-
<b>TOTAL ALLOC/SERV PROV</b>	<b>6,557</b>	<b>3,632</b>	<b>3,600</b>	<b>6,400</b>	<b>6,000</b>	<b>6,000</b>
<b>TOTAL POLICE</b>	<b>2,365,969</b>	<b>2,378,146</b>	<b>2,332,678</b>	<b>2,263,500</b>	<b>2,616,400</b>	<b>2,675,500</b>
<b>COMMUNITY SERVICES</b>						
REIMB-MANDATED COSTS SU	-	12,134	-	800	-	-
<b>TOTAL SUBVENTIONS AND GRANTS</b>	<b>-</b>	<b>12,134</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>
RIVERWAY SPORTS PARK	107,085	125,020	102,000	85,000	-	-
RENTS & CONCESSIONS	353	925	-	500	600	600
SPONSORSHIP	600	10,605	15,000	6,000	3,500	3,500
PARK RENTALS	87,120	94,254	85,000	36,500	100,500	130,500
FACILITIES RENTAL	157,283	110,838	136,200	82,700	97,000	112,000
PLAZA CONCESSIONS	7,694	7,655	8,000	2,500	4,000	4,000
SOFT DRINK SALES	630	-	1,200	-	-	-
<b>TOTAL USES OF MONEY AND PROPERTY</b>	<b>360,765</b>	<b>349,297</b>	<b>347,400</b>	<b>213,200</b>	<b>205,600</b>	<b>250,600</b>
ADULT SPORTS	206,564	189,052	209,000	100,000	165,000	175,000
YOUTH SPORTS	186,048	190,666	185,000	115,000	160,000	195,000
TEEN PROGRAMS	17,489	7,103	5,300	3,800	7,500	7,500
SPECIAL EVENTS	86,117	91,449	101,500	72,400	83,500	93,500
AQUATICS	149,792	156,025	168,000	20,000	150,000	165,000
COMMUNITY PROGRAMS	741,667	785,027	827,200	623,500	815,400	901,200
SENIOR MEALS	33,322	34,210	44,000	35,000	40,000	40,000
LIGHTS-TENNIS COURTS	103	-	-	-	-	-
<b>TOTAL CHARGES FOR CURRENT SERVICES</b>	<b>1,421,102</b>	<b>1,453,532</b>	<b>1,540,000</b>	<b>969,700</b>	<b>1,421,400</b>	<b>1,577,200</b>
REBATE REVENUE	6,442	5,905	5,600	5,200	4,800	4,800
MISC REVENUE	3,214	2,865	-	5,000	-	-
CASH (OVER)/SHORT	(132)	12	-	-	-	-
SALES FOR ADS/BROCHURES	7,375	9,878	10,300	6,600	9,100	10,100
FUNDRAISING	2,614	1,609	3,400	1,000	1,000	1,000
SUBROGATION RECOVERY	12,367	284	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>31,880</b>	<b>20,553</b>	<b>19,300</b>	<b>17,800</b>	<b>14,900</b>	<b>15,900</b>
SERVICES PROVIDED REIMBURSE	1,009,461	1,030,057	1,056,200	1,047,000	1,048,000	1,048,000
CHARGES-CAPTL PROJECTS	11,682	10,413	3,900	12,700	5,300	5,300
CHARGES-OTHER-VARIABLE	159,096	34,836	219,900	372,600	271,700	271,700
CHARGES-PARKS OCCUP	126,288	100,971	101,000	111,500	126,400	126,400
CHARGES-BUILDINGS OCCUP	1,148,580	919,872	919,900	1,014,500	1,014,500	1,014,500
<b>TOTAL ALLOC/SERV PROV</b>	<b>2,455,107</b>	<b>2,096,149</b>	<b>2,300,900</b>	<b>2,558,300</b>	<b>2,465,900</b>	<b>2,465,900</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>4,268,854</b>	<b>3,931,665</b>	<b>4,207,600</b>	<b>3,759,800</b>	<b>4,107,800</b>	<b>4,309,600</b>
<b>GENERAL SERVICES</b>						
CHARGES-OTHER-VARIABLE	-	-	-	-	62,400	62,400
<b>TOTAL ALLOC/SERV PROV</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,400</b>	<b>62,400</b>
<b>TOTAL GENERAL SERVICES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,400</b>	<b>62,400</b>
<b>TOTAL REVENUES</b>	<b>\$85,362,992</b>	<b>\$90,097,150</b>	<b>\$84,673,493</b>	<b>\$85,434,000</b>	<b>\$86,090,000</b>	<b>\$86,997,400</b>

### MEASURE T FUNDS SUMMARY

<b>MEAS T - POLICE 121</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>	<b>PROPOSED</b>
<b>RESOURCES</b>						
<b>REVENUES</b>						
SALES & USE TAXES	3,750,904	4,016,422	3,951,000	3,414,000	3,448,100	3,482,600
STATE GRANTS	26,851	5,648	15,000	6,000	6,000	6,000
INVESTMENT EARNINGS	15,967	26,675	10,700	20,000	20,000	20,000
INVESTMENT GAIN/LOSS	-	1,862	-	1,000	1,000	1,000
ALLOCATED INVESTMENT GA	362	-	(1,300)	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	16,179	-	5,000	5,000	5,000
ALLOC FAIR MARKET VALUE GAIN/L	(7,114)	-	(2,100)	(12,000)	-	-
INTEREST EARNINGS	86	-	-	-	-	-
REBATE REVENUE	127	81	100	100	100	100
TEMP DISABILITY	40,677	7,623	14,800	33,600	33,600	33,600
<b>TOTAL REVENUES</b>	<b>3,827,860</b>	<b>4,074,490</b>	<b>3,988,200</b>	<b>3,467,700</b>	<b>3,513,800</b>	<b>3,548,300</b>
<b>TOTAL RESOURCES</b>	<b>3,827,860</b>	<b>4,074,490</b>	<b>3,988,200</b>	<b>3,467,700</b>	<b>3,513,800</b>	<b>3,548,300</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	3,143,266	3,118,675	3,465,800	3,170,500	3,478,000	3,550,400
OPERATING EXPENDITURES	99,291	104,451	99,000	111,700	111,700	111,700
SERVICES PROVIDED	123,662	157,630	122,000	155,400	157,400	157,400
ALLOCATIONS	176,938	168,290	190,600	173,500	219,600	219,600
<b>TOTAL OPERATING EXPENDITURES</b>	<b>3,543,157</b>	<b>3,549,046</b>	<b>3,877,400</b>	<b>3,611,100</b>	<b>3,966,700</b>	<b>4,039,100</b>
<b>TOTAL EXPENDITURES</b>	<b>3,543,157</b>	<b>3,549,046</b>	<b>3,877,400</b>	<b>3,611,100</b>	<b>3,966,700</b>	<b>4,039,100</b>
<b>SURPLUS(SHORTFALL)</b>	<b>284,703</b>	<b>525,444</b>	<b>110,800</b>	<b>(143,400)</b>	<b>(452,900)</b>	<b>(490,800)</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>MEAS T - FIRE 122</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
SALES & USE TAXES	2,500,603	2,677,615	2,634,000	2,276,000	2,298,800	2,321,800
INVESTMENT EARNINGS	60,699	76,157	51,600	65,000	65,000	65,000
INVESTMENT GAIN/LOSS	-	5,315	-	2,000	2,000	2,000
ALLOCATED INVESTMENT GA	1,378	-	(6,400)	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	46,191	-	15,000	15,000	15,000
ALLOC FAIR MARKET VALUE GAIN/L	(27,045)	-	(10,200)	(30,000)	-	-
FIRE STRIKE TEAM FEES	132,491	51,151	50,000	25,000	25,000	25,000
REBATE REVENUE	183	192	100	200	200	200
TEMP DISABILITY	-	5,523	-	73,600	73,600	73,600
<b>TOTAL REVENUES</b>	<b>2,668,309</b>	<b>2,862,144</b>	<b>2,719,100</b>	<b>2,426,800</b>	<b>2,479,600</b>	<b>2,502,600</b>
<b>TOTAL RESOURCES</b>	<b>2,668,309</b>	<b>2,862,144</b>	<b>2,719,100</b>	<b>2,426,800</b>	<b>2,479,600</b>	<b>2,502,600</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	2,793,622	2,897,667	2,919,000	2,428,400	2,536,600	2,583,300
OPERATING EXPENDITURES	157,044	188,286	159,600	176,100	177,800	181,200
SERVICES PROVIDED	112,008	87,643	100,500	87,600	89,400	91,200
ALLOCATIONS	143,069	140,597	140,900	145,200	137,800	140,300
<b>TOTAL OPERATING EXPENDITURES</b>	<b>3,205,743</b>	<b>3,314,193</b>	<b>3,320,000</b>	<b>2,837,300</b>	<b>2,941,600</b>	<b>2,996,000</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>1,296</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>3,207,039</b>	<b>3,314,193</b>	<b>3,320,000</b>	<b>2,837,300</b>	<b>2,941,600</b>	<b>2,996,000</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(538,730)</b>	<b>(452,049)</b>	<b>(600,900)</b>	<b>(410,500)</b>	<b>(462,000)</b>	<b>(493,400)</b>

### MEASURE N FUNDS SUMMARY

<b>MEASURE N (141,142,143,144)</b>	<b>2017-18 ACTUALS</b>	<b>2018-19 ACTUALS</b>	<b>2019-20 BUDGET</b>	<b>2019-20 PROJECTED</b>	<b>2020-21 PROPOSED</b>	<b>2021-22 PROPOSED</b>
<b>FINANCE</b>						
SALES & USE TAXES	12,438,183	13,498,993	13,170,100	11,474,100	11,588,800	11,704,700
ALLOC FAIR MARKET VALUE GAIN/L	(18,886)					
ALLOCATED INVESTMENT GA	961					
FAIR MARKET VALUE GAIN/LOSS	-	138,671	-	(19,400)	-	-
INVESTMENT EARNINGS	42,388	227,628	16,700	90,000	110,200	109,900
INVESTMENT GAIN/LOSS	-	15,886	-	9,000	9,000	9,000
REBATE REVENUE	562	1,324	100	1,500	-	-
SPEC POL SERV-268 POST	-	-	-	400	-	-
CHARGES-CAPTL PROJECTS	-	610	-	600	-	-
FEDERAL GRANTS	-	153,000	-	-	-	-
STATE GRANTS	2,404	3,580	-	-	-	-
TEMP DISABILITY	12,296	496	-	7,400	-	-
<b>TOTAL REVENUES</b>	<b>12,477,908</b>	<b>14,040,188</b>	<b>13,186,900</b>	<b>11,563,600</b>	<b>11,708,000</b>	<b>11,823,600</b>
<b>TOTAL RESOURCES</b>	<b>12,477,908</b>	<b>14,040,188</b>	<b>13,186,900</b>	<b>11,563,600</b>	<b>11,708,000</b>	<b>11,823,600</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	1,043,389	2,265,223	3,822,200	3,613,100	4,600,000	4,916,700
OPERATING EXPENDITURES	300,745	703,621	976,200	881,800	871,800	883,800
SERVICES PROVIDED	18,379	83,962	58,000	108,600	116,600	123,600
ALLOCATIONS	19,682	131,083	309,800	621,600	581,900	586,900
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,382,195</b>	<b>3,183,889</b>	<b>5,166,200</b>	<b>5,225,100</b>	<b>6,170,300</b>	<b>6,511,000</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>3,403,091</b>	<b>2,151,835</b>	<b>18,595,665</b>	<b>18,586,600</b>	<b>5,338,700</b>	<b>9,092,400</b>
<b>TOTAL EXPENDITURES</b>	<b>4,785,286</b>	<b>5,335,724</b>	<b>23,761,865</b>	<b>23,811,700</b>	<b>11,509,000</b>	<b>15,603,400</b>
<b>SURPLUS(SHORTFALL)</b>	<b>7,692,622</b>	<b>8,704,464</b>	<b>(10,574,965)</b>	<b>(12,248,100)</b>	<b>199,000</b>	<b>(3,779,800)</b>



### BUSINESS TYPE FUNDS SUMMARY

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>BUILDING SAFETY - 401</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
CONSTRUCTION PERMITS	3,392,800	3,864,171	3,495,000	4,000,000	3,600,000	3,700,000
C&D PERMIT FEES	(620)	620	-	-	-	-
STRONG MOTION FEE (5%)	1,449	3,168	2,400	3,300	3,000	3,000
CBSC FEE-CALIFORNIA BUI	845	1,776	1,400	1,200	1,000	1,200
AIRCRAFT TIE DOWNS	20	-	-	-	-	-
INVESTMENT EARNINGS	83,184	134,596	52,200	135,000	135,000	135,000
INVESTMENT GAIN/LOSS	-	9,393	-	-	-	-
ALLOCATED INVESTMENT GA	1,888	-	(6,400)	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	81,635	-	-	-	-
ALLOC FAIR MARKET VALUE GAIN/L	(37,064)	-	(10,300)	(40,000)	-	-
DOCUMENT SCANNING BUILDING	4,837	568	1,100	-	-	-
FIRE SFTY INSPECTION	-	124	-	-	-	-
BLDG SFTY-SERV FEE-SCHL	33,811	53,249	44,300	53,000	55,500	56,300
TEMP CERT OF OCCUP	5,022	5,964	5,000	3,500	3,500	3,500
MISC SALES-NON AVIATION	-	25	-	-	-	-
SALES OF MAPS & PUBLICA	1,878	115	1,000	-	-	-
REBATE REVENUE	1,104	912	1,000	900	1,000	1,000
MISC REVENUE	446	3,787	-	400	-	-
<b>TOTAL REVENUES</b>	<b>3,489,600</b>	<b>4,160,103</b>	<b>3,586,700</b>	<b>4,157,300</b>	<b>3,799,000</b>	<b>3,900,000</b>
<b>ALLOC/SERV PROV</b>						
SERVICES PROVIDED REIMBURSE	23,970	27,990	20,000	28,000	28,000	28,000
CHARGES-CAPTL PROJECTS	-	3,062	-	3,100	3,100	3,100
<b>TOTAL ALLOC/SERV PROV</b>	<b>23,970</b>	<b>31,052</b>	<b>20,000</b>	<b>31,100</b>	<b>31,100</b>	<b>31,100</b>
<b>TOTAL RESOURCES</b>	<b>3,513,570</b>	<b>4,191,155</b>	<b>3,606,700</b>	<b>4,188,400</b>	<b>3,830,100</b>	<b>3,931,100</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	1,937,674	2,231,969	2,085,400	2,014,700	2,063,400	2,098,100
OPERATING EXPENDITURES	202,775	249,276	274,200	254,300	250,600	254,600
SERVICES PROVIDED	133,041	103,386	103,900	107,500	109,000	109,000
ALLOCATIONS	382,018	536,959	479,500	644,500	619,400	619,400
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,655,508</b>	<b>3,121,590</b>	<b>2,943,000</b>	<b>3,021,000</b>	<b>3,042,400</b>	<b>3,081,100</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>423,062</b>	<b>191,836</b>	<b>133,000</b>	<b>133,000</b>	<b>303,800</b>	<b>-</b>
<b>SURPLUS(SHORTFALL)</b>	<b>435,000</b>	<b>877,729</b>	<b>530,700</b>	<b>1,034,400</b>	<b>483,900</b>	<b>850,000</b>

VISALIA BASEBALL - 405	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>RESOURCES</b>						
<b>REVENUES</b>						
INVESTMENT EARNINGS	141	992	-	-	-	-
RENTS & CONCESSIONS	101,684	100,793	104,000	-	-	-
INVESTMENT GAIN/LOSS	-	69	-	-	-	-
ALLOCATED INVESTMENT GA	3	-	-	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	601	-	-	-	-
ALLOC FAIR MARKET VALUE GAIN/L	(63)	-	-	-	-	-
BUILDING LEASE	4,650	(1,375)	7,800	-	-	-
REBATE REVENUE	2	-	-	-	-	-
MISC REVENUE	-	-	-	33,700	40,700	43,100
UTILITY (ELECTRIC) FEE	63,075	51,047	52,900	-	-	-
<b>TOTAL REVENUES</b>	<b>169,492</b>	<b>152,127</b>	<b>164,700</b>	<b>33,700</b>	<b>40,700</b>	<b>43,100</b>
<b>TOTAL RESOURCES</b>	<b>169,492</b>	<b>152,127</b>	<b>164,700</b>	<b>33,700</b>	<b>40,700</b>	<b>43,100</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
OPERATING EXPENDITURES	319,345	330,651	317,200	118,400	120,600	123,000
SERVICES PROVIDED	602	15	4,500	-	-	-
ALLOCATIONS	33,867	18,615	18,700	15,300	20,100	20,100
<b>TOTAL OPERATING EXPENDITURES</b>	<b>353,814</b>	<b>349,281</b>	<b>340,400</b>	<b>133,700</b>	<b>140,700</b>	<b>143,100</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>200,000</b>	<b>200,000</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(184,322)</b>	<b>(197,154)</b>	<b>(175,700)</b>	<b>(500,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>ANIMAL CONTROL - 406</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
SPCA LICENSE FEES	152,486	154,613	160,000	170,000	165,000	165,000
ADMINISTRATIVE FINES	93,025	55,779	122,500	52,500	55,000	57,000
PENALTY/LATE CHARGE	5,945	4,545	3,000	6,700	6,700	6,700
TICKET SALES	(18)	-	-	-	-	-
PERMIT FEES-ANIMAL CONT	946	1,043	1,000	1,100	1,000	1,000
KENNEL FEES-ANIMAL CONT	37,088	25,607	35,200	45,000	48,000	49,000
FACILITY FEE-SHELTER	108,202	167,155	147,000	120,000	127,000	127,000
VICIOUS HEARING FEE	(350)	3,150	4,000	500	500	500
IMPOUND FEES	12,808	16,768	13,000	20,000	20,500	21,000
OWNER SURRENDER FEES	7,274	9,185	10,000	10,000	10,000	10,000
CIVIL PENALTY FEES-RESTRICTED	7,780	11,975	8,000	15,000	16,000	17,000
DINUBA ANIMAL SERVIES	-	60,382	-	16,200	72,500	75,000
EXETER ANIMAL SERVICES	-	20,374	-	77,500	78,000	80,000
FARMERSVILLE ANIMAL SERVICES	-	25,223	-	75,500	76,000	76,000
INVESTMENT EARNINGS	-	6,224	-	-	-	-
INTEREST EARNINGS	142	35	200	-	-	-
INVESTMENT GAIN/LOSS	-	434	-	-	-	-
FAIR MARKET VALUE GAIN/LOSS	-	3,775	-	-	-	-
SERVICES PROVIDED	15,078	17,035	13,500	18,000	18,500	19,000
REBATE REVENUE	325	225	400	200	200	200
MISC REVENUE	13,611	3,666	100	300	300	300
CASH (OVER)/SHORT	18	52	-	-	-	-
DONATIONS/CONTRIBUTIONS	1,614	3,890	2,000	1,200	1,200	1,200
REIMB CITY EXPENSES	18,922	-	-	-	-	-
CONTRIBUTION REVENUE	-	32,100	-	-	-	-
<b>TOTAL REVENUES</b>	<b>474,896</b>	<b>623,235</b>	<b>519,900</b>	<b>629,700</b>	<b>696,400</b>	<b>705,900</b>
<b>TOTAL RESOURCES</b>	<b>474,896</b>	<b>623,235</b>	<b>519,900</b>	<b>629,700</b>	<b>696,400</b>	<b>705,900</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	965,962	879,522	886,100	929,900	956,700	973,400
OPERATING EXPENDITURES	408,219	509,126	412,900	415,300	416,500	407,700
SERVICES PROVIDED	164,722	123,767	108,100	108,700	110,700	110,700
ALLOCATIONS	438,567	407,180	407,800	376,900	351,900	351,900
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,977,470</b>	<b>1,919,595</b>	<b>1,814,900</b>	<b>1,830,800</b>	<b>1,835,800</b>	<b>1,843,700</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>3,130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(1,505,704)</b>	<b>(1,296,360)</b>	<b>(1,295,000)</b>	<b>(1,201,100)</b>	<b>(1,154,400)</b>	<b>(1,137,800)</b>

<b>AIRPORT - 411</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>ACTUALS</b>	<b>ACTUALS</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>PROPOSED</b>	<b>PROPOSED</b>
<b>RESOURCES</b>						
<b>REVENUES</b>						
FEDERAL GRANTS	886,397	384,967	118,800	118,800	-	-
STATE GRANTS	-	18,177	16,600	17,000	-	-
PENALTY/LATE CHARGE	4,880	1,205	-	-	-	-
T HANGAR RENTALS	320,747	331,307	369,000	346,000	369,000	376,400
AIRCRAFT TIE DOWNS	16,914	20,080	12,200	15,000	15,300	15,600
HERTZ/CONCESSIONS	12,579	13,393	13,100	13,600	13,800	14,000
LANDING FEES	10,582	10,900	7,500	11,500	11,700	11,900
TERMINAL RENTAL	8,470	11,459	8,300	11,200	11,500	11,500
F B O REVENES	175,134	218,424	174,100	231,800	235,300	238,800
CARGO	117,660	137,205	135,000	136,700	139,000	141,600
FUEL FLOWAGE	45,064	33,634	30,000	34,400	34,900	35,400
AUTO GAS SALES	6,214	5,543	-	5,600	5,700	5,800
AVIATION FUEL SALES	915,864	720,094	960,000	700,000	715,000	725,700
AVIATION INTO PLANE SAL	102,792	153,200	155,000	124,000	124,000	125,900
OIL SALES	1,385	1,414	1,100	1,500	1,600	1,700
PRIST SALES	8,999	1,960	1,400	1,600	1,600	1,600
INVESTMENT EARNINGS (IN	-	101	-	-	-	-
INVESTMENT GAIN/LOSS	-	7	-	-	-	-
FAIR MARKET VALUE GAINS/LOSS	-	61	-	-	-	-
RENTS & CONCESSIONS	91,188	86,402	83,700	89,700	91,000	92,400
LEASE LAND-CITY INTERNL	123,909	127,552	130,300	133,900	136,600	139,300
CHARTS AND MAPS	652	305	1,000	100	300	300
SOUVINERS	300	396	1,500	500	500	500
MISC SALES - AVIATION	4,999	6,178	3,700	7,000	7,100	7,200
MISC SALES-NON AVIATION	9,803	13,177	9,800	9,400	9,500	9,600
REBATE REVENUE	716	675	400	600	600	600
MISC REVENUE	6,873	3,685	-	14,000	-	-
CASH (OVER)/SHORT	-	-	-	-	-	-
UTILITY (ELECTRIC) FEE	52,768	20,917	4,000	36,500	37,000	37,600
SUBROGATION RECOVERY	3,523	750	-	-	-	-
<b>TOTAL REVENUES</b>	<b>2,928,412</b>	<b>2,323,168</b>	<b>2,236,500</b>	<b>2,060,400</b>	<b>1,961,000</b>	<b>1,993,400</b>
<b>TOTAL RESOURCES</b>	<b>2,928,412</b>	<b>2,323,168</b>	<b>2,236,500</b>	<b>2,060,400</b>	<b>1,961,000</b>	<b>1,993,400</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	296,653	541,719	453,900	455,300	486,800	498,600
OPERATING EXPENDITURES	1,075,184	815,498	963,350	775,700	803,300	818,300
SERVICES PROVIDED	72,903	80,145	82,400	80,600	80,600	80,600
ALLOCATIONS	534,218	572,973	549,400	485,600	397,600	397,600
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,978,958</b>	<b>2,010,335</b>	<b>2,049,050</b>	<b>1,797,200</b>	<b>1,768,300</b>	<b>1,795,100</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>1,313,984</b>	<b>645,545</b>	<b>6,353,275</b>	<b>6,353,300</b>	<b>222,000</b>	<b>82,000</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(364,530)</b>	<b>(332,712)</b>	<b>(6,165,825)</b>	<b>(6,090,100)</b>	<b>(29,300)</b>	<b>116,300</b>

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>CONVENTION CENTER - 413</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
SALES & USE TAXES	(40)	-	-	-	-	-
CATERING PERMITS	1,200	3,300	1,200	1,400	600	600
SERVICE FEES-TICKETS	28,584	19,256	21,000	18,000	20,000	20,000
RENTS & CONCESSIONS	40,560	44,667	40,600	40,600	40,600	40,600
INTEREST EARNINGS	633	-	-	-	-	-
ROOM PACKAGE-RENT	35,401	49,021	-	-	-	-
CONFERENCE ROOM RENT	1,656,451	1,344,462	1,525,000	1,000,000	900,000	980,000
VCC FACILITY RENTAL	10,838	6,630	-	10,300	-	-
% NOVELTY SALES	2,873	1,492	2,100	800	-	-
% FOOD SALES	212,877	219,089	220,000	170,000	140,000	140,000
% BAR SALES	141,588	296,713	140,000	85,000	98,000	110,000
% CONCESSIONS	19,883	11,093	10,000	13,000	7,000	9,000
COMMISSION-BOX OFFICE	42,733	207,912	-	-	-	-
FOOD AND BEVERAGE SERVI	9,972	10,903	9,000	9,000	5,000	6,500
EVENT-GROSS TICKET SALE	343,319	-	110,000	50,000	150,000	150,000
EVENT-GROSS TICKET VALD	666,495	233,666	1,000,000	150,000	150,000	150,000
EVENT- IN HOUSE	2,921	(2,115)	25,000	8,000	7,500	7,500
SPONSORSHIP	2,890	17,700	-	11,500	10,000	10,000
EQUIPMENT RENTAL-OTHER	-	900	-	-	-	-
FACILITIES-REFRESHMENTS	48,782	49,604	40,000	25,000	27,500	30,000
FACILITIES-TECH TIME	48,039	44,266	50,000	35,000	27,000	30,000
EQUIPMENT RENTAL	700,940	608,339	650,000	350,000	350,000	465,200
SECURITY GUARD	79,411	68,802	90,000	58,000	45,000	65,000
SOFT DRINK SALES	1,469	1,537	2,500	1,000	1,000	1,000
INVESTMENT EARNINGS (IN	1,556	658	1,500	1,000	1,000	1,000
INTEREST EARNINGS	50	138	-	-	-	-
INVESTMENT GAIN/LOSS	35	46	(300)	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(692)	399	(300)	-	-	-
SERVICES PROVIDED-SHOWS	29,640	28,401	21,000	16,000	10,000	12,500
TICKETS PRINTING FEE	9,725	5,959	15,000	5,000	5,000	5,000
REBATE REVENUE	1,815	1,897	2,100	1,700	1,800	1,800
MISC REVENUE	17,909	3,821	-	100	-	-
CASH (OVER)/SHORT	(570)	91	-	(100)	-	-
EVENT CANCELATION FEE	46,457	20,032	8,000	1,600	1,600	1,700
DISCOUNTED SERVICES	(541,864)	(352,182)	(450,000)	(250,000)	(350,000)	(350,000)
DAMAGE REPAIR REVENUE	634	-	-	-	-	-
MISC REVENUE	83,333	74,432	65,100	65,100	55,500	45,400
<b>TOTAL REVENUES</b>	<b>3,745,847</b>	<b>3,020,929</b>	<b>3,598,500</b>	<b>1,877,000</b>	<b>1,704,100</b>	<b>1,932,800</b>
<b>ALLOC/SERV PROV</b>						
SERVICES PROVIDED REIMBURSE	53,934	70,051	44,200	51,200	50,000	50,000
<b>TOTAL ALLOC/SERV PROV</b>	<b>53,934</b>	<b>70,051</b>	<b>44,200</b>	<b>51,200</b>	<b>50,000</b>	<b>50,000</b>
<b>TOTAL RESOURCES</b>	<b>3,799,781</b>	<b>3,090,980</b>	<b>3,642,700</b>	<b>1,928,200</b>	<b>1,754,100</b>	<b>1,982,800</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	2,321,695	2,284,000	2,278,200	1,919,300	2,135,300	2,143,200
OPERATING EXPENDITURES	2,167,888	1,695,932	2,015,185	1,230,700	1,315,900	1,299,000
SERVICES PROVIDED	5,736	28,265	7,500	6,600	6,600	6,600
ALLOCATIONS	996,928	933,982	922,300	938,700	1,000,400	1,000,400
<b>TOTAL OPERATING EXPENDITURES</b>	<b>5,492,247</b>	<b>4,942,179</b>	<b>5,223,185</b>	<b>4,095,300</b>	<b>4,458,200</b>	<b>4,449,200</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>42,485</b>	<b>216,857</b>	<b>241,520</b>	<b>241,500</b>	<b>-</b>	<b>-</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(1,734,951)</b>	<b>(2,068,056)</b>	<b>(1,822,005)</b>	<b>(2,408,600)</b>	<b>(2,704,100)</b>	<b>(2,466,400)</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>WWTP - 431</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
STATE GRANTS	2,008,335	-	-	-	-	-
SEPTAGE RECVG PERMIT	3,507	3,485	3,100	3,500	3,500	3,500
SEWER LATERAL INSTALLAT	52,408	27,841	35,000	24,800	25,000	27,000
SEPTAGE RECEIVING FEES	433,590	514,404	420,000	476,800	477,000	480,000
IND WSTE DISCHG PERMITS	2,190	3,112	3,000	3,000	3,000	3,000
UTILITY-PENALTY EARNING	646,284	315,675	628,500	400,000	400,000	400,000
USER CHGS-RESIDENTIAL S	10,954,155	11,163,973	11,652,500	11,331,400	11,501,400	11,616,400
USER CHGS-COMMERCIAL SE	2,368,708	2,325,410	2,444,900	2,360,300	2,395,700	2,419,700
USER CHGS-INDUSTRIAL	2,267,575	2,588,678	2,190,900	2,627,500	2,666,900	2,693,600
USER CHGS-SCHOOLS	373,494	397,437	388,600	403,400	409,500	413,600
USER CHGS-RESTAURANTS	664,332	681,439	684,500	691,700	702,100	709,100
USER CHGS-HOTEL/MOTEL	123,386	128,051	131,400	130,000	132,000	133,300
USER CHGS-LAUNDRY	134,507	130,188	136,900	132,100	134,100	135,400
USER CHGS-CAR WASH	38,790	46,668	38,300	47,400	48,100	48,600
USER CHGS-REST HOMES	131,469	134,132	135,600	136,100	138,100	139,500
USER CHGS-GROCRY W/GRND	206,640	210,771	210,000	213,900	217,100	219,300
USER CHGS-RESD VARIABLE	2,671,283	2,696,530	2,783,100	2,737,000	2,778,100	2,805,900
USER CHGS-MOBL HOME PK	302,149	301,020	315,700	305,500	310,100	313,200
INVESTMENT EARNINGS (IN	609,325	998,119	-	1,000,000	1,000,000	1,000,000
INTEREST EARNINGS	(1,986)	63,106	12,000	25,300	20,000	20,000
INVESTMENT GAIN/LOSS	13,830	69,655	-	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(271,491)	605,380	-	-	-	-
RENTS & CONCESSIONS	-	49,245	74,000	49,000	50,000	55,000
REBATE REVENUE	4,981	4,726	2,400	3,600	3,600	3,600
MISC REVENUE	500,200	1,999	-	1,000	100	100
SUBROGATION RECOVERY	-	74,100	-	-	-	-
CONTRIBUTION REVENUE	1,164,805	337,121	-	-	-	-
MISC REVENUE	(8,917)	72,581	250,000	60,000	75,000	100,000
<b>TOTALREVENUES</b>	<b>25,393,549</b>	<b>23,944,846</b>	<b>22,540,400</b>	<b>23,163,300</b>	<b>23,490,400</b>	<b>23,739,800</b>
<b>ALLOC/SERV PROV</b>						
SERVICES PROVIDED REIMBURSE	59,348	60,616	57,000	57,000	57,000	57,000
CHARGES-CAPTL PROJECTS	22,665	11,405	3,400	11,300	3,500	3,500
<b>TOTAL ALLOC/SERV PROV</b>	<b>82,013</b>	<b>72,021</b>	<b>60,400</b>	<b>68,300</b>	<b>60,500</b>	<b>60,500</b>
<b>TOTAL RESOURCES</b>	<b>25,475,562</b>	<b>24,016,867</b>	<b>22,600,800</b>	<b>23,231,600</b>	<b>23,550,900</b>	<b>23,800,300</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	2,909,951	3,209,518	3,108,500	3,024,500	3,067,100	3,118,900
OPERATING EXPENDITURES	5,324,235	7,484,605	4,767,400	8,004,500	8,047,700	8,049,700
SERVICES PROVIDED	1,509,736	1,539,410	1,949,000	1,639,700	1,383,600	1,383,700
ALLOCATIONS	3,323,221	3,163,671	3,117,900	3,134,500	3,129,700	3,129,700
<b>TOTAL OPERATING EXPENDITURES</b>	<b>13,067,143</b>	<b>15,397,204</b>	<b>12,942,800</b>	<b>15,803,200</b>	<b>15,628,100</b>	<b>15,682,000</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>6,619,772</b>	<b>1,524,819</b>	<b>11,071,860</b>	<b>11,071,900</b>	<b>3,513,600</b>	<b>3,966,500</b>
<b>SURPLUS(SHORTFALL)</b>	<b>5,788,647</b>	<b>7,094,844</b>	<b>(1,413,860)</b>	<b>(3,643,500)</b>	<b>4,409,200</b>	<b>4,151,800</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>UTILITY SERVICE CENTER - 439</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
CREDIT CARD CONVENIENCE	-	54,248	-	130,000	135,000	135,000
INVESTMENT EARNINGS (IN	160	840	-	-	-	-
INVESTMENT GAIN/LOSS	4	59	-	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(71)	510	-	-	-	-
REBATE REVENUE	76	227	200	200	200	200
BAD CHECK FEE	-	5,090	-	7,000	7,000	7,000
CASH (OVER)/SHORT	288	106	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>457</b>	<b>61,080</b>	<b>200</b>	<b>137,200</b>	<b>142,200</b>	<b>142,200</b>
SERVICES PROVIDED REIMBURSE	2,527,778	2,609,621	2,107,100	1,880,400	2,064,600	2,095,800
CHARGES-CAPTL PROJECTS	2,126	355	1,000	-	-	-
<b>TOTAL ALLOC/SERV PROV</b>	<b>2,529,904</b>	<b>2,609,976</b>	<b>2,108,100</b>	<b>1,880,400</b>	<b>2,064,600</b>	<b>2,095,800</b>
<b>TOTAL RESOURCES</b>	<b>2,530,361</b>	<b>2,671,056</b>	<b>2,108,300</b>	<b>2,017,600</b>	<b>2,206,800</b>	<b>2,238,000</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	559,370	820,884	1,001,100	875,300	1,071,100	1,091,800
OPERATING EXPENDITURES	1,746,068	1,389,519	712,600	689,400	696,700	707,200
SERVICES PROVIDED	55,009	112,832	53,500	113,900	114,500	114,500
ALLOCATIONS	172,065	344,845	341,100	339,000	324,500	324,500
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,532,512</b>	<b>2,668,080</b>	<b>2,108,300</b>	<b>2,017,600</b>	<b>2,206,800</b>	<b>2,238,000</b>
<b>SURPLUS(SHORTFALL)</b>	<b>(2,151)</b>	<b>2,976</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>SOLID WASTE- 441</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
FRANCHISE TAX	-	-	-	173,900	22,500	22,500
FEDERAL GRANTS	-	138	-	-	-	-
STATE GRANTS	35,917	191,354	-	-	-	-
C&D PERMIT FEES	82,540	97,228	85,000	100,000	110,000	110,000
UTILITY-PENALTY EARNING	591,333	307,444	596,500	375,100	375,000	375,000
USER CHGS-RESIDENTIAL S	(600)	-	-	-	-	-
USER CHGS-COMMERCIAL SE	197,528	196,894	161,800	200,200	200,000	200,000
INVESTMENT EARNINGS (IN	423,017	616,295	220,100	360,000	360,000	360,000
INTEREST EARNINGS	12,025	(36,699)	1,100	1,100	1,100	1,100
INVESTMENT GAIN/LOSS	9,601	43,008	(29,700)	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(188,480)	373,796	(31,700)	-	-	-
S/W SINGLE FAMILY IN	10,535,709	11,226,098	11,132,300	11,338,400	11,451,800	11,566,300
S/W MULTI FAMILY IN	920,597	774,844	960,200	540,400	545,800	551,300
S/W COMMERCIAL IN	4,994,096	5,140,321	5,271,700	5,186,300	5,231,800	5,277,700
S/W COMM REC IN	850,628	990,160	832,300	1,000,100	1,010,100	1,020,200
S/W SPEC HAUL 2/3 YRD	219,519	161,366	248,300	121,900	122,000	122,000
S/W TEMP 30 YARD	539,803	600,504	565,000	653,400	650,000	650,000
HIGHWAY MAINT CHARGES	1,317	35,125	-	15,800	15,800	15,800
SERVICES PROVIDED	-	7	-	-	-	-
REBATE REVENUE	1,166	983	700	800	500	500
MISC REVENUE	31,890	(31,597)	100	200	100	100
CASH (OVER)/SHORT	-	-	-	-	-	-
SW RECYCLING FEE	80,037	-	87,000	-	-	-
REIMB CITY EXPENSES	-	6,323	-	-	-	-
TEMP DISABILITY	-	1,680	-	8,200	-	-
CONTRIBUTION REVENUE	10,875	-	-	-	-	-
SCRAP METAL RECYCLING	5,077	9,601	5,000	2,200	1,500	1,500
<b>TOTAL REVENUES</b>	<b>19,353,595</b>	<b>20,704,873</b>	<b>20,105,700</b>	<b>20,078,000</b>	<b>20,098,000</b>	<b>20,274,000</b>
<b>ALLOC/SERV PROV</b>						
SERVICES PROVIDED REIMBURSE	1,793,886	-	1,221,100	-	-	-
CHARGES-CAPTL PROJECTS	93,897	96,702	100,000	96,700	96,700	96,700
<b>TOTAL ALLOC/SERV PROV</b>	<b>1,887,783</b>	<b>96,702</b>	<b>1,321,100</b>	<b>96,700</b>	<b>96,700</b>	<b>96,700</b>
<b>TOTAL RESOURCES</b>	<b>21,241,378</b>	<b>20,801,575</b>	<b>21,426,800</b>	<b>20,174,700</b>	<b>20,194,700</b>	<b>20,370,700</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	5,490,271	5,180,521	5,403,100	5,431,500	5,529,200	5,629,000
OPERATING EXPENDITURES	3,967,357	5,025,037	4,261,400	5,078,700	5,193,000	5,230,220
SERVICES PROVIDED	6,428,833	5,406,885	5,616,600	5,329,200	5,329,200	5,329,200
ALLOCATIONS	2,045,019	1,922,785	2,220,800	1,868,200	1,811,900	1,811,900
<b>TOTAL OPERATING EXPENDITURES</b>	<b>17,931,480</b>	<b>17,535,228</b>	<b>17,501,900</b>	<b>17,707,600</b>	<b>17,863,300</b>	<b>18,000,320</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>2,048,851</b>	<b>6,952,541</b>	<b>20,382,196</b>	<b>20,382,200</b>	<b>6,201,500</b>	<b>5,488,200</b>
<b>SURPLUS(SHORTFALL)</b>	<b>1,261,047</b>	<b>(3,686,194)</b>	<b>(16,457,296)</b>	<b>(17,915,100)</b>	<b>(3,870,100)</b>	<b>(3,117,820)</b>



	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>TRANSIT - 451</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
SALES & USE TAXES	783,200	783,200	783,200	783,200	783,200	783,200
STATE GRANTS	517,548	55,175	331,900	342,200	332,000	332,000
LOCAL TRANS FD SB325-CA	-	20,251	-	-	-	-
FED TRANSIT ASST-CAP	4,358,263	2,351,786	-	-	-	-
LOCAL TRANS FD SB325-OP	7,479,369	5,301,147	3,784,300	3,605,300	3,555,400	3,555,400
ST TRANS ASST SB620-OPE	676,473	2,324,157	1,176,100	1,176,100	1,176,100	1,176,100
FED TRANSIT ASST-OPERAT	7,786,382	4,193,266	4,140,000	4,100,800	4,088,100	4,088,100
LOCAL TRANS FD SB325-PL	8,280	-	110,000	110,000	110,000	110,000
FAREBOX SALES	688,019	663,121	730,000	656,100	617,900	670,000
TICKET SALES	884,955	1,018,320	707,000	968,700	767,200	828,000
SEKI-SHUTTLE SEQ/KINGS	1,476,394	1,447,130	1,163,800	1,450,000	1,450,000	1,450,000
SEKI 5311 REVENUE	-	67,644	-	65,000	65,000	65,000
CNG SALES	431,263	160,715	999,100	214,000	206,000	225,000
CARBON CREDITS	536,987	551,218	400,000	550,000	550,000	550,000
SALE OF ADVERTZG SPACE	184,652	165,062	200,000	165,100	165,100	165,100
SPONSORSHIP	3,000	-	-	-	-	-
FACILITIES RENTAL	264,532	240,885	220,000	282,700	270,000	270,000
TROLLEY LEASE FEES	4,754	6,173	5,000	2,600	3,000	3,000
INVESTMENT EARNINGS (IN	228,381	276,294	110,000	150,000	150,000	100,000
INVESTMENT GAIN/LOSS	5,184	19,282	(13,900)	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(101,758)	167,578	(22,400)	-	-	-
REBATE REVENUE	1,435	1,639	1,000	1,000	1,000	1,000
MISC REVENUE	(31,433)	3,980	-	-	-	-
CASH (OVER)/SHORT	620	174	-	-	-	-
REIMB CITY EXPENSES	7,054	6,508	-	6,700	6,700	6,700
SUBROGATION RECOVERY	654	38,842	-	1,355	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>26,194,208</b>	<b>19,863,547</b>	<b>14,825,100</b>	<b>14,630,855</b>	<b>14,296,700</b>	<b>14,378,600</b>
SERVICES PROVIDED REIMBURSE	579,275	677,980	560,000	600,000	600,000	600,000
CHARGES-CAPTL PROJECTS	2,664	32,561	-	10,000	10,000	10,000
<b>TOTAL ALLOC/SERV PROV</b>	<b>581,939</b>	<b>710,541</b>	<b>560,000</b>	<b>610,000</b>	<b>610,000</b>	<b>610,000</b>
<b>TOTAL RESOURCES</b>	<b>26,776,147</b>	<b>20,574,088</b>	<b>15,385,100</b>	<b>15,240,855</b>	<b>14,906,700</b>	<b>14,988,600</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	1,107,261	1,044,902	995,600	910,400	1,044,200	1,063,200
OPERATING EXPENDITURES	13,140,801	15,013,532	10,478,900	15,589,380	14,418,900	15,015,000
SERVICES PROVIDED	430,645	549,356	420,600	537,300	537,300	537,300
ALLOCATIONS	3,570,551	3,624,421	3,473,200	3,471,100	3,225,900	3,224,700
<b>TOTAL OPERATING EXPENDITURES</b>	<b>18,249,258</b>	<b>20,232,211</b>	<b>15,368,300</b>	<b>20,508,180</b>	<b>19,226,300</b>	<b>19,840,200</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>2,368,963</b>					
<b>SURPLUS(SHORTFALL)</b>	<b>6,157,926</b>	<b>341,877</b>	<b>16,800</b>	<b>(5,267,325)</b>	<b>(4,319,600)</b>	<b>(4,851,600)</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>TRANSIT-CAPITAL - 452</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
SB1-TRANSIT	-	-	263,400	263,400	218,500	218,500
LOCAL GRANTS	-	1,728,475	-	-	-	-
LOCAL TRANS FD SB325-CA	-	-	1,486,500	1,486,500	1,500,000	1,500,000
FED TRANSIT ASST-CAP	-	-	1,763,800	1,763,800	597,300	597,300
LOCAL TRANS FD SB325-OP	-	953,356	-	-	-	-
SEKI-SHUTTLE SEQ/KINGS	-	-	270,000	270,000	270,000	270,000
INVESTMENT EARNINGS (IN	2	112,647	-	-	-	-
INVESTMENT GAIN/LOSS	-	7,861	-	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(1)	68,323	-	-	-	-
REBATE REVENUE	-	18	-	-	-	-
<b>TOTAL MISCELLANEOUS</b>	<b>1</b>	<b>2,870,680</b>	<b>3,783,700</b>	<b>3,783,700</b>	<b>2,585,800</b>	<b>2,585,800</b>
<b>TOTAL RESOURCES</b>	<b>-</b>	<b>2,939,003</b>	<b>3,783,700</b>	<b>3,783,700</b>	<b>2,585,800</b>	<b>2,585,800</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SERVICES PROVIDED	-	1,690	-	-	-	-
<b>TOTAL OPERATING EXPENDITURES</b>	<b>-</b>	<b>1,690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>-</b>	<b>4,870,042</b>	<b>13,774,869</b>	<b>13,774,900</b>	<b>645,000</b>	<b>1,515,400</b>
<b>SURPLUS(SHORTFALL)</b>	<b>-</b>	<b>(1,932,729)</b>	<b>(9,991,169)</b>	<b>(9,991,200)</b>	<b>1,940,800</b>	<b>1,070,400</b>

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>STORM SEW MAINT - 481</b>						
<b>RESOURCES</b>						
<b>REVENUES</b>						
STORM SYSTEM OPERATIONS	1,216,703	1,341,232	1,309,100	1,354,600	1,368,100	1,381,800
INVESTMENT EARNINGS (IN	16,840	26,259	11,500	25,000	25,000	25,000
INVESTMENT GAIN/LOSS	382	1,832	(2,100)	-	-	-
FAIR MARKET VALUE GAINS/LOSS	(7,503)	15,926	(2,100)	-	-	-
REBATE REVENUE	452	618	500	700	500	500
SUBROGATION RECOVERY	-	1,998	-	-	-	-
CONTRIBUTION REVENUE	3,724,852	185,208	-	-	-	-
MISC REVENUE	112,014	99,678	105,000	100,000	105,000	105,000
<b>TOTAL REVENUES</b>	<b>5,063,740</b>	<b>1,672,751</b>	<b>1,421,900</b>	<b>1,480,300</b>	<b>1,498,600</b>	<b>1,512,300</b>
<b>ALLOC/SERV PROV</b>						
CHARGES-CAPTL PROJECTS	4,442	7,656	-	5,600	-	-
<b>TOTAL ALLOC/SERV PROV</b>	<b>4,442</b>	<b>7,656</b>	<b>-</b>	<b>5,600</b>	<b>-</b>	<b>-</b>
<b>TOTAL RESOURCES</b>	<b>5,068,182</b>	<b>1,680,407</b>	<b>1,421,900</b>	<b>1,485,900</b>	<b>1,498,600</b>	<b>1,512,300</b>
<b>EXPENDITURES</b>						
<b>OPERATING EXPENDITURES</b>						
SALARIES AND BENEFITS	516,139	627,448	504,200	534,400	524,700	533,800
OPERATING EXPENDITURES	580,442	546,161	508,700	582,400	516,400	515,700
SERVICES PROVIDED	126,207	176,600	230,000	174,700	174,400	174,400
ALLOCATIONS	777,800	860,862	756,200	790,200	784,000	784,000
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,000,588</b>	<b>2,211,071</b>	<b>1,999,100</b>	<b>2,081,700</b>	<b>1,999,500</b>	<b>2,007,900</b>
<b>CAPITAL IMPROVEMENTS</b>	<b>114,951</b>	<b>443,369</b>	<b>1,613,937</b>	<b>1,613,900</b>	<b>552,700</b>	<b>665,000</b>
<b>SURPLUS(SHORTFALL)</b>	<b>2,952,643</b>	<b>(974,033)</b>	<b>(2,191,137)</b>	<b>(2,209,700)</b>	<b>(1,053,600)</b>	<b>(1,160,600)</b>

### INTERFUND TRANSFERS

Transferring Fund	Receiving Fund	Proposed 2020-21	Proposed 2021-22	
<b>General Fund - Interfund Transfers:</b>				
	<i>Capital Project Fund</i>			
	Parking District	\$ 250,000	\$ 250,000	1
	<i>Debt Service Fund</i>			
	VPFA 2014 Certificates of Participation	127,500	127,500	2
	VPFA 2015 Certificates of Participation	590,000	590,000	3
	<i>Business Type Funds</i>			
	Animal Control			
	Operations	837,300	850,800	4
	Debt Service	567,400	567,400	4
	Visalia Baseball			
	Operations	100,000	100,000	5
	Capital Projects -Set Aside	200,000	200,000	5
	Convention Center			
	Operations	1,679,100	1,477,200	6
	Capital Projects	-	-	6
	Debt Service (2014 & 2015 COP)	1,090,600	1,090,500	6
	General Fund Inter-Fund Transfer	5,441,900	5,253,400	
	emergency reserve transfer			
	VECC			
<b>Special Revenue Fund:</b>				
Measure T - Police	VPFA 2015 Certificates of Participation	151,400	151,500	7
Police Impact Fee	VPFA 2015 Certificates of Participation	414,900	414,900	8
<b>Capital Project Fund:</b>				
Kaweah Lake	Storm Sewer Maintenance	300,000	300,000	9
		<b>Total</b>	<b>\$ 6,308,200</b>	<b>\$ 6,119,800</b>

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 fund operating and debt service for Animal Control.

5 To fund operating for Visalia Baseball.

6 To fund operating and capital expenses and debt service payments for Convention Center.

7 To fund Measure T portion of 2015 Certificate of Participation.

8 To fund Police Impact Fee portion of 2015 Certificate of Participation.

9 Transfer of fees to fund Storm Maintenance operations per voter approval in March 2013.

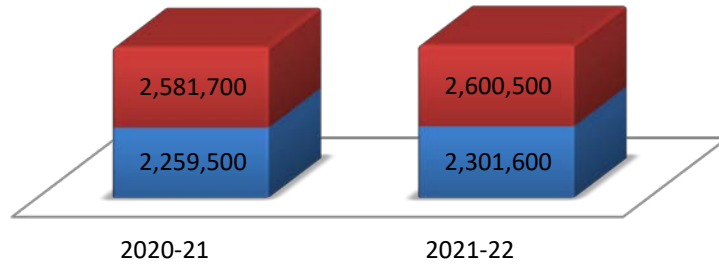
# ADMINISTRATION DEPARTMENT

**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.



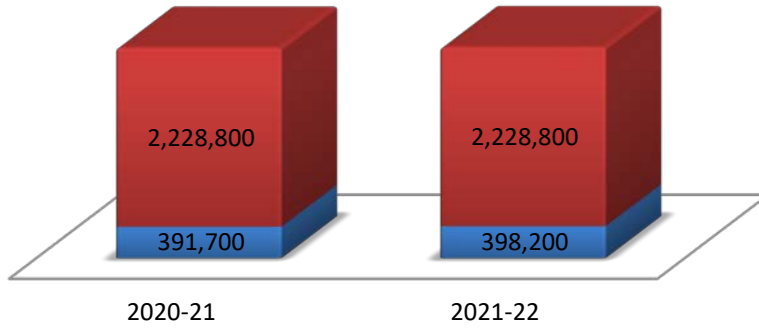
### Administration General Fund Summary

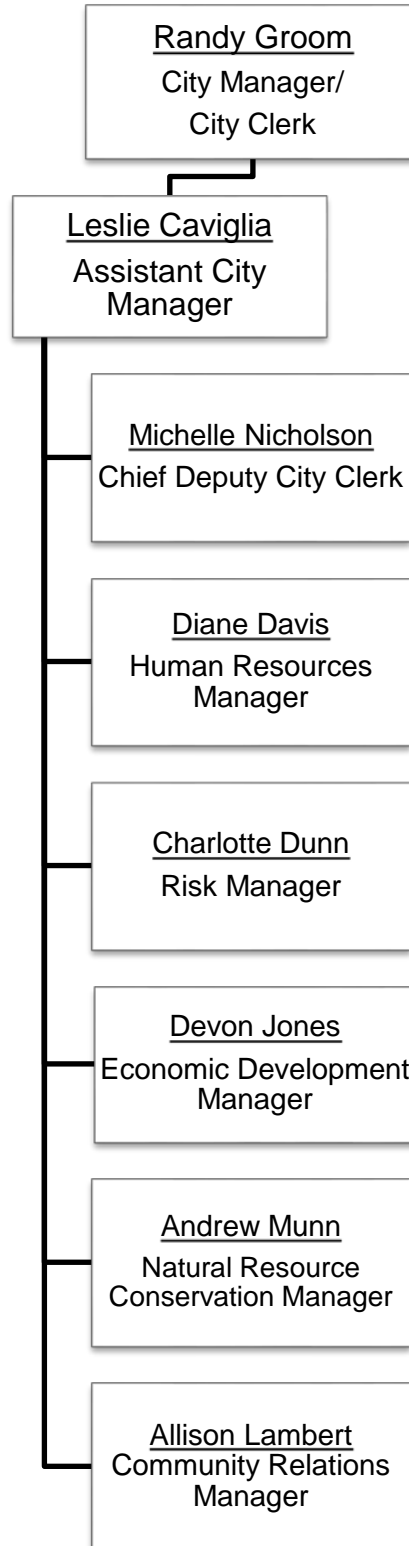
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Risk Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 17

### ADMINISTRATION

#### ALL FUNDS

	2017-18	2018-19	2019-20	2019-20	2020-21	2021-22
OPERATING EXPENDITURES	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
<b>GENERAL FUND</b>						
CITY COUNCIL - 001 - 1011	479,242	528,500	574,300	456,900	478,200	493,200
ASSIST. CITY MANAGER - 001 - 1015	-	-	280,400	291,500	289,500	297,500
ECONOMIC DEVELOPMENT - 001 - 1018	-	-	359,400	382,200	374,300	377,900
CITY MANAGER - 001 - 1021	641,437	625,567	699,700	780,400	772,500	782,100
CITY CLERK - 001 - 1022	151,759	181,743	181,900	194,200	277,600	236,200
COMMUNITY RELATIONS - 001 - 1023	149,334	166,861	169,500	168,200	173,400	187,100
LEGAL - 001 - 1025	1,089,592	1,140,578	1,202,100	1,205,600	1,229,200	1,241,200
DEPUTY CITY MANAGER - 001 - 1026	200,093	61,312	-	-	-	-
WATER CONSERVATION - 001 - 1045	104,001	126,139	131,500	132,300	314,100	322,100
CONV CTR - VISITOR'S BUREAU - 001 - 1051	322,680	322,816	334,300	347,100	337,200	337,200
COMMUNITY ARTS - 001 - 1061	42,112	45,391	45,000	43,500	41,700	41,700
HUMAN RESOURCES - 001 - 1125	686,760	780,624	761,000	913,400	901,800	959,200
UNEMPLOYMENT INSURANCE - 001 - 1127	84,547	104,687	103,000	128,700	153,700	128,700
LABOR RELATIONS - 001 - 1128	35,562	8,756	42,500	43,500	40,900	40,900
ADMIN SERVICES DIRECTOR - 001 - 1501	1,533	(530)	-	-	-	-
ASSIST. CITY MANAGER - 001 - 1801	263,034	270,571	-	-	-	-
ECONOMIC DEVELOPMENT - 001 - 1809	340,437	388,894	-	-	-	-
PW SAFETY PROGRAM - 001 - 3132	148,277	160,425	-	-	-	-
CONSERVATION FUND ZERO DIV - 011 - 3810	48	69	100	-	-	-
Total Operating Expenditures	4,740,448	4,912,403	4,884,700	5,087,500	5,384,100	5,445,000
Reimbursements	(2,690,615)	(2,771,020)	(2,428,800)	(2,907,500)	(3,104,100)	(3,108,100)
<b>Net General Fund</b>	<b>2,049,833</b>	<b>2,141,383</b>	<b>2,455,900</b>	<b>2,180,000</b>	<b>2,280,000</b>	<b>2,336,900</b>
<b>INTERNAL SERVICE</b>						
RISK PROP INS ZERO DIV - 551 - 5510	-	-	40,400	35,000	-	-
RISK MANAGEMENT ADMIN - 551 - 5512	267,077	280,875	284,800	310,800	307,000	311,200
SAFETY PROGRAM - 551 - 5513	-	-	162,500	169,400	169,500	171,800
RISK - LIABILITY PROTECTION - 551 - 5521	1,301,710	1,149,422	2,148,200	2,031,200	1,831,200	1,831,200
RISK - PROPERTY & BONDS - 551 - 5522	360,469	364,366	269,000	374,700	374,600	374,600
RISK PERSONNEL INS ZERO DIV - 552 - 5530	11,744,619	12,250,923	13,163,400	13,197,700	13,686,100	14,376,100
RISK WORK COMP ZERO DIV - 553 - 5540	1,829,605	2,150,838	2,136,400	2,196,400	2,191,700	2,191,700
Total Operating Expenditures	15,503,480	16,196,424	18,204,700	18,315,200	18,560,100	19,256,600
Reimbursements	(260,182)	(248,800)	(393,400)	(446,000)	(474,400)	(474,400)
<b>Net Internal Service</b>	<b>15,243,298</b>	<b>15,947,624</b>	<b>17,811,300</b>	<b>17,869,200</b>	<b>18,085,700</b>	<b>18,782,200</b>
<b>TOTAL ADMINISTRATION</b>	<b>17,293,131</b>	<b>18,089,007</b>	<b>20,267,200</b>	<b>20,049,200</b>	<b>20,365,700</b>	<b>21,119,100</b>



### 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 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>City Council</b>						
2018 completed the final phase of the Visalia City Council members elected by-District. The Council is the legislative policy-making branch of City government and is a five member body. Through its power to pass ordinances, levy taxes, award contracts, appoint the City Manager and City Attorney, committees and commissions, the Council directs the course of city government.	Council Meetings	40	30	30	35	35
	City Council Ordinances Passed	15	23	20	20	20
	City Council Resolutions Passed	73	59	50	70	70

### CITY ADMINISTRATION—1021, 1015

**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.

The Assistant City Manager oversees Human Resources, Natural Resources, Water Conservation, and Risk Management.

#### 2018-2020 Accomplishments

1. Presented and adopted a balanced budget for FY 2018-20 that maintained the Council-established Emergency Reserve Fund at a fully funded level.
- 
 2. Implemented the Squad Vehicle Emergency Medical Response Units as approved by the voters in the 2016 Measure N. These units will improve the City’s response to medical emergencies, reduce wear on the most expensive Fire Department apparatus, and enhance the Fire Department’s response capabilities during peak times.
- 
 3. Completed construction of the softball complex at Riverway Sports Park, completing the fifth and final phase of this regional park and honoring the commitment to the community to finish this significant regional project.
- 
 4. Continued planning and development of the East Downtown Civic Center, with approval of a concept plan for the overall site, approval to move ahead with the design of the public safety building, and significantly increased the Civic Center financial fund.
- 
 5. Continued expansion in earnest of the east downtown, with the addition of a microbrewery overlay, which has helped to spur additional economic activity in the area.
- 
 6. Completed the significant expansion project at Goshen Avenue and Demaree Street, substantially improving traffic flow through that heavily traveled intersection. Continued with improvements along the Highway 198 Corridor including improvements at the Akers Interchange, specific improvements that will be implemented at Shirk and Downtown ramps, and long range plans for improvements at Lovers Lane.
- 
 7. Continued to implement Council direction to dispose of surplus properties including the former Lumberyard, the Main Street Theatre, farm land on Shirk and the Successor Agency property at Goshen and Ben Maddox.
8. Successfully recruited multiple Department Head positions in Fire, Community Development, General Services, and Community Services with high quality candidates appointed to these critical positions.

#### 2020-2022 Objectives

1. Submit a balanced two year budget for 2020-22.

2. Work with the City Council on developing budget strategies as actual revenues and expenditures are realized following the pandemic.
3. Continue the strategic structuring of the organization to meet the needs of a growing community, acknowledging the need to be sensitive to evolving needs as the community emerges from the pandemic.
4. Develop strategies for enabling economic recovery as the community endeavors to recover from the pandemic with a continued strong focus on job creation/economic development activities in all sectors of the local economy (industrial, retail, office, institutional and downtown).
5. Focus effort and resources on planned migration toward the Civic Center in east Visalia, which will include taking steps to vacate original City Hall property on Acequia Avenue.
6. Increase the maintenance of effort on City-owned facilities and ongoing infrastructure improvements.
7. Continue with the planning and development of eastside water retention basins and regional park facilities.
8. Successfully expand Sphere of Influence to reflect areas of anticipated growth.
9. Refine City role in addressing issues related to homelessness – better coordinate resources and operations with County of Tulare and other partners.
10. Continue to work with Cal Trans on long range improvements that will improve the transportation along the Highway 198 corridor.
11. Enhance the quality of life for local residents through continued improvement of trails and parks system, opportunities for the arts, and refined recreational programs.
12. Maintain and build upon strong partnerships with allied organizations, including, but not limited to 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, as well as 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, processes 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.

#### 2018-2020 Accomplishments



1. Administered the 2018 by-District City Council Election for Districts 3, 4, & 5 including coordination with the Tulare County Elections Division.
2. Continued to administer provisions of the Brown Act, Maddy Act, Public Records Act, and Political Reform Act including the bi-annual review of the City’s Conflict of Interest Code for Council approval in October 2020.
3. Administered requirements of AB 1234, Ethics Training and AB 1661, Harassment Prevention Training for Council and Planning Commissioners.
4. Fulfilled duties as local filing officer for FPPC: Includes Election Campaign Statements, Economic of Interests Statements (FPPC Form 700), ethics training, and harassment prevention training.
5. Trained and monitored Committees and Commission staff representatives on Brown Act requirements, and administered the provisions of the Maddy act for Committees and Commissions.

#### 2020-2022 Objectives



1. Secure and implement an updated Agenda Management Software Program.
2. Secure and implement an MOU with the Tulare County Recorder’s Office for electronic recording of documents.
3. Revise the City’s Records Management Manual/Policy, and implement and train staff.



4. Administer the 2020 by-District City Council Election for Districts 1 & 2 including coordination with the Tulare County Elections Division.
5. Continue to administer provisions of the Brown Act, Maddy Act, Public Records Act, AB 1234, AB 1661, Political Reform Act, including the bi-annual review of the City’s Conflict of Interest Code for Council approval in 2020.

<i>Performance Measurements - Administration</i>		Actual	Actual	Projected	Forecast	Forecast
<i>Strategy</i>	<i>Measure</i>	2017-18	2018-19	2019-20	2020-21	2021-22
<b>City Clerk</b> 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	50	53	50	45	45
	City Council Audio Recordings	25	29	28	25	25
	FPPC Form 700 Filings	121	117	115	115	115
	Campaign Filings	81	108	115	120	120
	Municipal Code Supplements	4	4	4	4	4

### COMMUNITY RELATIONS – 1023

**Division Description:** The Communications Manager is focused on continually improving the communication between residents and the City. This Division utilizes a variety of mediums including, but not limited to, local media, print and broadcast advertisements, the City website, social media, City publications, public presentations, and public awareness programs that provide residents with timely, accurate information. By working with other City Departments, the Division supports the messaging and outreach of these Departments, while assisting with events, programs and advertising. This Division also provides support services to the City Council.

#### 2018-2020 Accomplishments



1. Coordinated outreach on news, events and special messaging with various Departments, included, but not limited to, Public Works, Police, Fire, Animal Services, Community Development, and Recreation. Created a system of developing and producing our own news items and social media posts in order to better communicate with the public and provide updates to local media.

2. Key member of multiple City-wide communication campaigns, including but not limited to, the Goshen & Demaree Improvement Project, the 3-Can Conversion Project, and the illegal fireworks reporting platform.

3. Key member of multiple special events such as the grand opening and ribbon cutting ceremony of the Water Reclamation Facility, the ribbon cutting of the Goshen & Demaree Improvements, Department events and groundbreakings.



4. Expanded the City's offering of publicly available communications through the City's first monthly column in the Chamber of Commerce newspaper and the City as an organization's first monthly column in Direct Magazine. Along with Convention Center Manager Shelley Ellis, launched the City of Visalia's first podcast, Visalia On Air, utilizing the platform and emerging technology to add to our offerings of publicly available information channels.



5. Launched the City's official LinkedIn social media page, and immediately utilized the platform to assist HR with recruitment and employee communication by opening a Job Center account and assisting with a number of Department Head and manager level recruitments.

#### 2020-2022 Objectives



1. Work with City Departments to update their respective sections of the City website and organize and clean the Civica Filebank, with the assistance of the City Clerk. Increase the City's use, as appropriate, of the Civica CRM module. Ultimately prepare each section of the website to be integrated into a future City website and assist the IS Division with the planning and development of the next City website.

2. Work with Human Resources in rebranding City recruitment efforts. Identify sources for career opportunity posts, advertising and outreach and create an outline and fact sheet for each professional recruitment that can help shape the scope of the postings audience.

3. Develop a plan for cross promotion across other City Departments and how we can best utilize and help grow each other's platforms through monthly content calendars, tagging, sharing and commenting on social media, press release and news distribution and support thereby bringing City communications together in a more unified voice.
4. Develop community relations/communications plans and procedures to provide Department's outlines, checklists, templates and best practices that will help them provide information in a way that can more effectively move press releases, news items, public meetings and presentations into documents, events and plans prepared for release and execution.
5. Develop methods for increased and improved employee communications. This would include the revamp of the Employee Intranet, creation of an employee newsletter, integration of CORE Team events and information and schedule of employee updates through City channels.

<i>Performance Measurements - Administration</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Communications Manager</b>						
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 website through post development and management; managing City social media channels; promoting the City Speakers Bureau; developing informational material for department publications and promotions; assisting departments with outreach, marketing and events; running the City news center and drafting and producing columns, articles and videos, overseeing the City Communications Committee, supporting the City Clerk and providing assistance to the Mayor and City Council.	Inside City Hall Newsletter Subscribers	2,356	2,439	2,530	2,615	2,690
	Website Users	320,486	386,521	432,000	477,000	517,000
	Website News Posts	215	172	190	215	220
	Website Calendar Posts	226	222	232	237	242
	Press Releases	52	58	65	67	70
	Media Inquiries	91	70	65	60	50
	Speakers Bureau Presentations	21	16	12	15	18
	AlertTC Messages Sent	0	0	0	3	3
	Facebook Likes	8,268	10,199	11,350	12,100	13,000
	Facebook Posts	827	854	870	880	890
	Twitter Followers	NA	NA	300	2,250	2,575
	Twitter Posts	3,678	4,133	4,350	4,600	4,850
	Instagram Followers					
Instagram Posts	118	81	120	125	130	
LinkedIn Followers	N/A	N/A	760	780	800	
LinkedIn Posts	N/A	N/A	30	35	40	
<b>Performance Measurements Outcome:</b> 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.						

**HUMAN RESOURCES (including Labor Relations)-1125/1128**

**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, recruitment and selection, labor relations, and payroll processing

**2018-2020 Accomplishments**

1. Conducted 70 recruitments; received 8,382 applications; processed 125 background checks, 297 LiveScan prints, 359 pre-employment medical exams, 141 medical exams for current employees, and 1,843 personnel transaction (CV-9) forms. (Includes data From July 1, 2018 through January 24, 2020)
2. Developed a comprehensive compensation and benefit summary for unrepresented employees and City Council members.
3. Implemented a systematic employee exit interview process that provides data for employee retention evaluation.
4. Conducted a City-wide employee survey to gather and evaluate employee input relative to enhancing employee retention efforts.
5. Revised City Vehicle and Cell Phone policies.

**2020-2022 Objectives**

13. Update and modernize the Human Resources online presence to provide a more comprehensive and enhanced recruitment experience.
14. Use employee survey data to implement strategies to improve the overall City employment experience.
15. Successfully negotiate successor MOUs with Bargaining Groups A, B, E, G, and M, and meet with unrepresented employees to review terms and conditions of employment.
16. Revamp the employee onboarding process including implementation of a more comprehensive new hire orientation.
17. Provide more opportunities for employee interaction and communication.



18. Create employee development opportunities to increase knowledge and enhance skills.
19. Implement an ongoing internship program to provide meaningful experiences to community members and creates a recruitment pipeline.
20. Review, develop and revise City policy guidelines and administrative policies.



<i>Strategy</i>	<i>Measure for Full-Time Employees</i>	Actual 2017/18	Actual 2018/19	Projected 2019/20	Forecast 2020/21	Forecast 2021/22
<b>Human Resources</b> To attract and retain qualified employees for the City of Visalia	New Hires	58	76	60	70	70
	Separations	52	59	60	65	65
	<u>New Positions Added</u>					
	<i>Regular</i>	22	16	11	15	15
	<i>Contract</i>	2	0	1	1	1
	Average # Employees	588	594	608	618	628
	Annual Turnover %	8.8%	9.9%	9.9%	10.5%	10.4%

### ECONOMIC DEVELOPMENT DIVISION -1018

**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 and at least temporarily assisting with the development and use of various city owned property assets. 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, partnering with developers and brokers, and working closely with other city departments and private industry through the development review process serving as a 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), College of the Sequoias, Tulare County Workforce Investment Board, Downtown Visalians, Visalia Chamber, South Valley Industrial Collaborative, Tulare Kings Hispanic Chamber, Small Business Development Center and numerous brokerage firms and developers.

#### 2018-2020 Accomplishments



1. There have been several new locations and and/or expansions established in key business districts ranging from retail to industrial projects. Projects include the UPS Central Valley Ground Hub, Caprock 1.1 mil SF spec industrial space currently in permitting, Millipore Sigma, YS Industrial project (in permitting) and DDG's newest project at the SEC of Riggins and Plaza currently under construction.

2. Division helping out with property management while new Community Services Director position is filled and as Deputy City Manager position has been in flux.



3. Business relations are positive with many partnerships in place and initiatives actively being worked on including the South Valley Industrial Collaborative.

#### 2020-2022 Objectives



1. Aid SVIC in completing their industrial training center feasibility study project finding a viable option in Visalia

2. Grow additional manufacturing and industrial jobs and pipeline of available workforce in the region



3. Enhance local eco-system for entrepreneurship growth

4. Successfully complete numerous strategic property transactions currently in process



Strategy	Measure	Actual 18-19	Actual 19-20	Forecast 20-21	Forecast 21-22
Focus on primary job growth to maximize import of new wealth in to Visalia	Industrial sector job growth	New measure	New measure	1,000	500
Market to prospective employers and real estate brokers/site selectors	# of impressions made*	10,000	27,000	100,000	100,000
Maintain ongoing participation with various business groups	# of meetings attended	50	50	50	50

\*marketing efforts include print, video, social media, news articles, direct contacts, among others and target site selectors, real estate brokers, industrial employers, retail establishments, and general business contacts



### WATER CONSERVATION -1045

**Division Description:** The Water Resources Division is a newly organized division that transitioned from Natural Resources to focus on water resources given the significance of water to the City. The division focuses on water conservation, management of the water shares owned by the City for the greatest benefit, seeking additional water resources, implementing new and innovative programs and projects that will enhance water resources as well as involvement with implementing water related regulations such as the Groundwater Sustainability Act.

#### 2018-2020 Accomplishments

1. Participated in the Mid-Kaweah Groundwater Sustainability Agency including the filing of the first Groundwater Sustainability Plan with the Department of Water Resources.
-  2. Continued to provide community outreach and education regarding water conservation with enforcement action being implemented only when compliance through education did not occur.
-  3. Began the development of the first permanent basins at the eastside park and recharge facility.

#### 2020-2022 Objectives

-  1. To improve the groundwater levels beneath the City at a better level.
-  2. Transition to a more effective level of the groundwater ordinance to encourage great conservation.
3. Implement and monitor progress of the Groundwater Sustainability Plan.

<i>Performance Measurements - Water Conservation</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Conserve City's water by conducting community outreach, education, and ordinance enforcement.	Water resources presentations	38	62	25	18	36
	Notices issued	3,966	3,434	6,000	3,000	5,500
	Citations issued	487	442	650	500	700
<b>Performance Measurements Outcome:</b> The goal of achieving these metrics is to conserve and enhance one of the City's most valuable resources, its groundwater supply and to comply with state and federal regulations related to water.						

**CITY SAFETY - 5513**

**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 prevent losses and 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 relating to City operations.

**2018-2020 Accomplishments**

1. Conducted monthly investigation and analysis of occupational illness, injury, vehicle accidents, property damage, and near miss events.
2. Conducted ongoing analysis of Safety Program status and regulatory requirements.
3. Developed and implemented Cal/OSHA, NFPA, and ANSI required programs and training.
4. Performed facility inspections in/at City facilities.
5. Analyzed and mitigated potential hazardous indoor air quality issues.
6. Responded to incidents of employee exposure to infectious diseases.

**2020-2022 Objectives**

1. Complete monthly investigation and analysis of all occupational illness, injury, accidents, property damage, and near miss events.
2. Analyze and improve compliance in safety program status and implement Cal/OSHA, NFPA, and ANSI required programs.
3. Conduct evacuation planning and facility inspections in/at City facilities.
4. Develop Public Works Safety and Procedure manual.
5. Expand mission specific employee safety training where needed.
6. Expand employee compliance with infectious disease prevention requirements.
7. Expand use of technology to streamline safety program essentials such as training, inspection, and documentation.

**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.

**2018-2020 Accomplishments**

1. Managed 188 liability and 145 workers compensation claims filed against the City of Visalia.
2. Coordinated 105 Family Medical Leave (FMLA) request for employee/family medical leaves consistent with state and federal guidelines.
3. Transitioned to a new Employee Assistance Program with additional benefits, easier access and cost savings.
4. Coordinated with Employee Health Benefit Committee (EHBC) to implement health plan changes and rate allocations.
5. Processed 184 claims for subrogation recovering \$184,824 in reimbursements for damage to City property.
6. Provided quotes for 70 events and issued 55 certificates of insurance for private community events under an insured special event program.
7. Reviewed 205 contracts to ensure compliance with city requirements.
8. Processed 5 industrial disability retirements with CalPERS for police and fire personnel.
9. Continued to administer the Retirement Health Savings Account Plan expanding employee groups from 3 to 5.

**2020-2022 Objectives**

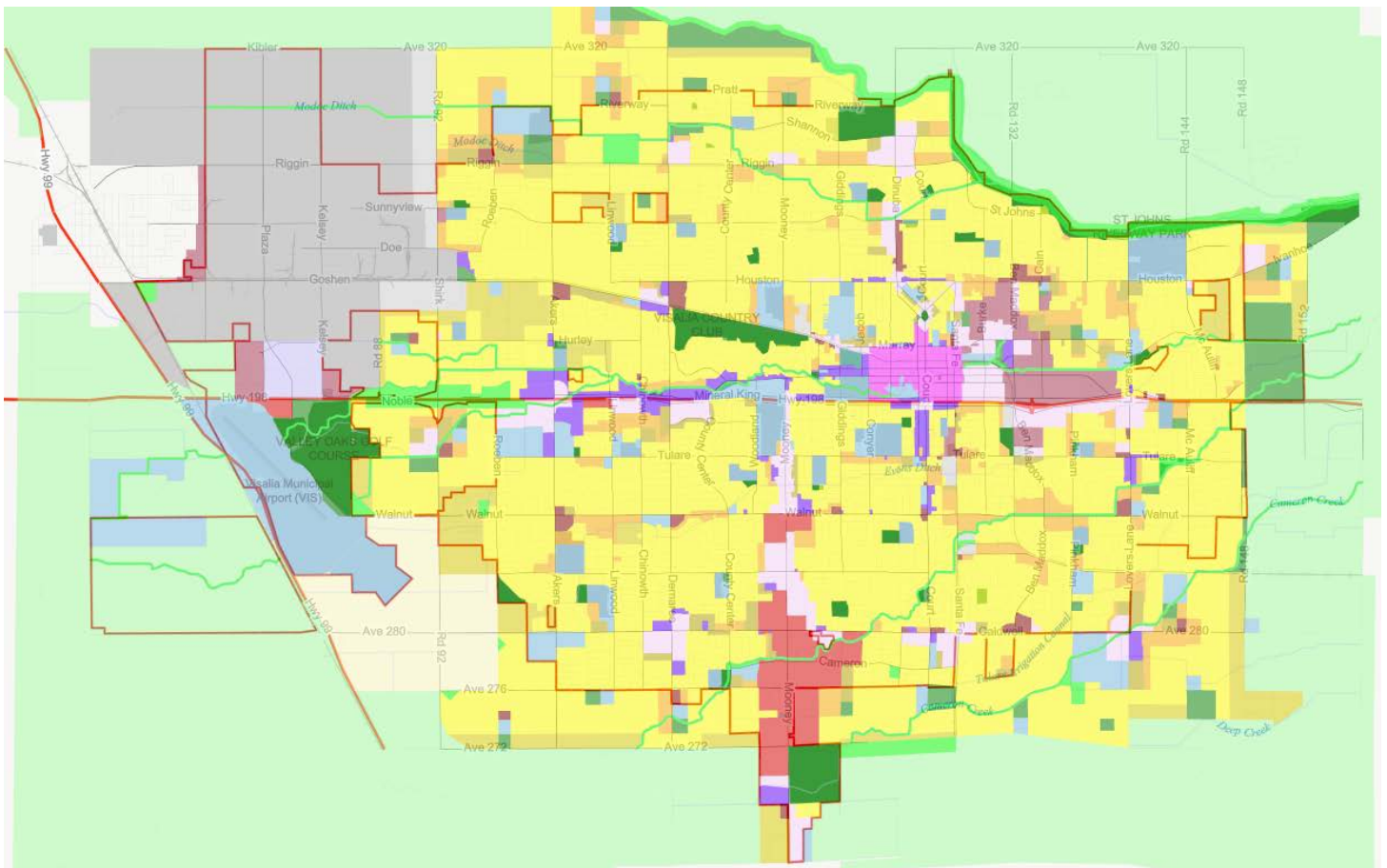
1. Manage comprehensive workers compensation claims and employee leaves.
2. Evaluate Risk Management programs for affordability and appropriate protection.
3. Identify additional insurance opportunities to limit the City's exposure to loss.
4. Continue to support the Health & Wellness Clinic and related wellness offerings.
5. Promote options for employees to prepare for retiree health with high deductible health plan, health savings accounts and employee funded retirement health savings plans.

### Performance Measurements - Risk Management

Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Risk Management</b>						
To encourage a safe work place which avoids injuries and costs	Workers Compensation claims	71	70	75	75	75
	* Program cost ( <i>Thousands</i> )	\$1,228	\$953	\$2,196	\$2,196	\$2,196
	* Claims cost ( <i>Thousands</i> )	\$898	\$731	\$1,815	\$1,815	\$1,815
To provide a quality employee health care benefit at a reasonable cost	Monthly composite employee health care cost	\$1,428	\$1,524	\$1,663	\$1,721	\$1,858
	Percentage change	7.30%	10%	4.2%	8%	8%
To provide liability support in order mitigate loss and timely resolve	Claims received	52	83	105	95	95
	Claims settled	20	26	75	70	70
	Program costs ( <i>Thousands</i> )	\$1,301	\$1,149	\$2,031	\$2,081	\$2,081

# COMMUNITY DEVELOPMENT DEPARTMENT

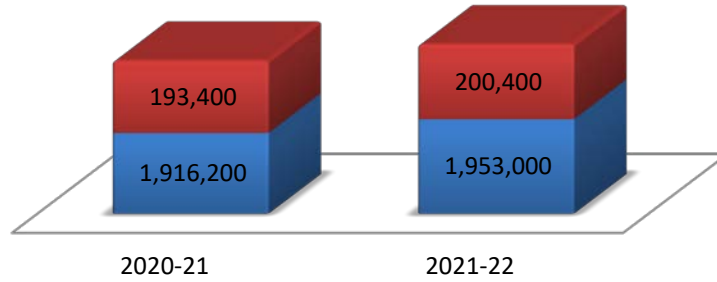
**MISSION:** The department is committed to working together with our diverse community to enhance the present and future quality of life by: ensuring an attractive, safe and environmentally-conscious community; constructing public infrastructure; promoting citizen participation in community affairs;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





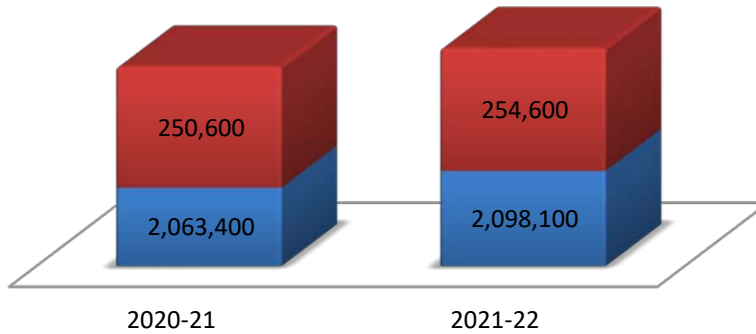
### Community Development General Fund Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Building Safety Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



**DEPT. ADMIN. & FINANCE**  
Dept Human Resources/Payroll  
Records Management  
Facility Maintenance  
Budget/ Financial Oversight  
Permit System Administration

Curtis Cannon  
Community Development Director

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

Paul Bernal  
Planning

**BUILDING SAFETY**  
Permit Plan Review  
Permit Inspections  
Fire Prevention Plan Review and  
Inspections  
Building Code Compliance

Shawn Huff  
Building Safety

**ENGINEERING  
DEVELOPMENT**  
Site Plan Review  
Special District Creation  
Permit Plan Review  
Final Subdivision & Parcel  
Maps  
Flood Map Assistance  
Economic Development  
Subdivision Agreements/  
Reimbursements  
Impact Fee Assessments

Engineering  
Development

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

Tracy Robertshaw  
Neighborhood  
Preservation

Allocated FTE's = 35





**COMMUNITY DEVELOPMENT  
ALL FUNDS**

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>OPERATING EXPENDITURES</b>						
<b><u>GENERAL FUND</u></b>						
COM. DEV. DIRECTOR - 001 - 1805	-	-	724,800	455,800	418,000	428,000
PLANNING - 001 - 1821	1,022,471	1,101,180	1,202,000	997,500	1,094,000	1,110,000
CD BUSINESS TAX - 001 - 1851	322,271	361,333	-	-	-	-
NEIGHBORHOOD PRESERVATION - 001 - 1861	625,909	839,685	823,900	878,400	859,200	871,500
ENGINEERING DEV SERVICES - 001 - 1865	-	-	-	438,000	458,500	464,000
COMM DEV DIRECTOR - 001 - 3305	634,170	548,392	-	-	-	-
ENGINEERING SERVICES - 001 - 3311	988,971	900,685	994,100	-	-	-
OAK TREE PRESERVATION ZERO DIV - 010 - 3790	6,786	3,448	2,100	-	-	-
SUBSTANDARD HOUSING ABATE - 326 - 6611	93,560	-	-	-	-	-
Total Operating Expenditures	3,694,138	3,754,723	3,746,900	2,769,700	2,829,700	2,873,500
Reimbursements	(868,101)	(796,217)	(849,000)	(783,800)	(729,200)	(729,200)
<b>Net General Fund</b>	<b>2,826,037</b>	<b>2,958,506</b>	<b>2,897,900</b>	<b>1,985,900</b>	<b>2,100,500</b>	<b>2,144,300</b>
<b><u>SPECIAL REVENUE</u></b>						
CASP CERTIF & TRNG FUND - 138 - 2380	14,038	6,946	30,400	21,300	21,300	(21,300)
VEHICLE ABATEMENT ZERO DIV - 338 - 6810	41	-	-	-	-	-
VEHICLE ABATEMENT - 338 - 6811	79,372	60,636	89,700	82,600	71,900	73,100
Total Operating Expenditures	93,451	67,582	120,100	103,900	93,200	51,800
Reimbursements	-	-	-	-	-	-
<b>Net Special Revenue</b>	<b>93,451</b>	<b>67,582</b>	<b>120,100</b>	<b>103,900</b>	<b>93,200</b>	<b>51,800</b>
<b><u>PROPRIETARY</u></b>						
BUILDING SAFETY ZERO DIV - 401 - 4010	925,017	574,913	133,000	133,100	303,800	-
BUILDING SAFETY - 401 - 4014	2,366,397	2,738,513	2,943,000	3,020,900	3,042,400	3,081,100
Total Operating Expenditures	3,291,414	3,313,426	3,076,000	3,154,000	3,346,200	3,081,100
Reimbursements	(23,970)	(31,052)	(20,000)	(31,100)	(31,100)	(31,100)
<b>Net Proprietary</b>	<b>3,267,444</b>	<b>3,282,374</b>	<b>3,056,000</b>	<b>3,122,900</b>	<b>3,315,100</b>	<b>3,050,000</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>6,186,932</b>	<b>6,308,462</b>	<b>6,074,000</b>	<b>5,212,700</b>	<b>5,508,800</b>	<b>5,246,100</b>



### MANAGEMENT -1805

**Division Description:** The Department is managed under the direction of the Community Development Director, who is responsible for development, planning, and neighborhood preservation 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, and Local Agency Formation Commission.

#### 2018-2020 Accomplishments

1. Completed an update to the Housing Element.
- 
 2. Implemented changes to the building permit system to streamline submittal and review processes, including implementation of new software to review building plans electronically.
- 
 3. 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.
- 
 4. Worked with the development community in building improvements throughout the City to assure public health, safety and welfare.
- 
 5. Completed department reorganization in order to enhance efficiencies and streamline processes in order to provide improved customer service by retaining Building, Planning, Engineering Development Services and Neighborhood Preservation in the same department.

#### 2020-2022 Objectives

- 
 1. Continue to implement changes to the City's building permit system to achieve an online submittal process which will improve responses to the community needs by developing work programs and meeting deadlines and targeted timelines on building projects.
- 
 2. Continue to utilize the new permit system by incorporating online and electronic submittals for all applications associated with the Community Development Department.
3. Continue to review the department's organizational employee structure to find efficiencies in each division.
4. Completion of Council and City Manager's high priority projects by specific timelines, including opening up Tier II for future development, changes to the Zoning Ordinance to implement General Plan Policies.
5. Improve timely customer service to the public through City teamwork, cooperation, employee training and improved work methods and efficiencies.

### 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. It also provides support staffing for the Planning Commission and Historic Preservation Advisory Committee, as well as 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 the City Planner who is also designated to serve as staff liaison to the Planning Commission.

#### 2018-2020 Accomplishments



1. Completed a comprehensive update to the City's Sphere of Influence boundary.



2. Managed the successful preparation and adoption of the Mid-Cycle Update to the 5th Cycle General Plan Housing Element for 2020-2023.



3. Managed the successful preparation and adoption of a General Plan Update to the Air Quality Element to address Indirect Source Review Rule 9510 administered by the San Joaquin Valley Air Pollution Control District.

4. Completed an update to the zoning provisions for Site Plan Review.



5. Managed the successful adoption and implementation of a zoning text amendment to implement ambulance services as a conditionally allowed use in the Industrial zone.

6. Applied for and was awarded an SB 2 Grant to implement several zoning and housing changes.

#### 2020-2022 Objectives



1. Complete and implement an Agricultural Mitigation Program for Urban Development in Tiers II and III.

2. Complete and implement a comprehensive update to the Accessory Dwelling Unit Ordinance to be consistent with State law.



3. Complete and implement zoning text changes to bring zoning ordinance consistent with Housing Element.

4. Maintain required response times for zoning inquiries – within 24 hours of receipt of inquiry.

5. Maintain a goal of bringing discretionary permit applications to hearing within 60 days of the project being deemed complete.

<i>Performance Measurements - Planning Division 1821</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b><i>Application Processing through Planning Commission</i></b>	<b>Number of Application Processed</b>					
	Conditional Use Permit	30	36	40	35	35
	Subdivisions	7	2	4	4	4
	acres	109.31	60.99	60.00	50.00	50.00
	lots	503	253	150	180	180
	Parcel Maps	5	7	10	14	15
	lots	13	12	40	43	45
	Change of Zone	2	4	4	4	4
	Variance/Exception	22	10	10	10	11
	Annexations	0	2	3	3	3
	General Plan Amendments:	2	5	3	3	3
	Appeal of Planning Commission Actions	3	1	2	2	2
	Text Amendment	3	4	2	2	2
<b><i>Historic Preservation Committee</i></b>	Historic Preservation Cases	8	4	9	9	9
<b><i>Additional Application Processing</i></b>	Home Occupation Permits	458	470	460	474	488
	Temporary Use Permits	81	60	85	90	93
	Administrative Adjustments	18	27	30	31	32
	Site Plan Review Cases	299	317	331	334	324
	Environmental Documents	71	85	85	88	90
	Programmatic Subdivision Sign Permits	0	0	3	0	0
	Lot Line Adjustments	15	11	15	19	19
<b><i>Building Permits</i></b>						
Provide plan review for the Planning portion of Commercial and Residential building permits	Residential Permits:	1,058	1,089	1,156	1,109	1,143
	Commercial Permits:	367	399	348	351	341

### 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 Specific Measurable Achievable Relevant Time-Bound (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.

#### 2018-2020 Accomplishments



1. Established a process to conduct inspection of massage businesses to assure compliance with state legislation and municipal code.



2. Established a courtesy notice process with an assigned staff person to follow-up on complaints and progress of property owners.



3. Assisted in updating the Park Ordinance and provided training to staff to ensure consistent enforcement.

4. Assisted in updating the Public Space Ordinance.

#### 2020-2022 Objectives



1. 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.



2. Complete the Standard Operating Procedure to establish written code enforcement processes.



3. Provide on-going training to other departments and divisions to assure consistent enforcement of municipal codes.



4. Further automate the new software system to include all notices in order to streamline the enforcement process.

### Performance Measurements - Neighborhood Preservation Division 1861

<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b>Code Violations</b>						
Proactively increase cases to address visual and quality of life issues	<b>Overall Reported Violations</b>	3,007	1,277	1,454	1,498	1,543
	% of increase/decrease		-58%	14%	3%	3%
Utilize increased fines for illegal marijuana grows	<b>Reported Substandard Houses</b>	436	208	186	177	168
	% of increase/decrease		-52%	-11%	-5%	-5%
Continue proactive enforcement of abandoned vehicles	<b>Marijuana Grows</b>	184	62	90	86	86
	% of increase/decrease		-66%	45%	-5%	0%
	<b>Reported Abandoned Private</b>	248	154	202	208	214
	% of increase		-38%	31%	3%	3%
	<b>Total Number of Employees</b>					
	Full-Time	7	7	7	7	7
	Hourly	3	3	3	4	4
<b>Cost Recovery</b>						
Obtain reimbursement from property owners for inspection time	<b>Amount Billed</b>	\$ 234,845	\$ 244,374	\$ 156,746	\$ 161,448	\$ 166,292



### ENGINEERING DEVELOPMENT SERVICES-1865

**Division Description:** Engineering Development 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; assesses development impact fees; administers reimbursement agreements; represents the City Engineer and City Surveyor in the area of subdividing land through the parcel and final map process; assists the City Surveyor in legal description review, land dedication, land acquisition and right of way abandonment requests; 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 program, including the Community Rating System (CRS) in conjunction with the Building Official. The Engineering Development Services Division is managed by a Civil Engineer.

#### 2018-2020 Accomplishments



1. Met commercial, residential, and industrial plan check targets for projects such as the UPS Regional Hub, Millipore Sigma, and Quail Park at Shannon Ranch senior housing and Memory Care buildings with minimal staffing levels.
2. Processed expeditious mapping requests for projects such the Project Spitfire with minimal staffing levels.
3. Successfully completed the Community Assistance Visit (audit) by the Department of Water Resources.



4. Recertified and maintained our recent increase into class level '7' with the Community Rating System (CRS), which reduces the cost of flood insurance to the citizens of Visalia.



5. Continued to assist residents, insurance agents, and real estate agents with FEMA flood map questions through the flood information phone and email hotlines, keeping up to date with Federal legislation that may impact Visalia property owners.

#### 2020-2022 Objectives



1. Further develop the subdivision map processing in the new permit software system allowing for efficient map processing and better project tracking.
2. Further improve the new permit software system by initiating a citizen's online portal for Site Plan Review submittals to allow for public convenience and staff efficiencies.



3. Update the City's Transportation Impact Fee Program including the City's current Traffic Nexus Study.



1. Maintain a level 7 with the Community Rating System, as well as explore methods for obtaining additional credits to advance to higher levels in the future.

<i>Performance Measurements - Engineering Development Services Division 1865</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b>Parcel and Final Maps</b>						
Process all Parcel and Final Maps submittals. Process Notice of Completions and establish bonding for maintaining new improvements .	<b>Applications:</b>					
	Final Subdivision/Parcel Map Recordings Lots/parcels	16 364	15 573	16 500	17 450	18 450
	Landscape & Lighting Districts Formations	10	8	12	12	12
	<b>Notice of Completion:</b>					
	Recorded Notice of Completions: Subdivision/Parcel Maps Lots/Parcels	11 552	10 408	10 450	10 450	10 450
<b>Building Permits</b>						
Provide plan review for the Engineering Development portion of Commercial and Residential building permits	<b>Residential Permits:</b>	1,058	1,089	1,156	1,109	1,143
	<b>Commercial Permits:</b>	367	399	348	351	341
		FTE 1.25	FTE 1.50	FTE 1.25	FTE 2	FTE 2
<b>Site Plan Review</b>						
Provide review for Engineering Development portion of all Site Plan Review applications	<b>Site Plan Review:</b>					
	New Submittals Resubmittals	225 74	225 92	226 105	229 106	222 102
<b>Reimbursements</b>						
Reimburse developers for improvements completed on behalf of the City based on Master Planned infrastructure	<b>Reimbursements:</b> Parcel Map, Subdivisions, Building Permits, VUSD	8	4	6	6	6
<b>Flood Map Assistance</b>						
Provide flood map assistance to property owners, insurance agents, and real estate agents regarding the revised FEMA flood maps issued 6/16/2009	Number of Calls from Public:	248	174	125	100	100

### 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 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, accessibility requirements, and energy efficiency codes and standards. The Building Safety operations are managed by the Building Official.

#### 2018-2020 Accomplishments



1. Processed and reviewed plans that facilitated commercial and industrial development and inspection including but not limited to: UPS Regional Hub, Millipore Sigma, Marriott Residence Inn, The Darling Hotel, and Quail Park at Shannon Ranch Senior Housing and Memory Care buildings.



2. Continued to administer a public awareness campaign related to building safety, permit requirements, and flood hazard safety through the “Good wall - Bad wall” public display, built and funded with public and private sector donations.



3. Staff implemented an upgraded land use and permit tracking software system allowing for more efficient service delivery to the public.

4. Achieved full staffing levels in the Building Division.

#### 2020-2022 Objectives



1. Further improve the City’s new permit tracking software system by initiating a citizen’s online portal by allowing for plan submittal and payment, leading to further staff processing efficiencies and public convenience.



2. More effectively coordinate plan check activities utilizing building staff, along with our outsourced vendor to reduce plan check turnaround times to better serve the public.



3. Perform a comprehensive review of the Development Fee Schedule.



4. Continue to seek out training opportunities for staff to provide a higher level of services to the public on the newly adopted 2020 California Title 24 regulations including but not limited to energy efficiency, accessibility and floodplain management.

### Performance Measurements - Building Safety Division 4014

Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Plan Review</b> Provide plan review for all completed plans applications for construction within target timeline	<b>New Single Family</b> within three weeks (15 days)	512 85%	602 98%	739 98%	709 100%	731 100%
	<b>Residential Additions &amp; Alteration Plan Reviews</b> within three weeks (15 days)	1,824 85%	1,956 98%	1,790 98%	1,718 100%	1,770 100%
	<b>New Multi Family Dwellings</b> within four weeks (20 days)	46 85%	49 98%	326 98%	326 100%	65 100%
	<b>New Commercial</b> within four weeks (20 days)	43 85%	51 98%	45 98%	45 100%	44 100%
	<b>Commercial Additions &amp; Alteration Plan Reviews</b> within four weeks (20 days)	324 85%	348 98%	303 98%	306 100%	297 100%
		FTE 8	FTE 8	FTE 7	FTE 7	FTE 7
<b>Site Plan Review</b> Provide review for all applications for development within target timeline	<b>New Submittals</b>	225	225	226	229	222
	<b>Resubmittals</b>	74	92	105	106	102
	<b>Total Reviewed</b>	299	317	331	334	324
<b>Permit Issuance</b> Provide building permits for construction of a building project	<b>Permits Processed</b>					
	All Building Permits	4,743	5,338	5,458	5,349	5,403
	Over the Counter Permits	1,497	1,970	2,196	2,152	2,174
	Single Family Dwellings	505	581	619	594	612
	Valuation	\$131,403,518	\$146,036,076	\$154,874,345	\$148,679,371	\$153,139,752
	Average SFD Valuation	\$260,205	\$251,353	\$250,259	\$250,259	\$250,259
	Multi Family Dwellings	104	22	110	349	258
	Valuation	\$12,702,614	\$1,916,169	\$13,423,282	\$ 42,758,400	\$ 31,605,000
	Average MFD Valuation	\$122,141	\$87,099	\$122,401	\$122,400	\$122,500
	Commercial	48	33	51	52	50
Valuation	\$32,759,573	\$31,556,465	\$82,134,444	\$ 82,955,788	\$ 80,467,115	
Average Commercial Valuation	\$682,491	\$956,257	\$1,597,059	\$1,597,059	\$1,597,059	
Total Valuation	\$246,051,502	\$262,346,949	\$331,278,482	\$324,652,912	\$327,899,441	
<b>Inspections Performed</b> Perform requested building inspections by the end of the next work day while maintaining or improving operating efficiency	<b>Inspection Requested Stops</b>	14,066	13,387	14,640	14,347	14,491
	<b>Inspections Performed</b>	31,015	32,251	33,123	32,461	32,786
	Average number of inspection stops per day per inspector	12	9	10	8	9
		FTE 5	FTE 7	FTE 8	FTE 8	FTE 8
	<b>Inspections carried over</b>	418	30	36	35	36

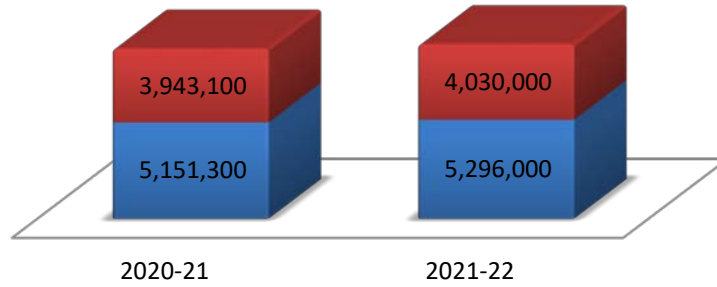
# COMMUNITY SERVICES DEPARTMENT

**MISSION:** The mission of the Community Services 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.



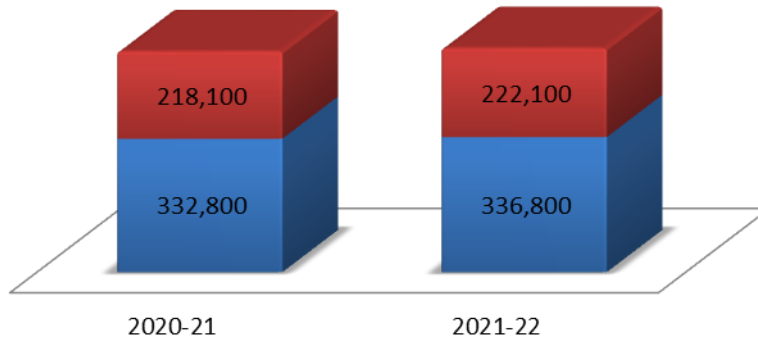
### Community Services General Fund Summary

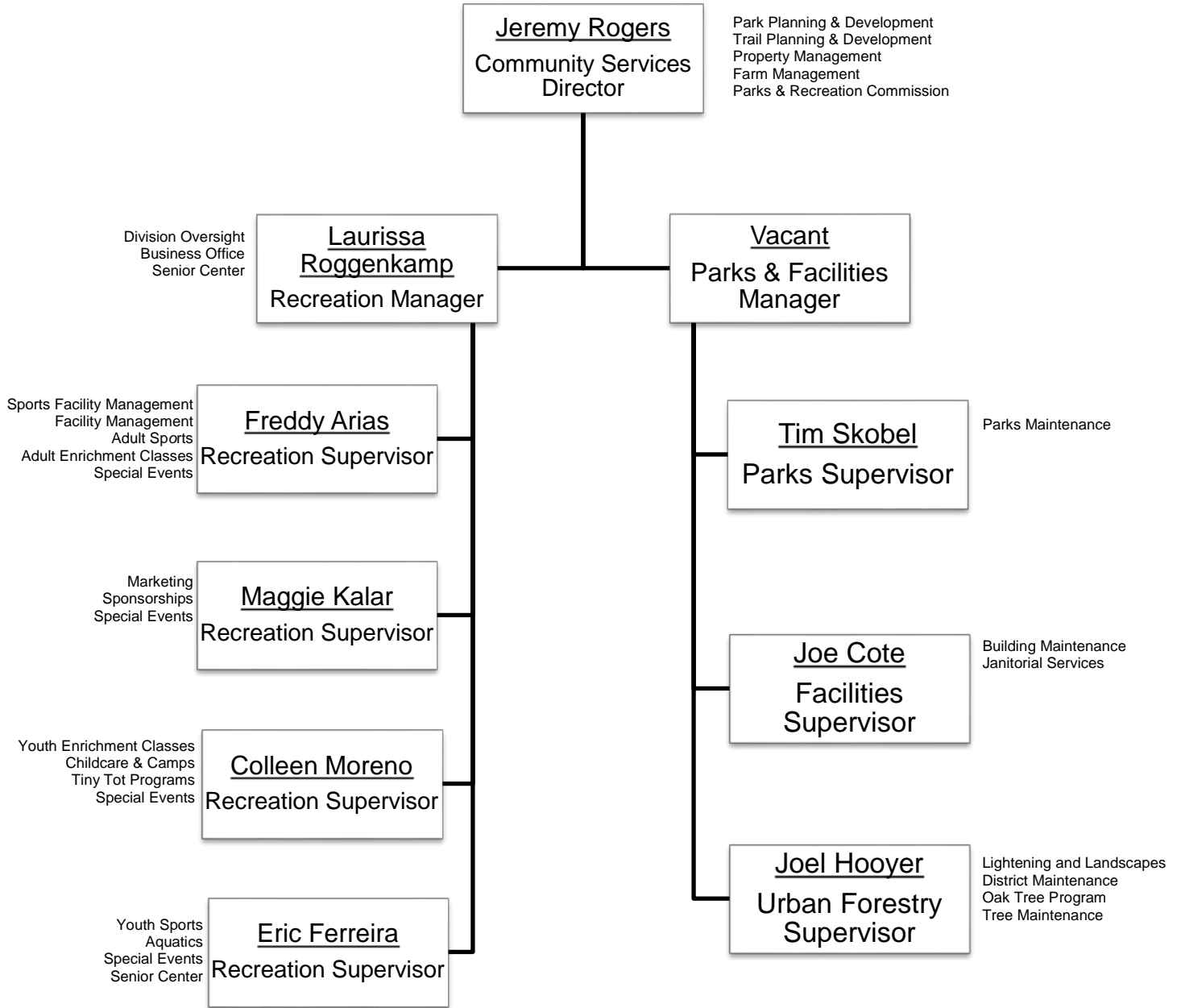
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Measure N Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 39

### COMMUNITY SERVICES

#### ALL FUNDS

OPERATING EXPENDITURES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND</b>						
COMMUNITY SERVICES DIRECTOR - 001 - 1601	-	71,887	210,700	165,600	235,200	238,000
COMMUNITY SERVICES ADMIN - 001 - 1605	-	48,765	-	354,000	356,800	361,900
PARKS & URBAN FORESTRY - 001 - 1621	-	-	524,500	487,100	517,600	524,200
PARK MAINTENANCE - 001 - 1622	-	249	3,387,000	3,811,100	4,141,500	4,211,900
BUILDING MAINTENANCE - 001 - 1623	-	-	967,200	1,029,600	1,221,600	1,250,200
BIKE PATH - 001 - 1629	-	-	136,300	169,700	179,100	182,700
PARKS & URBAN FORESTRY - 001 - 3121	444,274	414,355	-	-	-	-
PARK MAINTENANCE - 001 - 3122	3,010,409	3,015,795	11,000	-	-	-
BUILDING MAINTENANCE - 001 - 3123	877,882	798,583	-	-	-	-
BIKE PATH - 001 - 3129	127,574	113,581	-	-	-	-
PARKS AND DEV ADMIN - 001 - 3131	168,925	160,093	193,500	215,300	185,300	187,500
P&R PARKS AND REC ADMIN - 001 - 3501	219,781	249,012	234,400	246,500	-	-
P&R FACILITY MANAGEMENT - 001 - 3502	451,348	449,778	478,300	462,400	430,900	433,400
P&R MARKETING AND PROMOTION - 001 - 3503	79,255	89,929	88,100	76,600	-	-
P&R MHCC PROGRAMS - 001 - 3504	154,040	151,528	182,100	127,800	145,400	148,800
P&R AFTERSCHOOL ENHANCEMENT - 001 - 3505	259,777	290,561	283,100	288,300	397,500	408,600
P&R AQUATICS - 001 - 3506	129,592	235,057	256,800	129,300	181,200	213,400
P&R YOUTH ENRICHMENT - 001 - 3507	185,741	200,842	203,670	140,200	87,000	45,900
P&R YOUTH SPORTS PROGRAM - 001 - 3508	127,955	140,250	170,400	124,600	155,900	198,100
P&R ADULT SPORTS PROGRAM - 001 - 3509	214,351	206,617	243,400	162,100	227,000	257,200
P&R COMM WIDE CULTURAL EV - 001 - 3511	109,235	133,120	160,900	126,100	134,900	142,500
P&R RECREATION MANAGEMENT - 001 - 3514	1,277,774	1,270,841	1,356,600	1,353,400	1,790,800	1,788,500
P&R WHITMAN CTR. - 001 - 3515	28,780	102,653	-	103,300	101,200	101,200
P&R ADULT PROGRAMS - 001 - 3517	16,934	23,160	21,000	27,000	47,000	49,800
P&R RIVERWAY SPORTS PARK - 001 - 3519	8,045	6,301	13,900	10,800	-	-
P&R LOOP SERVICES - 001 - 3521	20,647	23,170	24,300	24,600	-	-
P&R HEALTH AND WELLNESS - 001 - 3522	21,573	21,986	38,100	21,300	-	-
P&R SENIOR CENTER - 001 - 3524	222,559	230,343	272,900	233,200	252,300	259,000
DAY CAMPS - 001 - 3525	-	-	-	-	121,900	138,100
Total Operating Expenditures	8,156,451	8,448,456	9,458,170	9,889,900	10,910,100	11,140,900
Reimbursements	(2,455,106)	(2,096,149)	(2,300,900)	(2,558,300)	(2,465,900)	(2,465,900)
<b>Net General Fund</b>	<b>5,701,345</b>	<b>6,352,307</b>	<b>7,157,270</b>	<b>7,331,600</b>	<b>8,444,200</b>	<b>8,675,000</b>
<b>SPECIAL REVENUE</b>						
MEASURE N-PARKS/BUILDINGS - 141 - 1412	49,538	334,082	443,100	490,500	502,800	509,100
MEASURE N-RECREATION - 141 - 1414	64,111	86,692	85,000	98,900	100,000	101,700
MEASURE N-2% YOUTH REC - 143 - 1432	46,576	92,969	185,800	145,700	176,400	182,100
WATERWAYS MAINT ZERO DIV - 251 - 2530	328,786	305,429	562,192	753,500	440,100	364,300
SPECIAL SERVICE DIST NE - 271 - 2711	152,981	176,144	175,500	176,000	198,600	201,700
SPEC SERV DIST OPEN SPACE - 272 - 2721	29,535	31,627	23,890	40,400	41,900	42,400
SPEC SERV DIST L&L ZERO DIV - 273 - 2730	64,144	17,310	505,952	506,000	-	-
SPEC SERVICE DISTRICT L&L - 273 - 2731	2,428,919	2,533,577	3,203,700	2,811,000	3,024,300	3,070,700
Total Operating Expenditures	3,164,590	3,577,830	5,185,134	5,022,000	4,484,100	4,472,000
Reimbursements	-	(610)	-	(600)	-	-
<b>Net Special Revenue</b>	<b>3,164,590</b>	<b>3,577,220</b>	<b>5,185,134</b>	<b>5,021,400</b>	<b>4,484,100</b>	<b>4,472,000</b>
<b>PROPRIETARY</b>						
VISALIA BASEBALL ZERO DIV - 405 - 4050	-	-	-	400,000	200,000	200,000
VISALIA BASEBALL - 405 - 4051	354,328	350,106	340,400	133,700	140,700	143,100
GOLF CITY ZERO DIV - 421 - 4220	12,938	-	-	-	-	-
GOLF OPERATIONS-CITY - 421 - 4221	326,816	-	-	-	-	-
GOLF OPERATIONS COURSECO - 423 - 4231	1,231,379	-	-	-	-	-
Total Operating Expenditures	1,925,461	350,106	340,400	533,700	340,700	343,100
Reimbursements	-	-	-	-	-	-
<b>Net Proprietary</b>	<b>1,925,461</b>	<b>350,106</b>	<b>340,400</b>	<b>533,700</b>	<b>340,700</b>	<b>343,100</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>10,791,396</b>	<b>10,279,633</b>	<b>12,682,804</b>	<b>12,886,700</b>	<b>13,269,000</b>	<b>13,490,100</b>



### COMMUNITY SERVICES DIRECTOR – 1601

**Division Description:** Create a dynamic organization committed to providing exceptional programs and services to the citizens of Visalia by utilizing an ongoing process of creativity and innovation.

#### 2018-2020 Accomplishments

1. 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 2018-2020.
2. Continued to be creative and innovative to fulfill the mission of the department.
3. Helped obtain grant funding for basin projects at the East Side Regional Park.
4. Provided staff liaison to the Parks & Recreation Commission, the Visalia Parks and Recreation Foundation, Park and Recreation Committee and other City committees and focus groups as necessary.



#### 2020-2022 Objectives



1. Develop and facilitate creative programs, services and events.



2. Take full advantage of non-City funding alternatives.



3. Increase community awareness of Parks and Recreation facilities, programs and events.
4. Build relationships and develop community partners.
5. Enhance Commission and Advisory Group operations.
6. Enhance engagement and utilization of the Parks and Recreation Foundation.
7. Adapt and restructure programs as appropriate in a post – Covid-19 community.

### PARKS AND FACILITIES MANAGEMENT – 3131

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

#### 2018-2020 Accomplishments

1. Worked with staff to provide an updated contract database for Public Works.
2. Integrated a new inspection process, deficiency notices, and a withholding process for contract management for all maintenance contracts.
3. Updated landscape maintenance contracts to add liquidated damages clause. Created new templates for maintenance contracts. Completed numerous RFB's resulting in contracts.
4. Helped to promote and use Measure N Funding for trail, facilities, trees, parks, and staff.

#### 2020-2022 Objectives



1. Work to keep parks safe, green, and clean.
2. Continue to monitor and utilize Measure N Funding for parks, trails, trees, and facility maintenance.



3. 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.



4. Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.



5. In all park locations, work on keeping playgrounds compliant with Federal and State standards through repairs and part replacements.



6. Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.

7. Maintain and increase staff engagement.
8. Develop performance measures for all program elements.



9. Take full advantage of non-City funding alternatives.

10. Improve productivity and organizational effectiveness.

11. Enhance Commission and Advisory Group operations.

### PARKS DIVISION - 1622

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

#### 2018-2020 Accomplishments



1. Installed new drain systems at the Riverway Sports Park, Riverbend Park and John Combs Park to address standing water safety issues on sidewalks.



2. Installed a new booster pump for better irrigation water delivery as well as new electric meter at Houk Park.



3. Deepening and renovation of irrigation water well at Sunset Park as well as installation of new submersible pump. This well had gone dry but was salvageable.



4. Redesigned and installed new irrigation stations at Constitution Park, Cherry Meadows Park, Library, and City Hall grounds.



5. Replaced deteriorated underground wiring at Plaza Park to supply reliable electricity for irrigation controllers and picnic area outlets.



6. Continued to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.



7. Planted new shrubbery at the Library entrance, Burke Park, Cherry Meadows Park, Kiwanis Park, and Sports Park by resident volunteers as Make Difference Day projects.



8. Installed a planter barrier at the Library entrance to address a pedestrian traffic safety issue.



9. Installed and spread wood chips in planter areas at Riverbend Park by resident volunteers as part of a Make A Difference Day project.



10. Extensive replacement of deteriorated and worn plastic wood decking in a playground area at the Sports Park.



11. Fabricated and installed metal shelving covers and door plates at Whitendale Park restrooms to prevent drug storage and vandalism.

#### 2020-2022 Objectives



1. Continue to keep the Parks safe, green, and clean



2. Continue to work with volunteer groups on park related projects, i.e.: Master Gardener for Memorial Park, Park Foundation, other local volunteer groups for Make a Difference Day, and other needed maintenance projects.



3. Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.



4. In all park locations, work on keeping playgrounds compliant with Federal and State Standards through repairs and part replacements.



5. Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, Ruiz Lawn and Pool Care, West Coast Arborists, etc.



6. Collaborate with the community to develop a plan for future parks.



7. Maintain policies for developer (park impact fee) contributions.

8. Improve policies on facility use and maximize the use of parks.



9. Make all parks accessible.



10. Improve park security and safety.



11. Monitor parks by way of recurrent patrols to ensure that permanent camping is deterred and parks do not become sites for the storage of accumulated belongings.



12. Facilitate communication between residents and Parks staff. Be responsive to park issues that are brought to our attention.



13. Promote volunteer support of park programs.

<i>Performance Measurements - Community Services</i>				
<i>Parks, Urban Forestry, Building Maintenance</i>				
<i>Measure</i>	<i>Actual 2018-19</i>	<i>Projected 2019-20</i>	<i>Forecast 2020-21</i>	<i>Forecast 2021-22</i>
Park acres maintained	269	269.25	292.25	292.25
Riparian open space acres acquired	0	9.15	4	4
Park acres developed	0	0.25	23	0
Park acres acquired	0	0	0	0
Acres per 1,000 pop.	2.09	2.05	2.2	2.2
Miles of multi- purpose path constructed	1.9	2	2	2
Valley oaks inspected	170	180	200	200
Acres of L&L District landscape maintained	187	207	226	245
Street & park trees trimmed or removed	4,360	5,250	5,500	5,500
Street trees added or replaced	1,292	1,400	1,500	1,200
Maintained Open Spaces	162	164	215	215
Buildings Div. ; Service requests completed	597	680	700	725
S.F. of bldgs w/ custodial service	149,345	189,835	206,669	211,669
S.F. of bldgs per custodian	11,823	11,823	12,000	12,000
Floor care S.F.	189,835	198,178	200,000	200,000
Building HVAC Service & Cooler Units	186	191	200	200

### URBAN FORESTRY – 1621, ASSESSMENT DISTRICT MAINTENANCE DIVISIONS – 2711, 2721, 2731, Trails 1629, and Riparian Setbacks 2530

**Division Description:** To enhance and maintain the City’s urban forestry program; to acquire, develop, and enhance the City’s landscape in the Light and Landscape Districts, Northeast District, Roadsides and Medians, Public Buildings, Parking Lots, Ponding Basins, creek and trailways system; and to preserve and protect open space areas throughout the City.

#### 2018-2020 Accomplishments



1. Added a Measure N staff position to assist in contract management for the rapidly increasing amounts of trails, riparian setbacks, roadsides, city facilities, forestry concerns, and work due to transients.



2. Added an hourly Park Maintenance Worker to assist in the maintenance of clean up and trash removal on the newly constructed trails and riparian setbacks.



3. Performed site visits and inspection reports in response to removal or pruning requests and coordinated the pruning of 1,500 Valley oaks within the City.

4. Successfully redistricted 5 Landscape and Lighting Maintenance Assessment Districts and completed the RFB contract process resulting in 19 new contracts for Landscape and Lighting Maintenance Assessment Districts, a Landscape Service Contract, and Parking Lot, Facilities and Backflow maintenance contracts.



5. Continued to oversee the Oak Tree Ordinance to improve the City’s ability to protect Valley Oak trees.

6. Implemented an aggressive inspection and penalty process for our contracted areas.

#### 2020-2022 Objectives



1. Maintain the health of right of ways, Landscape and Lighting Maintenance Assessment Districts, trails, and pocket parks through the efficient use of a new maintenance management software program.
2. Revise the current contracts standards, bidding process, and enforcement policies.
3. Review landscape improvement plans for Engineering for Landscape and Lighting Maintenance Assessment districts and commercial projects for site plan.
4. Respond to requests for evaluation and provide consultation on matters pertaining to Valley oaks in right of ways, private property, and new subdivisions.
5. Manage the 23 current and any future maintenance contracts for our current 400 acres and the addition of a projected 19 acres of landscape in our Landscape and Lighting Maintenance Assessment Districts, Northeast Districts, riparian setbacks, trails and bike paths, open spaces/parkland, ponding basins, backflows, roadsides and medians.



6. Maintain all landscape areas of transients and transient debris.



7. Work with and implement new efficient measures to adhere to the new mandated drought restrictions

8. Aggressively manage and audit the City's irrigation systems to help conserve water.

9. To better manage the City's Valley Oak trees and ordinance.

10. More effectively maintain Landscaping & Lighting Maintenance Assessment Districts throughout the City through a more aggressive contract management practice.



11. Continue to preserve and maintain open space areas throughout the City to current urban forestry maintenance levels.



12. Continue to maintain developed trails and their setbacks along City creeks and encourage connectivity between parks.

**BUILDING MAINTENANCE - 1623**

**Division Description:** Manage and maintain City owned facilities, including 7 days a week custodial services. Also ensures safety and security in all city buildings.


**2018-2020 Accomplishments**

1. Provided preventive maintenance and repairs to 144 HVAC units and 54 evaporative cooling units.
2. Provided electrical, plumbing, carpentry, painting, roofing, and locksmith services to 44 City buildings.
3. Completed over 1,111 requests for service submitted by City departments.
4. Provided daily custodial services for 149,000\* sq. ft. of City buildings.



5. Implemented a new work order software program to increase efficiency and tracking of service requests and costs.

**2020-2022 Objectives**

1. Provide preventive maintenance and repairs to 144 HVAC units and 54 evaporative cooling units. Replace units as needed.
- 
2. Provide electrical, plumbing, carpentry, painting, roofing, and locksmith services to 44 City buildings. Work on re-roofing projects as needed at City facilities.
  3. Complete over 1,200 requests for service submitted by City departments.
  4. Provide daily custodial services for 149,000\* sq. ft. of City buildings.
  5. Maintain facility maintenance and operation levels.
  6. Increase contract management capabilities to increase ability to maintain growing City facilities.

### RECREATION DIVISION – 3502-3524

**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.

#### 2018-2020 Accomplishments



1. In fiscal year 2018/2019 increased Recreation Division revenues by 9.97% from prior fiscal year. 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.



2. Child care programs continue to thrive. The After School Activity Program (ASA) has expanded to two new sites; participation and revenue both continue to grow with 6% growth from prior fiscal year.



3. The Recreation Division has increased marketing efforts including a monthly email newsletter and sends direct email marketing materials to existing customers. In social media, the Recreation Division has grown to over 8,543 “likes” on Facebook which represents 70 % growth over the past two fiscal years, as well as over 1,866 followers on Instagram and 2,181 followers on Twitter.



4. The Recreation Division has successfully held four Visalia Senior Games events in 2015, 2017, 2018, and 2019. Registration numbers have increased by 116%, with 254 registrations in 2015 and, 550 registrations in 2019. From 2017 to 2019 revenue increased 14%.



5. Swim lessons participation grew 6.5 % from the 2018 to the 2019 season. Youth sports grew in participation by 2% from 2017 to 2019. Senior programs and classes grew 12% in participation from prior fiscal year serving 1,001 from 895.



6. Park site rentals increased 9% from prior fiscal year. Riverway Sports Park athletic field rentals and park site rental revenue increased 19% from prior fiscal year.



7. • In May of 2018 the Recreation Division switched to a new Recreation Management System. The system is more customer friendly easing the on-line registration process. In fiscal year 2018/2019 43% of all transactions were done by customers online; this is a 20% growth from prior fiscal year. The new software also allowed customers to rent park areas online, 32% of all park rentals took place online during fiscal year 2018/2019.

8. 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.



### 2020-2022 Objectives



1. Increase program registration and participation for existing programs by providing quality programs and events.



2. Improve marketing efforts by utilizing social media outlets.



3. Create new, sustainable, cost recovering programs that attract new users to our services.



4. Increase program cost recovery.



5. Develop and sustain programs focusing on nutrition education, wellness and physical activity for all ages and abilities.

<i>Performance Measurements - Community Services</i>					
<i>Recreation Divisions - 3502-3525</i>					
<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Enrichment Class participation, adult & youth	9,825	9,900	10,000	10,200	10,400
Youth Sports Participation	2,710	2,800	2,900	3,000	3,100
Adult Sports Teams	590	540	550	560	570
Swim Lessons	1,080	1,170	1,200	1,250	1,300
Athletic Facility Rental Revenue	112,200	126,800	13,200	13,500	138,000
After School Activity Program Attendance	34,790	37,653	40,000	43,000	46,000
Manuel Hernandez Community Center Drop In	18,673	17,575	18,700	19,000	19,300
Number of Park Rentals	858	781	790	820	850
Park Rental Revenue	81,000	80,000	79,000	81,000	83,000
Facility Rental Revenue	52,000	41,000	37,000	36,000	35,000
Senior Meals Service	9,921	8,204	9,034	9,500	1,000
<b>Recreation Revenues</b>	<b>1,799,369</b>	<b>1,845,650</b>	<b>191,200</b>	<b>2,000,000</b>	<b>2,100,000</b>

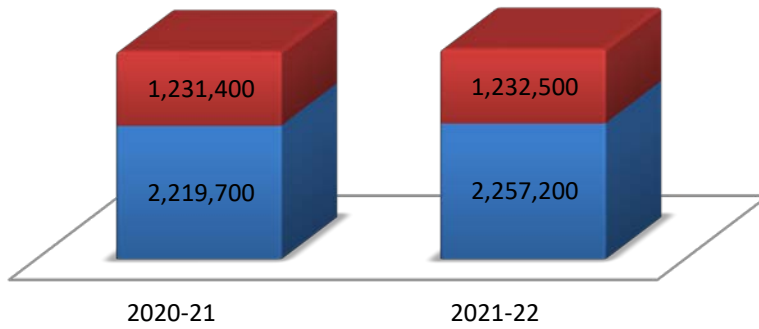
# FINANCE DEPARTMENT

**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.



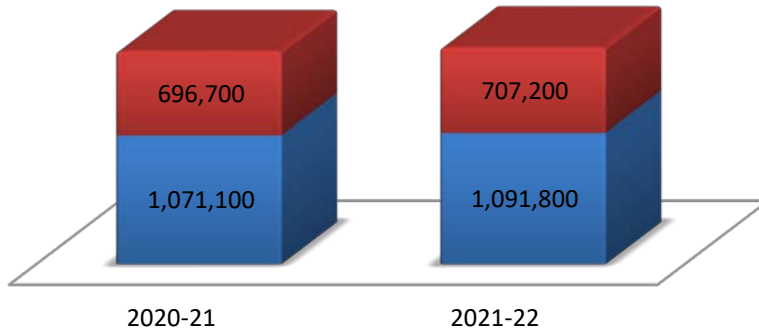
### Finance General Fund Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



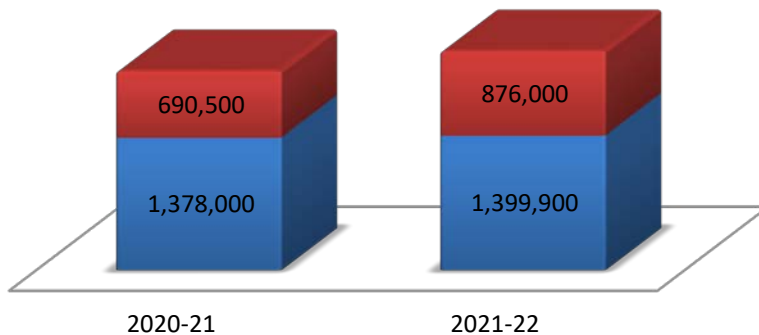
### Utility Service Center Summary

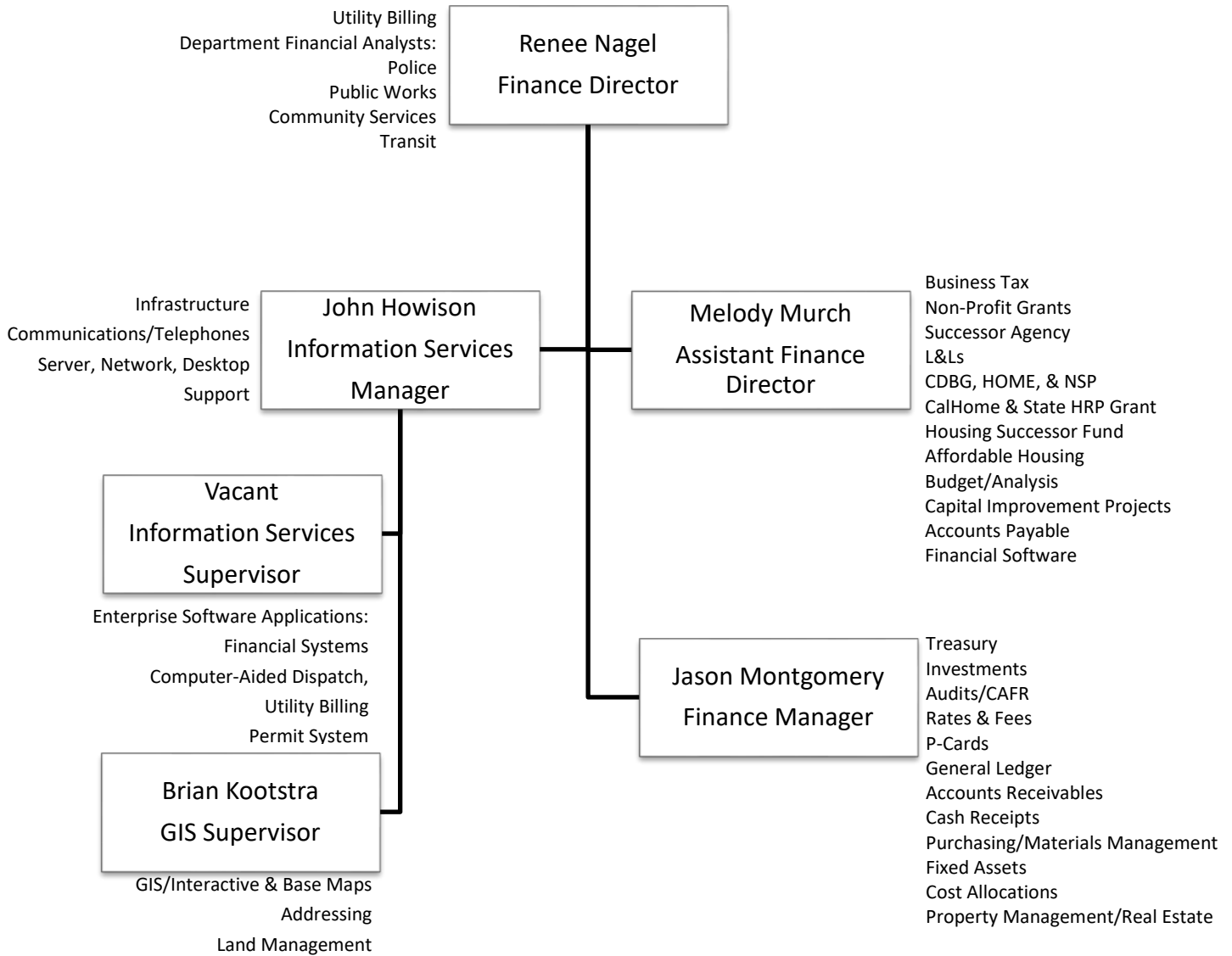
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Informations Services Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 50

### FINANCE

#### ALL FUNDS

OPERATING EXPENDITURES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND</b>						
FINANCE - 001 - 1503	484,534	584,214	672,600	806,400	744,100	753,000
BUDGET & ANALYSIS - 001 - 1531	1,225,375	990,149	1,147,300	1,446,600	1,320,000	1,330,800
ACCOUNTING - 001 - 1532	304,121	307,565	322,100	459,300	461,800	467,600
MATERIALS MANAGEMENT - 001 - 1535	330,003	317,347	349,900	416,500	403,500	409,100
PASSPORTS - 001 - 1536	97,629	136,304	131,700	118,900	116,500	119,000
BUSINESS TAX - 001 - 1537	-	-	377,900	398,000	405,700	410,300
PROPERTY MANAGEMENT - 001 - 1551	676,056	354,803	214,300	478,400	450,800	451,200
NON DEPARTMENTAL - 001 - 1555	13,303	30,194	14,200	20,600	23,600	23,600
NON PROFIT YOUTH PROGRAMS - 001 - 3523	106,994	66,140	66,100	66,200	66,300	66,300
Total Operating Expenditures	3,238,015	2,786,716	3,296,100	4,210,900	3,992,300	4,030,900
Reimbursements	(1,927,492)	(2,031,633)	(1,985,600)	(2,768,300)	(2,526,000)	(2,526,000)
<b>Net General Fund</b>	<b>1,310,523</b>	<b>755,083</b>	<b>1,310,500</b>	<b>1,442,600</b>	<b>1,466,300</b>	<b>1,504,900</b>
<b>SPECIAL REVENUE</b>						
MEASURE N ZERO DIV - 141 - 1410	3,375,480	1,973,667	16,402,535	16,450,600	4,657,000	8,406,400
MEASURE N-MAINTENANCE & EMERG - 142 - 1420	34,899	366,504	2,366,430	2,374,200	950,400	959,700
MEASURE N-2% YOUTH - 143 - 1430	38	96	-	500	600	600
MEASURE N-UNCERTAINTY - 144 - 1440	69	-	-	-	-	-
FIRE MEAS T EC UNCRT ZERO DIV - 124 - 2240	134	190	-	-	-	-
CHFA HELP LOAN ZERO DIV - 394 - 3940	7	163	-	-	-	-
DT PARKING TRUST ZERO DIV - 611 - 6010	562,152	504,294	55,900	15,600	301,300	11,300
CDBG ZERO DIV - 311 - 6110	248,008	671,684	1,876,795	1,743,900	783,800	753,800
CDBG CODE ENFORCEMENT - 311 - 6122	118,567	105,843	201,757	143,400	130,300	132,300
CDBG HOMELESS - 311 - 6125	-	-	39,500	9,900	143,100	143,100
CDBG ADMINISTRATION - 311 - 6131	171,856	167,943	353,206	362,000	310,500	360,500
CDBG EMERGENCY REPAIRS - 311 - 6137	-	-	100,000	-	50,000	50,000
CAL HOME GRANT ZERO DIV - 318 - 6180	49	74	-	-	-	-
CALHOME GRANT - 318 - 6181	504	931	12,700	180,300	76,900	2,300
HOME ZERO DIV - 321 - 6310	25,328	44,005	259,600	45,000	45,000	25,000
HOME ADMIN - 321 - 6349	39,481	86,495	195,249	209,000	109,500	112,900
HOME HOMEBUYERS ASSIST - 321 - 6352	1,212	120	1,000	-	1,000	1,000
HOME CHDO - 321 - 6355	97,348	436,656	2,330,551	300,000	899,500	899,500
HED REVOLVING - 324 - 6484	155,295	194,978	164,300	211,100	255,100	257,500
NEIGH STABILIZATION ZERO DIV - 331 - 6710	14	25	225,000	265,000	-	-
NEIGHBORHOOD STABILIZATION - 331 - 6711	4,785	17,439	122,500	130,200	8,600	5,600
CDBG HABITAT - 331 - 6712	2,400	2,300	2,700	2,700	2,700	2,700
RDA - SUCCESSOR AGENCY - 361 - 6910	425,098	419,964	193,300	539,900	597,500	597,400
RDA - SUCCESSOR AGENCY HOUSING - 362 - 6920	162,044	691,530	87,552	196,300	81,000	57,200
Total Operating Expenditures	5,424,768	5,684,901	24,990,575	23,179,600	9,403,800	12,778,800
Reimbursements	(163,636)	(194,143)	(198,900)	(403,500)	(315,300)	(315,300)
<b>Net Special Revenue</b>	<b>5,261,132</b>	<b>5,490,758</b>	<b>24,791,675</b>	<b>22,776,100</b>	<b>9,088,500</b>	<b>12,463,500</b>
<b>DEBT SERVICE</b>						
SA EAST VISALIA RDA TARB - 397 - 3970	76,085	69,625	-	-	-	-
2014 COP - 398 - 3980	127,442	126,760	-	-	-	-
2015 COP - 399 - 3990	1,153,545	1,153,814	-	-	-	-
Total Operating Expenditures	1,357,072	1,350,199	-	-	-	-
Reimbursements	-	-	-	-	-	-
<b>Net Debt Service</b>	<b>1,357,072</b>	<b>1,350,199</b>	-	-	-	-
<b>PROPRIETARY</b>						
UTILITY SERVICE CENTER - 439 - 4391	2,532,512	2,668,080	2,108,300	2,017,600	2,206,800	2,238,000
Reimbursements	(2,529,905)	(2,609,976)	(2,108,100)	(1,880,400)	(2,064,600)	(2,095,800)
<b>Net Proprietary</b>	<b>2,607</b>	<b>58,104</b>	<b>200</b>	<b>137,200</b>	<b>142,200</b>	<b>142,200</b>

### FINANCE




#### ALL FUNDS

OPERATING EXPENDITURES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>INTERNAL SERVICE</b>						
MEASURE N-VEHICLE REPLACEMENT - 505 - 5050	13,741	92,129	-	92,200	92,300	92,300
INFORMATION SERVICES ZERO DIV - 511 - 5110	230,322	272,135	867,139	876,900	855,800	1,185,800
INFORMATION SERVICES - 511 - 5141	2,269,354	2,409,875	2,326,700	2,818,900	3,059,300	3,209,600
GEOGRAPHICAL INFORMATION SERV - 511 - 5142	325,695	329,210	353,000	381,900	393,500	402,000
TELEPHONE SERVICES - 511 - 5143	40,642	30,627	42,400	46,900	-	-
BUILDINGS MAINTENANCE INT SERV - 531 - 5310	35,559	208	-	-	-	-
COMPENSATED ABSENCE ZERO DIV - 571 - 5710	1,030	1,521	-	-	-	-
Total Operating Expenditures	2,916,343	3,135,705	3,589,239	4,216,800	4,400,900	4,889,700
Reimbursements	(2,495,229)	(3,184,288)	(2,867,400)	(3,544,400)	(4,362,800)	(4,362,800)
<b>Net Internal Service</b>	<b>421,114</b>	<b>(48,583)</b>	<b>721,839</b>	<b>672,400</b>	<b>38,100</b>	<b>526,900</b>
<b>AGENCY</b>						
PBID 4 ZERO DIV - 374 - 3630	399,038	443,154	373,100	482,700	553,800	608,800
VTMD VISALIA TOURISM & MARKETI - 377 - 3650	197,356	668,119	-	-	-	-
ATWOOD ASSESS DIST DIVIS ZERO - 384 - 3840	13,456	15,714	-	-	-	-
LAURA ASSESS DIST DIVIS ZERO - 385 - 3850	8,744	9,805	-	-	-	-
LOS RIOS ASSESS DIST ZERO DIV - 381 - 3910	152,988	-	-	-	-	-
VILLAGE WEST ASS DIST ZERO DIV - 382 - 3920	6,451	7,987	-	-	-	-
ORCHARD WALK UG UTIL ZERO DIV - 383 - 3930	75,087	71,052	-	-	-	-
Total Operating Expenditures	853,120	1,215,831	373,100	482,700	553,800	608,800
Reimbursements	-	-	-	-	-	-
<b>Net Agency</b>	<b>853,120</b>	<b>1,215,831</b>	<b>373,100</b>	<b>482,700</b>	<b>553,800</b>	<b>608,800</b>
<b>TOTAL FINANCE</b>	<b>9,205,568</b>	<b>8,821,392</b>	<b>27,197,314</b>	<b>25,511,000</b>	<b>11,288,900</b>	<b>15,246,300</b>





### 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.

#### 2018-2020 Accomplishments

-  1. Produced the audit report (CAFR) internally.
-  2. Received the GFOA award for both the audit report (CAFR) and budget document.
-  3. Produced 2-year Capital and Operating Budget.

#### 2020-2022 Objectives

1. Complete the annual audit and single audit internally by December 31<sup>st</sup>.
-  2. Produce Mid-year and Mid-cycle financial and operational reports of the City.
-   
 3. Produce 2-year Capital and Operating Budget.
-  4. Produce a Quarterly Revenue Report.

### Performance Measurements - Finance


Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Provide timely, financial information to decision makers	Timely -					
	- 2 year budget adoption	6/18/18	n/a	6/15/20	n/a	6/21/22
	- Mid-year financials	3/19/18	3/18/19	3/16/20	3/21/21	3/20/22
	- Audit presentation	1/16/18	1/22/19	1/21/20	1/17/21	1/16/22
	Average number of days between the end of the month and completion of bank reconciliation (Goal is 90 days)	90	90	90	90	90
	Quality -					
- Budget - GFOA award	Yes	n/a	Yes	n/a	Yes	
- CAFR - GFOA award	Yes	Yes	Yes	Yes	Yes	
Accounts Payable	Number of Checks	8,898	8,826	9,000	9,200	9,400
	Total Payments ( <i>Millions</i> )	\$ 78	\$ 95	\$ 97	\$ 98	\$ 100
P-Cards	Total P-Card Holders	442	436	456	460	460
	Total Payments ( <i>Thousands</i> )	\$2,441	\$2,457	\$2,575	\$2,600	\$2,650
Transient Occupancy Tax	Total Collected ( <i>Thousands</i> )	\$ 3,101	\$ 3,081	\$ 3,143	\$ 3,206	\$ 3,270
To protect the City's cash investments while earning a competitive investment return	Meet or exceed Local Agency Investment Fund (LAIF)					
	- LAIF	1.33%	2.24%	2.01%	0.90%	0.75%
	- City Return	1.44%	2.14%	2.10%	1.30%	0.90%
	- Difference	0.11%	-0.10%	0.09%	0.40%	0.15%





### 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.

#### 2018-2020 Accomplishments

1. Continued compliance with State Department of Industrial Relations (DIR) mandates with regard to Public Works contracts.
2. Provided Purchasing Policy Training to Employees as needed.
3. Provided a Training to Contractors on “How to Become a City of Visalia Landscape Contractor”
-  4. Re-bid many expired and/or outdated contracts.
5. Updated Vendor Insurance Certificates.

#### 2020-2022 Objectives

-  1. Provide City employees with training on Purchasing Policies annually.
2. Ensure Vendor Insurance Certificates are up to date.
3. Update Purchasing Policies and Procedures Manual.
4. Update City of Visalia Labor Compliance Manual if needed.
-  5. Re-bid expiring or out-of-date contracts to avoid lapse in service.

<i>Performance Measurements - Purchasing - 1535</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
Purchasing	Number of PO's issued	339	417	300	300	300
	Total Issued (Millions)	\$ 13	\$ 16	\$ 22	\$ 30	\$ 40
	Number of RFB/RFP/Quote	64	68	55	65	65
	Number of contracts registered with DIR	45	67	40	50	50

### BUSINESS TAX -1537

**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.

#### 2018-2020 Accomplishments



1. Continued to provide information to public regarding assistance in opening new businesses and obtaining new business tax certificates.
2. Coordinated with State of California Franchise Tax Board and the County of Tulare to increase revenue by keeping Business Tax Database current.
3. Increased fieldwork time used to seek out newly established businesses and to follow up on prospects and businesses identified as out of compliance with the business tax code
4. 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.
5. Continued with the collection of fire inspection fees and newly created Fire re-inspection fees, Downtown Visalia surcharge, CASp surcharge and code enforcement citation fees issued to businesses.
6. Implemented SB 205 requirements to collect water discharge permit information from businesses with applicable Standard Industrial Classification (SIC) codes prior to issuance or renewal of a business tax certificate.
7. Redesigned Business Tax Certificates, Invoices, Delinquency notices, and Gross Receipts forms for Clarity and ease of use.



8. Implemented the use of emails for preliminary billings and delinquency billings to reduce the number of paper bills sent.

#### 2020-2022 Objectives



1. Maintain high level of technical experience by attending industry training and keeping updated on legislative changes.
2. Further enhance processing efficiencies with the land use and permit tracking system for staff and public.
3. Continue to provide equitable and uniform administration of the program.



4. Improve collection efforts and look into ways to increase communication to customers in order to avoid a large amount of outstanding accounts receivable.



5. Implement on-line payment capability for Business Tax customers.
6. Improve the efficiency of printing and mailing processed to reduce per bill costs.
7. Increase the collection of email information to continue the decrease of paper bills.

<i>Performance Measurements - Business Tax Division 1537</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b><i>Business Tax</i></b> Preparation, monitoring, billing, payment receipting, issuance of Business Tax Certificates, and collection of delinquent accounts	<b>Total Business Accounts</b>	12,268	12,155	12,277	12,399	12,523
	% of increase/decrease		-1%	1%	1%	1%
	<b>Delinquent Accounts</b>	1,894	2,095	1865	1,772	1,683
	% of increase/decrease		11%	-11%	-5%	-5%
	<b>New Accounts Created*</b>	1,417	1,618	1634	1,651	1,667
	% of increase/decrease <i>*includes changes of ownership</i>		14%	1%	1%	1%
	<b>Total Employees</b>	FTE 3	FTE 3	FTE 3	FTE 3	FTE 3
	<b>Revenue Collected</b>	\$2,490,463	\$2,815,784	\$2,880,800	\$2,935,000	\$2,990,300

### AFFORDABLE HOUSING-311, 318, 321, 324, 331, 362

**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 (KCM); Habitat for Humanity of Tulare County (Habitat); Visalia Senior Housing and Christian Church Homes. The City serves as the Successor Housing Agency handling the assets of the former Redevelopment Agency in receipt of residual receipt 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.

#### 2018-2020 Accomplishments



1. Increased Affordable Housing Opportunities: one (1) single family home acquired, rehabilitated and resold by SHE with HOME-CHDO; two (2) households provided CalHome Reuse Down Payment assistance; Senior Mobile-home Rehab Program; assisted 6 seniors.



2. Land Disposition & Development: Habitat developed the Tipton lot and sold a single family home; five (5) lots sold to SHE for development of single family homes to low income households. Finalizing the disposition and development of Housing Successor properties.



3. Increased Affordable Rental Development: SHE acquired & rehabilitated a six (6) unit multi-family development on Encina, with \$436,656 in HOME and \$100,000 in Housing fund dollars invested; City Housing Successor funds loaned to KMC \$150,000 toward rehabilitation of 6-units at 617-619 N Santa Fe.



4. Homeless Bridge Housing: CDBG and Neighborhood Stabilization Program (NSP1) funding invested in the acquisition of a public facility, for bridge housing for Visalia's homeless population.



5. Homeless Rental Assistance Programs: HOME funds supported five (5) homeless tenants through the Tenant Based Rental Assistance Program (TBRA). 5 additional applicants are currently working with Family Services, Program Administrator.



6. Homeless Services: CDBG and Housing Successor funds supported Case Management and Street Outreach and Project Homeless Connect to Visalia's homeless and at-risk of homelessness through non-profit providers: Family Services, Turning Point, Mental Health Systems and Continuum of Care.



7. Park Improvements: CDBG funds supported improvements to parks in targeted areas, specifically Jefferson Park and the Community Garden Project using the 2016 Housing Related Park Grant (16HRPP) awarded in January 2018 and CDBG funding toward improvements to Village Park and Creation of Community Campus Parcel #4.



8. Public Improvements: CDBG funds supported the design and installation of ADA accessible sidewalks, curb cuts, truncated domes and other calming measures.
9. Annual HUD Reporting: submitted the 2020-2024 Five-Year Consolidated Plan; completed the 2018, 2019 and 2020 Action Plans; completed the Consolidated Annual Performance and Evaluation Report (CAPER) in September of 2018 and 2019.
10. Submitted a \$1.5 M CalHome Grant application for use toward rehabilitation and replacement of manufactured homes in Visalia.

### 2020-2022 Objectives



1. Increase Affordable Housing Opportunities with CalHome, HOME & CDBG.
2. Implement Emergency Repair Program utilizing CDBG funding.



3. Implement CalHome Grant (if awarded) for an Owner Occupied Rehabilitation (for Mobile Homes) Programs to assist with repairs and replacement.



4. Continue Park and Infrastructure Improvements with the use of CDBG funds.



5. Continue to Proactively address the needs of the homeless population by providing available funding to non-profit housing providers and to the Continuum of Care.



6. Prepare the Annual Action Plan and Consolidated Annual Performance and Evaluation Report (CAPER) on an annual basis.
7. Develop a plan and submit an application for any funding available to the City under the Permanent Local Housing Allocation (PLHA) program from the State of California.

<i>Performance Measurements - Affordable Housing Division</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b>Affordable Housing</b>						
Provide timely reports to US Department of Housing and Urban Development (HUD)	<b>Action Plan - May 15</b>	05/15/2017	05/15/2018	05/15/2019	05/15/2020	05/15/2021
	<b>CAPER - September 30*</b>	09/30/2018	09/30/2019	09/30/2020	09/30/2021	09/30/2022
Continue servicing existing homeowner loans through AmeriNational & Habitat. Payments received are recycled toward additional affordable housing opportunities	<b>Number of Single Family Loans</b>	222	215	205	202	200
	<b>Portfolio in Dollars</b>	\$7.9 Mil	\$7.6 Mil	\$7.5 Mil	\$7.4 Mil	\$6.3 Mil
Continue servicing & monitoring forgivable and Residual Receipt Affordable Rental Housing Successor & HOME funded Project loan so payments received may be recycled toward additional senior and affordable housing rental projects	<b>Number of Rental Loans</b>	16	18	19	19	18
	<b>Portfolio in Dollars</b>	\$12.6 Mil	\$14.9 Mil	\$15.3 Mil	\$15.2 Mil	\$15.1 Mil
Continue meeting the National Objectives by providing affordable housing and community development through HOME, HOME-CHDO, CDBG, NSP-CDBG (HfH) as available.	Number of Affordable Units <b>HOME, HOME-CHDO &amp; NSP-HFH (*includes rental units)</b>	5	19	10*	14*	7*
	Community Development Funding % Public & Park Improvements,*** Section 108, Code Enforcement	80%	70%	32%	53%	45%
	<b>Affordable Housing Funding %</b>	20%	30%	68%	47%	55%
	<b>Total</b>	100%	100%	100%	100%	100%
*CAPER date relates to prior FY (7/1-6/30) period expenditures						
** Includes Rental units						
*** Section 108 loan last payment 2017-18						

### UTILITY BUSINESS OPERATIONS—4391

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

#### 2018-2020 Accomplishments



1. Conversion of utility billing software from Fathom completed Jan 2019.



2. Deployed new staff in call center to increase operations and replace customer service previously provided by Fathom.



3. Abridged payment systems including a customer web portal, lockbox, and call center.
4. Internal billing methods synergy with bill print vendor to decrease cost of producing and mailing utility bills.
5. Added a new work order workflow to increase communication between billing staff and operations in the field.
6. Realized a comprehensive billing for temporary and roll off bins that used to be separate.
7. All accounts audited at the time of conversion for intact information and feasibility.
8. Collection Process transmuted to new software to keep continuity of delinquent payments.
9. Audit of accounts continues to ensure correct billing is going to customers.
10. Implemented a new collection process to involve code enforcement on severely delinquent accounts. Due to this, collection rates have increased dramatically.
11. Added late fee penalties to delinquent payments.
12. Performed Fathom/Global Water monthly reconciliation to ensure receipt of revenues reported.
13. Constructed a new Utility Billing counter at City Hall West to service customers more efficiently.



#### 2020-2022 Objectives



1. Shift all remaining intra-month service period utility customers to “full month billing”.



2. Contract with Citizens Business Bank to accept electronic billpay from customers in lieu of paper check.



3. Connect with field operations and serialized inventory for live data of solid waste service.
4. Continue auditing of accounts to ensure correct billing is going to customers.

### Performance Measurements - Utility Billing

<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
Utility Billing	Number of Accounts (average)	41,642	41,448	41,862	42,280	42,703
	Revenue ( <i>Millions</i> )	\$ 41.1	\$ 43.2	\$ 44.0	\$ 44.4	\$ 44.8
	Number of Delinquent Accounts to Tax Roll	728	784	792	800	808
	Revenue ( <i>Thousands</i> )	\$ 498	\$ 536	\$ 541	546	551
	Number of Delinquent Accounts to Collections*	926	800	1,120	950	1,000
	Revenue ( <i>Thousands</i> )	\$ 334	\$ 238	\$ 443	\$ 447	\$ 452

\* Note Jan 2019 Utility Billing brought in house



### INFORMATION SERVICES—5141

**Division Description:** The Information Services Division ensures the smooth integration and maintenance of technology infrastructure and services. The Division is responsible for the support and management of the City’s servers, networks, phone systems, desktops, email, internet access, and various applications citywide. This includes financial systems, permitting systems, utility billing, computer-aided dispatch, police and fire emergency systems, and hundreds of other applications.

#### 2018-2020 Accomplishments



1. Implemented police body camera system.



2. Completed fiber-optic deployment and configuration to various facilities.



3. Completed a major finance system upgrade.



4. Completed upgrade of the City’s enterprise video security system.



5. Implemented the new Utility Billing system.



6. Implemented technology related to the new Traffic Management Center.

7. Completed a core network switching upgrade at the new data center.

8. Completed a major phone system upgrade.

9. IS staff received Cisco and security certifications.



10. Upgrades to the police records dictation system.

#### 2020-2022 Objectives



1. IT Security Assessment.



2. Implementation of a fully redundant internet connection.



3. City Council and Planning Commission agenda management system replacement.



4. Time keeping and time clock system replacement.



5. Fire records management and electronic patient care reporting system replacement.



6. Convention Center booking system replacement.



7. City website refresh and system replacement.



8. Overhaul of the Convention Center security camera system.



9. Transit facilities security camera upgrade.



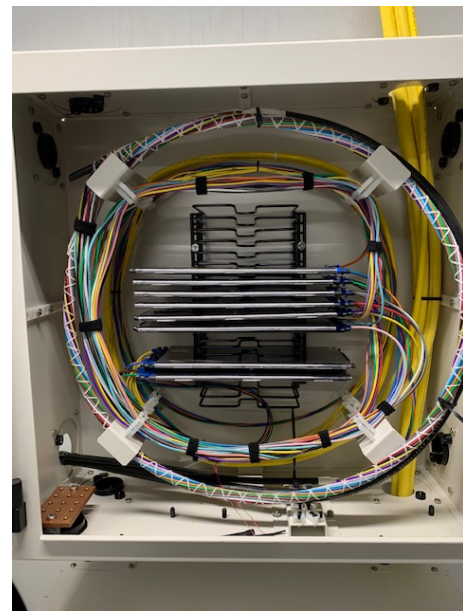
10. Implementation of e911 for City facilities.



11. On-line payments for the permit system.

### Performance Measurements - Information Services Division 5141

Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Information Systems</b>						
To provide and maintain reliable City computer services	IS service requests handled	2,564	3,586	3,500	3,550	3,600
	IS projects completed	22	18	20	22	24
To maintain and manage City telephone systems	Wireless phones and data	575	588	600	625	650
	Telephones and lines	1,178	1,195	1,200	1,210	1,220



### GIS – 5142

**Division Description:** The Geographic Information Services (GIS) Division is responsible for mapping, addressing, data collections and analysis, providing geographic support to City departments by assisting 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. GIS also works with Local, State and Federal agencies by sharing data for projects such as Census and Emergency Operations.

#### 2018-2020 Accomplishments



1. 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; Industrial Park activity; Solid Waste Routes; Bus Stops and Routes; Emergency Operation Center Subdivisions; and Pavement Management System.
2. Maintained and performed quality control in both Permits and GIS, including address, assessor parcel numbers, parcel splits, new subdivisions to ensure accuracy.
3. Completed GIS needs for Accela Automation Conversion (Permitting system) and the Utility Billing replacement system which require validation of GIS parcels and addresses.
4. Created a GIS Data Exchange project to allow the public to download GIS data on demand for which this Department was awarded a TCAG LocalMotion Award in 2019.
5. Completion of Local Update of Census Addresses (LUCA) verification so that all citizens of Visalia are included in the 2020 Census and Visalia can receive most federal benefits allowed for our growing population.



#### 2020-2022 Objectives



1. Updating GIS integration of the LUCITY database which is used for street maintenance and associated inventory system.
2. Integrating GIS, as necessary, with a new Fire Department records management system.
3. With increasing needs by Departments to collect data out in the field, GIS will need to evaluate our current licensing structure of the ESRI software to ensure this type of availability.
4. Continue to make updates and improvements to web maps which supply the public with the mapping information they look for from the City of Visalia.
5. Continue to actively keep the GIS data, mapping software and functionality of GIS as current as possible, as well as monitor GIS data maintained outside of but utilized by GIS for quality control of the new Permitting system and Tulare County Assessors’ office APN pages.



### *Performance Measurements - Geographic Information Services Division 5142*

<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b><i>Maintained Geographic Databases</i></b>	Number of Employees	FTE 2	FTE 2	FTE 2	FTE 2	FTE 2
	Addresses	59,460	60,584	61,434	62,304	63,189
	Parcels	47,033	47,744	48,394	49,069	49,769
	Miles of Street	579	582	589	596	603
	Subdivisions & Parcel Maps	2,308	2,328	2,348	2,369	2,390
<b><i>Added Geographic Information</i></b>	Addresses		841	800	870	885
	Parcels		610	650	675	700
	Miles of Street		6	7	7	7
	Subdivisions & Parcel Maps		20	20	21	21

# FIRE & EMERGENCY MANAGEMENT DEPARTMENT

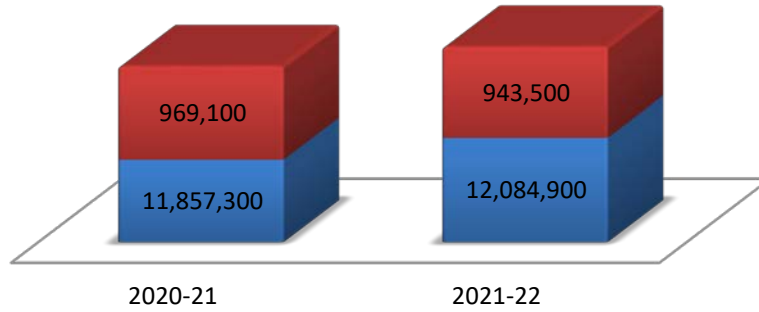
**MISSION:** Members of the Fire Department guarantee to the People of the City of Visalia that we will provide dependable service in a responsive manner, while showing care and compassion for those in need. We will protect lives, property and the environment through fire suppression, rescue, disaster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



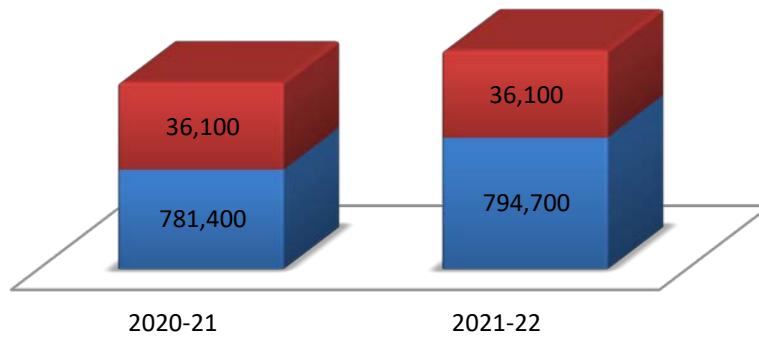
### Fire General Fund Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



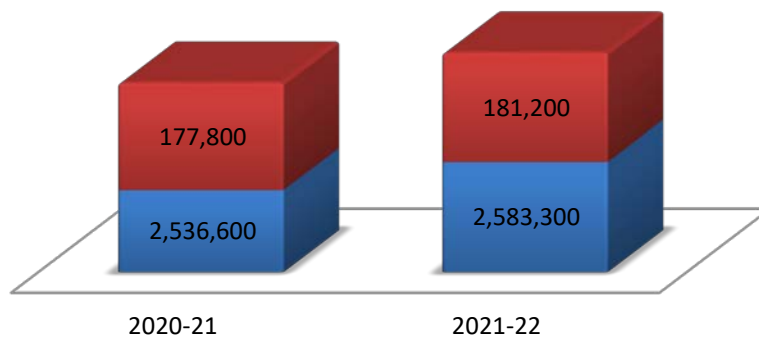
### Fire Measure N Summary

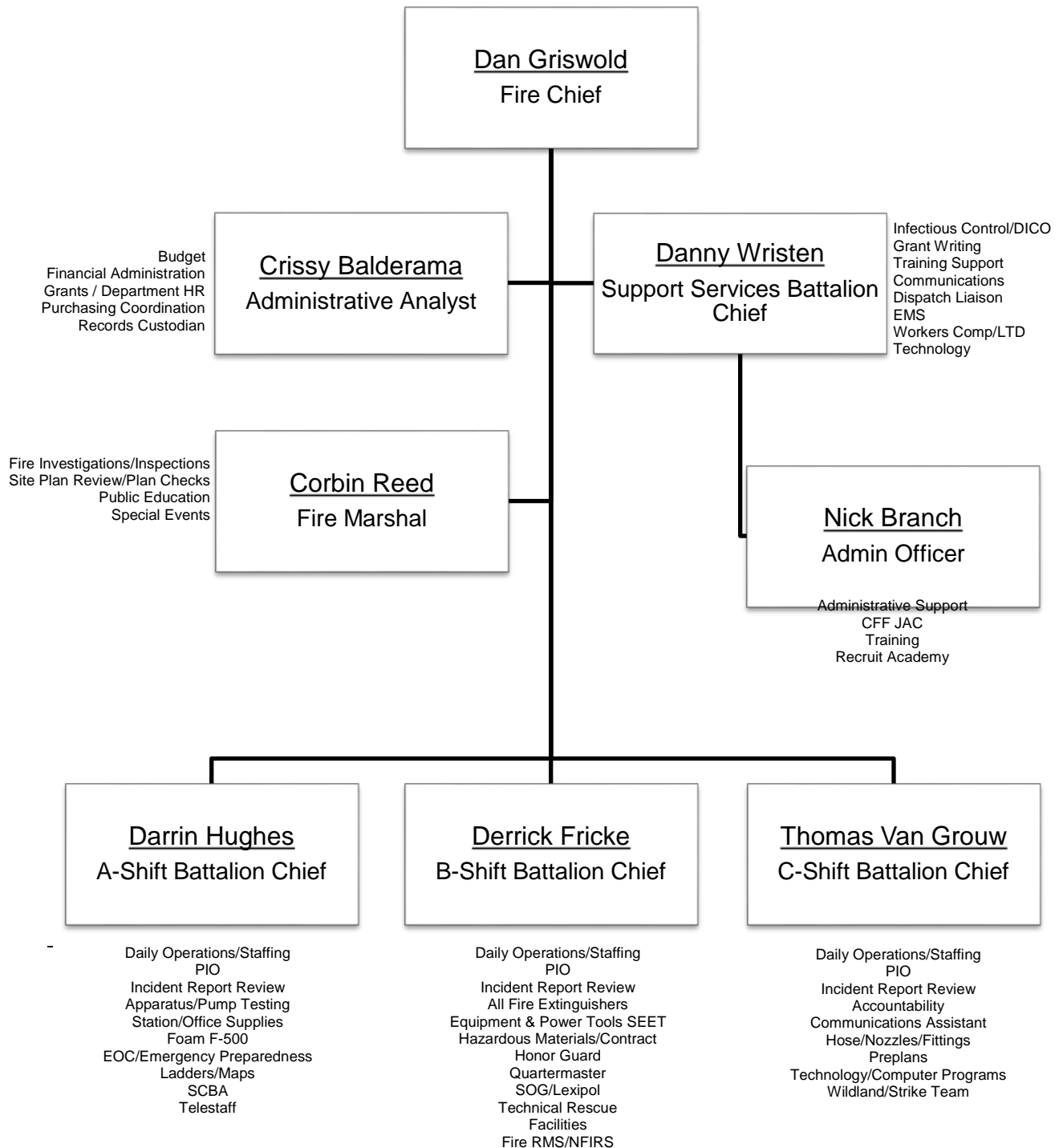
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Fire Measure T Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 86

### FIRE

#### ALL FUNDS

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>OPERATING EXPENDITURES</b>						
<b>GENERAL FUND</b>						
FIRE ADMINISTRATION - 001 - 2221	982,555	1,164,801	1,179,100	1,002,600	940,300	914,500
FIRE EMERG SERV/OPERATIONS - 001 - 2222	11,180,035	11,783,186	12,198,887	12,147,600	12,565,900	12,776,600
FIRE PREVENTION - 001 - 2223	738,123	714,252	716,100	746,600	768,000	777,100
FIRE TRAINING - 001 - 2224	53,465	64,870	81,000	74,700	86,400	94,400
FIRE HAZARDOUS MATERIALS - 001 - 2226	17,008	16,446	23,200	21,600	22,400	22,400
Total Operating Expenditures	12,971,186	13,743,555	14,198,287	13,993,100	14,383,000	14,585,000
Reimbursements	(11,780)	(7,906)	(4,500)	(3,500)	(3,500)	(3,500)
<b>Net General Fund</b>	<b>12,959,406</b>	<b>13,735,649</b>	<b>14,193,787</b>	<b>13,989,600</b>	<b>14,379,500</b>	<b>14,581,500</b>
<b>SPECIAL REVENUE</b>						
MEASURE N-FIRE - 141 - 1413	-	65,506	687,700	666,300	1,006,100	1,019,400
FIRE MEASURE T ZERO DIVISION - 122 - 2230	1,296	2,550	-	-	-	-
FIRE PUBLIC SAFETY ST (MEAS T) - 122 - 2231	3,205,742	3,311,642	3,320,000	2,837,300	2,941,600	2,996,000
Total Operating Expenditures	3,207,038	3,379,698	4,007,700	3,503,600	3,947,700	4,015,400
Reimbursements	-	-	-	-	-	-
<b>Net Special Revenue</b>	<b>3,207,038</b>	<b>3,379,698</b>	<b>4,007,700</b>	<b>3,503,600</b>	<b>3,947,700</b>	<b>4,015,400</b>
<b>INTERNAL SERVICE</b>						
FIRE MEAS T ZERO DIV - 504 - 5040	66,677	65,681	65,700	66,300	65,900	65,900
FIRE PUBLIC SAFETY ST (MEAS T) - 504 - 5041	1,314	168	-	-	-	-
Total Operating Expenditures	67,991	65,849	65,700	66,300	65,900	65,900
Reimbursements	(64,697)	(64,697)	(64,700)	(64,700)	(64,700)	(64,700)
<b>Net Internal Service</b>	<b>3,294</b>	<b>1,152</b>	<b>1,000</b>	<b>1,600</b>	<b>1,200</b>	<b>1,200</b>
<b>TOTAL FIRE</b>	<b>16,169,738</b>	<b>17,116,499</b>	<b>18,202,487</b>	<b>17,494,800</b>	<b>18,328,400</b>	<b>18,598,100</b>



**FIRE ADMINISTRATION—2221**

**Division Description:** The Administration/Support Services Division is staffed by the Fire Chief, Administrative Support Services Battalion Chief, 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.

**2018-2020 Accomplishments**

1. Celebrated 150 year Anniversary for the Visalia Fire Department.



2. Located and purchased land for Station 56 and currently in the architectural phase.



3. Submitted a grant application through AFG (Assistance to Firefighters Grant) for 33 Self Contained Breathing Apparatus and 66 Cylinders.



4. Submitted two State Homeland Security Grant applications for Hazmat training.

5. California Specialized Training Institute is coming to Visalia and 5 personnel will receive tuition grants.



6. Retained a 3 ISO Rating.

7. Processed billing requests for Strike Team Reimbursement totaling approximately \$584,000.

8. Updated/Created approximately 25 department SOGs.

9. Stayed within the allocated operating budget for fiscal year 18/19 and on target to stay within the allocated operating budget for fiscal year 19/20

10. Took a leadership role with Tulare Kings County Fire Chiefs.

11. One Fire Captain and one Fire Marshal completed COV Supervisory Academy.





12. Maintained personnel records for approximately 82 employees in the department including CV9 processing.

13. Promoted 2 Battalion Chief's, 7 Fire Captains, 6 Engineers, 1 Fire Inspector and hired 11 Firefighter/Paramedics.

14. Purchased new squad vehicle to implement Measure N Squad Concept.

15. Conducted Nationwide Fire Chief Recruitment – New Fire Chief Dan Griswold.
16. Billed a total of 282 declarations, and 22 work orders.
17. Tax rolled 102 abatement cases totaling approximately \$137,000.
18. Processed billing requests for Strike Team Reimbursement totaling approximately \$584,000.
19. Processed 165 Public Records Requests.

### 2020-2022 Objectives

1. Continue to develop a strategic plan for the fire department.
2. Continue to update departmental SOGs.
-  3. Complete the new Station 56 construction project.
-  4. Purchase and implement new records management and patient care reporting system.
-  5. Seek federal, state and public grants in support of fire department activities.
-  6. Continue to scrutinize overtime budgets and effectively manage the operating budget by maximizing resources and staying within the allocated budget.
7. Take a leadership role with Tulare Kings County Fire Chiefs.
8. Work with Human Resources to update City Policies.
9. 9. One Fire Captain and one Administrative Analyst to participate in the City of Visalia Supervisory Academy.

**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 OES 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 OES Type I Hazardous Materials Response Team within the Haz Mat Division. 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.

**2018-2020 Accomplishments**

1. Responded to 31,400 calls for service in calendar years 2018 and 2019, of these, 21,668 were for emergency medical service
2. Assisted the state with 14 Strike Team Deployments to combat wildfires throughout California.
3. Completed all National Fire Incident Reporting System (NFIRS) required reporting.



4. Purchased one (1) new Pierce Fire Engine, one (1) new Pierce Air and Light Unit and one (1) 105' Pierce Aerial XT Fire Truck.



5. Evaluated Priority 3 & medical facility responses.
6. Renewed certifications for 25 EMTs.
7. Updated Knox Med Vaults.
8. Completed the Hazard Mitigation Plan.



9. Updated the City Ordinance for emergency preparedness.



10. Completed the upgrade of communication equipment (including all portable radios).

### 2020-2022 Objectives



1. Purchase one (1) 105' Pierce Aerial XT Fire Truck and one (1) Growth Pierce Fire Engine.
2. Complete one (1) EOC Drill.
3. Complete the updated Emergency Operations Plan.
4. Renew certifications for all EMTs.
5. Continue to assist the state with Strike Team assignments and monitor reimbursements.



6. Replace 43 SCBA and 144 Cylinders
7. Finalize medical director contract.

### Performance Measurements - Operations Division - 2222

#### Average Response Time Comparison

Report Period: From 2008 to 2019

<u>Year</u>	<u>Total Calls</u>	<u>Average Response Time</u>
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
2016	14,283	0:05:35
2017	15,301	0:05:29
2018	15,228	0:05:41
2019	16,172	0:06:02

**Service level changes:** Truck 55 was put into service in October of 2018. Truck 51 is not the primary unit dispatched to medical aids. Fire is not being dispatched to several medical facilities for lower priority calls. New intersections continue to have preemption devices installed, several intersections were retrofitted with preemption and new 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> 2015	<u>Actual</u> 2016	<u>Actual</u> 2017	<u>Actual</u> 2018	<u>Actual</u> 2019	<u>Forecast</u> 2020	<u>Forecast</u> 2021	<u>Forecast</u> 2022
<b>Response times</b> Response times to priority emergency calls are a strong indicator of appropriate standards of coverage. Once a fire is developed, it can double in size each minute. Flashover now occurs in 3 to 5 minutes. Brain death will occur in 4 to 6 minutes when a victim is in cardiac arrest. Timely response to both fire and EMS calls have a direct relationship with saving lives and protecting property.	Percentage of calls responded to in less than 5 minutes	46%	51%	52%	48%	44%	50%	51%	52%

**Strategy:** Evaluate our response to lower priority medical emergencies and the response to medical facilities. Continue to add preemption devices at new signalized intersections, and retrofit existing intersections when appropriate. Continue to enhance the new Spillman CAD system, improve mapping and research new technologies that can aid in reducing response times to priority calls for service. Build a new Fire Station 56 which will improve turnout time for that station.

### 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.

#### 2018-2020 Accomplishments



1. Conducted presentations to 25 public and private schools during Fire Prevention month in October. Approximately 6,000 students were served.



2. Held public safety event during October.



3. Held two (2) Fire Camp Workshops each year.

4. Continued implementing new Fire Alarm Permit Program.

5. Amended and adopted the new California Fire Codes.

6. Received donation of fire safety inflatable for public education events.

#### 2020-2022 Objectives

1. Complete all mandated fire inspections.

2. Maintain all training requirements for Fire Investigators.



3. Implement new Fire Inspection software.



4. Implement Drone Program for Prevention and Investigations.



5. Conduct Fire Safety Event during October.



6. Plan and coordinate two (2) per year Fire Camp Workshops for 6-10 year olds.



7. Conduct presentations to all public and private schools during Fire Prevention month in October.



8. Develop new public safety education program utilizing new inflatable.

<i>Performance Measurements - Prevention Division - 2223</i>								
<i>Strategy</i>	<i>Measure</i>	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Forecast 2021	Forecast 2022
To continue improving policies & procedures and utilize technology to the best of our abilities always working towards increased efficiency.	Initial Business Inspection	4,673	3,659	3,115	3,086	3,000	3,000	3,000
	Property Maint Inspection	1,098	1,831	3,079	3,103	3,000	3,000	3,000
	Public Education Attendees	26,120	20,294	15,765	20,128	20,000	20,000	20,000
<p><b>Strategy:</b> 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.</p>								

**TRAINING—2224**

**Division Description:** The Training Division is staffed by one Training Captain and one Support 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 Support Services Battalion Chief also manages the business and marketing plan for the training facility, grants, recruit academies, and the communications program.

**2018-2020 Accomplishments**

1. Met all federal, state and local requirements and recognized standards.
2. Completed four (4) recruit academies.
3. Found and brought outside specialized training to Visalia for department personnel.
4. Hosted California State Firefighters' Association Conference and Training.
5. Maintained relationships with surrounding agencies with regards to training.

**2020-2022 Objectives**

1. Complete all local, state and federal mandated training requirements.
2. Improve Company Officer Standardized Training.
3. Develop fire academy for Company Officer Training.
4. Maintain and improve relationships with surrounding agencies in regards to training.
5. Develop an improved mentoring and career development program.
6. Maintain membership with South Valley Training Officers Association.
7. Improve Training props and replace aging ventilation roof props at training facility.
8. Research and Implement new and additional training props.
9. Incorporate additional technology into the training division.
10. Sponsor department personnel to attend outside training








<i>Performance Measurements - Training Division - 2224</i>							
<i>Goal: Provide an average of 20 hours of fire service training per month to each fire suppression employee.</i>							
<i>Strategy</i>	<i>Measure</i>	<i>Actual 2015</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Forecast 2018</i>	<i>Forecast 2019</i>	<i>Forecast 2020</i>
<b>Monthly Training</b> 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	21.39	22.57	20.00	20.00	20.00
<p><b>Strategy:</b> 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.</p>							

### 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 OES 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.

#### 2018-2020 Accomplishments

1. Negotiated the Tulare Kings Counties Regional Hazardous Materials Team and secured the Response Vehicle from the Kings County Operational Area.
- 
 2. Collected approximately \$84,460 from surrounding agencies for maintenance of the Regional Hazardous Materials Team
3. Conducted bi-monthly and quarterly Hazmat training for Visalia and other Fire Agencies.
- 
 4. Billed approximately \$41,878 in Hazmat Cost Recovery Fees.
- 
 5. Presented and secured \$87,000 for Hazardous Materials Training through the HSG grant process to be awarded in 2020.
6. Hosted the OES / California Specialized Training Institute Hazardous Materials Technician Series to be presented in March and April 2020

#### 2020-2022 Objectives

- 
 1. Pursue Capital Improvement Project funding to replace the Hazmat atmospheric monitors.
- 
 2. Pursue Capital Improvement Project funding to replace Hazmat Chemical Identification equipment.
3. Continue to monitor and oversee Hazmat cost share agreements with surrounding cities and counties through 2024.
- 
 4. Pursue grant funding and plan for replacement of aging equipment and training needs.
5. Conduct quarterly training sessions for Visalia team members and cooperating agency personnel to include local Hazmat intensive businesses.
6. Continue to explore new partnerships and means to support the City of Visalia's Hazmat Team and Hazmat business community.

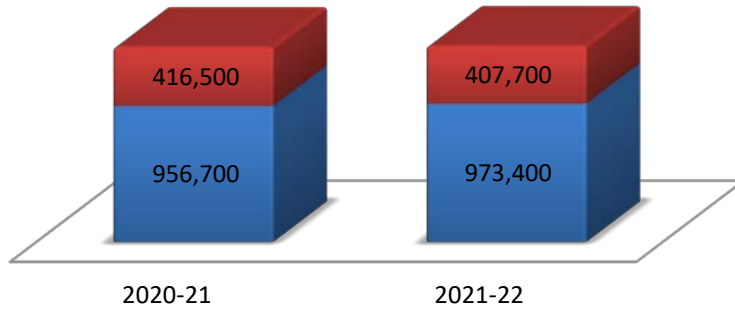
# GENERAL SERVICES DEPARTMENT

**MISSION:** To provide high quality, consistent, and reliable services to the community through the functions of transportation, animal services and the convention center.



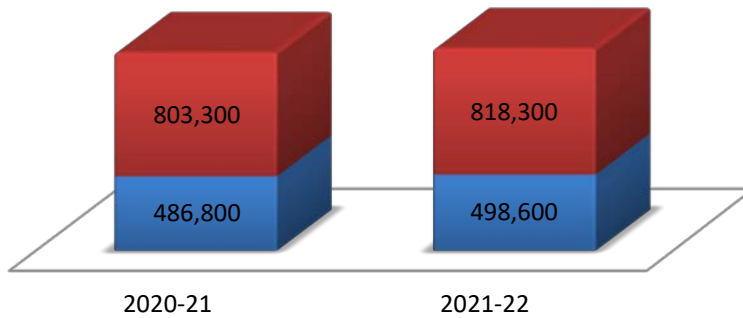
### Animal Control Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



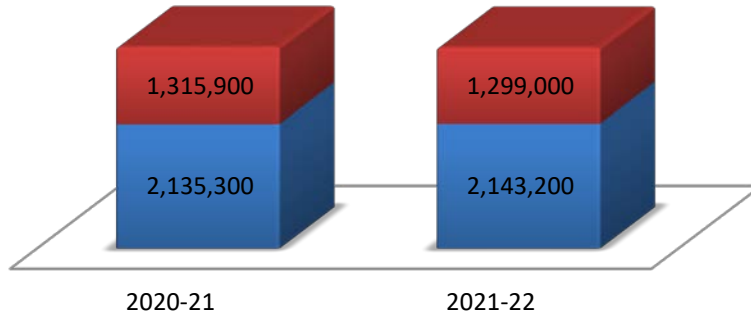
### Airport Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



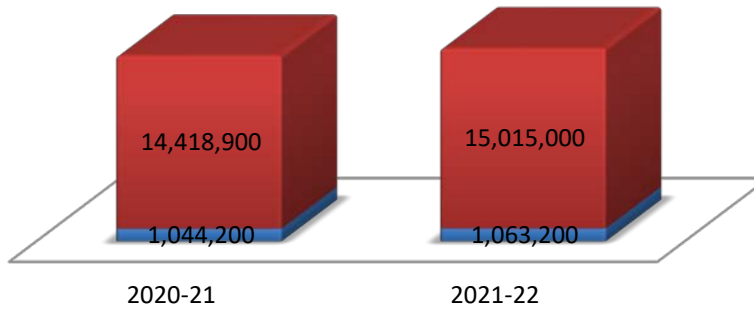
### Convention Center Summary

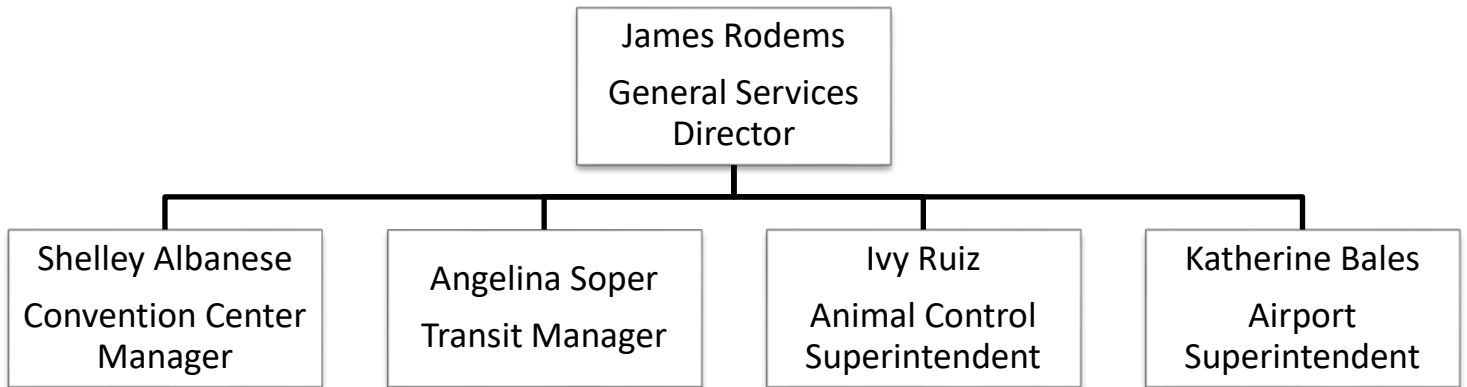
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Transit Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 46

### GENERAL SERVICES




#### ALL FUNDS

	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>OPERATING EXPENDITURES</b>						
<b><u>GENERAL FUND</u></b>						
GENERAL SERVICES DIRECTOR - 001 - 1701	-	-	-	29,700	218,600	221,300
Reimbursements	-	-	-	-	(62,400)	(62,400)
<b>Net General Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,700</b>	<b>156,200</b>	<b>158,900</b>
<b><u>SPECIAL REVENUE</u></b>						
GOLF COURSE - ZERO DIVISION - 151 - 1510	-	49,187	31,643	-	-	-
GOLF COURSE - 151 - 1511	-	81,853	-	51,200	51,200	51,200
Total Operating Expenditures	-	131,040	31,643	51,200	51,200	51,200
Reimbursements	-	-	-	-	-	-
<b>Net Special Revenue</b>	<b>-</b>	<b>131,040</b>	<b>31,643</b>	<b>51,200</b>	<b>51,200</b>	<b>51,200</b>
<b><u>PROPRIETARY</u></b>						
AIRPORT ZERO DIV - 411 - 4040	(260,329)	317,629	6,353,275	6,357,300	225,000	84,000
AIRPORT OPERATIONS - 411 - 4041	2,268,533	1,891,823	2,049,050	1,793,200	1,765,300	1,793,100
ANIMAL SERVICES ZERO DIV - 406 - 4060	373,593	220,426	169,900	146,700	147,100	117,000
ANIMAL SERVICES - 406 - 4061	1,607,445	1,699,169	1,645,000	1,684,100	1,703,700	1,726,700
CONV CENTER ZERO DIV - 413 - 4130	540,609	430,649	243,720	563,900	291,200	254,900
CONV CNTR ADMINISTRATION - 413 - 4131	296,040	313,092	286,800	416,900	458,900	470,000
CONV CNTR SALES & MARKET - 413 - 4132	375,734	386,541	408,700	165,300	231,500	235,000
CONV CNTR BOX OFFICE - 413 - 4133	1,179,236	666,979	1,252,300	226,000	281,900	283,900
CONV CNTR OPERATIONS - 413 - 4135	3,110,844	3,165,194	3,273,185	2,964,700	3,194,700	3,205,400
TRANSIT ZERO DIV - 451 - 4510	455,576	(4,313,855)	-	3,000	3,000	3,000
TRANSIT-CAPITAL GRANT ZERO DIV - 452 - 4520	-	4,656,993	13,774,869	13,774,900	645,000	1,515,400
TRANSIT OPERATIONS - 451 - 4551	15,313,516	17,058,907	12,792,500	17,448,500	15,906,100	16,420,700
TRANSIT SEQUOIA SHUTTLE - 451 - 4553	1,750,243	2,026,112	1,803,000	2,061,300	2,059,600	2,061,600
TRANSIT CALL CENTER - 451 - 4554	326,428	217,221	251,900	209,300	210,300	209,300
TRANSIT -V LINE - 451 - 4555	487,753	790,244	520,900	786,080	1,047,300	1,145,600
Total Operating Expenditures	27,825,221	29,527,124	44,825,099	48,601,180	28,170,600	29,525,600
Reimbursements	(635,873)	(780,592)	(604,200)	(661,200)	(660,000)	(660,000)
<b>Net Proprietary</b>	<b>27,189,348</b>	<b>28,746,532</b>	<b>44,220,899</b>	<b>47,939,980</b>	<b>27,510,600</b>	<b>28,865,600</b>
<b>TOTAL GENERAL SERVICES</b>	<b>27,189,348</b>	<b>28,877,572</b>	<b>44,252,542</b>	<b>48,020,880</b>	<b>27,718,000</b>	<b>29,075,700</b>




### GENERAL SERVICES DIRECTOR—1701

**Division Description:** The General Services Director oversees the divisions of Animal Services, Airport, Convention Center, and Transit.

#### 2018-2020 Accomplishments

1. Obtained new operations and maintenance contract for Transit
-  2. Established contracts with the City of Exeter and the City of Farmersville for Animal Control, Sheltering and Licensing services.
-  3. Updated and revised the Animal Ordinance to better suit the needs of the community and the department.
-  4. Executed eight (8) new aviation and non-aviation agreements with the Federal Aviation Administration, OutFront Media, and several airport tenants resulting in new annual revenue of \$95,900 to the Airport Enterprise Fund.

#### 2020-2022 Objectives





-  1. Reduce General Fund Subsidies for Animal Control and Convention Center
-  2. Continue to look for ways to increase revenues for Airport, Animal Control, Transit and Convention Center
-  3. Continue to look for ways to increase operating efficiencies for Airport, Animal Control, Transit and Convention Center






### 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 basic functions: Shelter Care & Management, Animal Field Services, and Animal Licensing. Animal Services works with local non-profit and rescue organizations throughout the West coast and out of state in order to increase the save rate of incoming animals and reduce unwanted pets within the community.

#### 2018-2020 Accomplishments

- 4. Spayed/ neutered, and licensed approximately 180 Pitbull’s and Chihuahua’s through the Operation Chia-Pit Program which has curbed the number of these breeds entering the shelter each year.
-  5. Established and operated a Trap Neuter Release Program for feral/community cats.
-  6. Maintained save rates for dogs and cats at 78% throughout the year.
- 7. Completed a Capacity for Care Bootcamp with the Koret Shelter Medicine Program at UC Davis; This training provided information on improving care and increasing live outcomes from some of the most experienced shelter veterinarians in California.
-  8. Established contracts with the City of Exeter and the City of Farmersville for Animal Control, Sheltering and Licensing services.
-  9. Reunited approximately 900 lost pets with their families
- 10. Updated and revised the Animal Ordinance to better suit the needs of the community and the department.

#### 2020-2022 Objectives

-  1. Resume low cost vaccination clinics for the communities throughout the year.
-  2. Increase save rates and beat the previous year’s percentage specifically through adoptions.
- 3. Evaluate the feasibility of a spay/neuter facility within the current building.
- 4. Continue to build the Animal Services volunteer program.
- 5. Provide more training, seminars, and conferences for staff development and to stay abreast of animal shelter operations.
-  6. Continue to operate the Trap Neuter Release Program for feral/community cats.

<i>Performance Measurements - Animal Services</i>											
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18		Actual 2018-19		Projected 2019-20		Forecast 2020-21		Forecast 2021-22	
<b>Animal Services</b>		Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio
To increase the ratio of altered licenses to unaltered licenses issued	Altered Dog	4,052	13:1	4,443	9:1	5,700	10:1	6,000	12:1	6,200	12:1
	Unaltered Dog	320		507		550		500		500	
	Altered Cat	579	0	589	295:1	570	190:1	580	193:1	580	193:1
	Unaltered Cat	-		2		3		3		3	
To increase the total save rate of incoming animals at the shelter	Incoming	3627		4173		4800		4750		4700	
	Saved	2507		2980		3600		3700		3800	
	Euthanized	1257		1351		1200		1000		900	
	-Save Rate	69%		71%		75%		78%		81%	
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	91		80		95		100		100	

### 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.

#### 2018-2020 Accomplishments



1. Broke ground on City owned corporate and nested T-Hangars; expected completion date of April 2020. This project totals \$4.23m which includes \$3.7m in DOT grant funding for hangar construction.



2. Awarded \$340,414 in AIP grant funding for the Update Airfield Guidance Signs and Crack Repair & Seal Design projects.



3. Executed eight (8) new aviation and non-aviation agreements with the Federal Aviation Administration, OutFront Media, and several airport tenants resulting in new annual revenue of \$95,900 to the Airport Enterprise Fund.



4. Implemented new Hangar Utility Billing system resulting in a 19% increase in Airport Utility revenues.

#### 2020-2022 Objectives



1. To complete construction of the DOT funded Hangar Construction Project and achieve 100% occupancy of all new hangar space which would result in new annual revenue of \$120,000 to the Airport Enterprise Fund.



2. Execute new ground lease agreements for aviation development on airport land.



3. Promote development of remaining non-aviation airport property to maximize revenue.



4. Continue to execute AIP grant funded projects outlined in the Airport Layout Plan as approved by the Federal aviation Administration.

5. Assist current and future airport operators in expanding Flight Training Services to the Central Valley.

6. Continue to work with current Cargo operators to increase the size of their operations and allow them to utilize larger aircraft.

7. 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.


### *Performance Measurements - Airport*


<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Airport</b>						
To provide a premium fuel service to aircraft users which merits a premium fee	Gallons of fuel sold					
	- Jet Fuel	201,757	209,270	187,985	193,624	199,432
	- Aviation Gasoline	68,128	72,682	97,600	100,528	103,543
To assure that leased facilities are fully utilized (assumes 100% leased hangars.)	Number of individuals on paid hangar waiting list	5	3	2	1	1
To encourage growth of cargo facilities at the Visalia Airport	Total annual pounds of Cargo					
	- Inbound	1,657,200	1,636,265	1,805,947	1,860,125	1,915,928
	- Outbound	1,139,274	1,241,170	1,261,468	1,299,312	1,338,291


### 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 quality service, in a clean, well-maintained facility.


#### 2018-2020 Accomplishments


- 


1. Overall Convention Center operating revenues (4135) of \$2,554,501 for fiscal year 17-18 surpassed the budget by \$402,771 and previous year by \$219,354. Operating expenses (4135) were down 17%. Final subsidy amounted to \$1,702,683 vs budget of \$2,201,303, a savings of \$498,620 to the City of Visalia.
- 

2. Overall Convention Center operating revenues (4135) of \$2,358,900 budgeted vs \$2,473,473 actual, an \$114,573 increase for fiscal year 18-19. Bar Sales accounted \$296,713 of revenue vs. budget of \$140,000. Although we had increases in revenue we continued to see operation expenses (4135) down vs budgeted by \$51,756.
- 

3. Reorganization of the administration department to include hire of full time Accounting Technician, Administrative Assistant, Director of Sales, and Sales Manager. With the reorganization we have seen an increase of efficiency and opportunity to better serve our clients and further growth towards our mission and goals.
4. The University of Phoenix agreement renewed through August 31, 2024.
- 

5. Capital improvement projects completed and in the process of completion include, calendar booking software, video surveillance, building alarm and digital signage and additional audio visual equipment to provide our guests and meet their requests.
- 





6. Three (3) year advertising and signage agreement with Bueno Beverage resulting in annual revenue increase of \$10,000.
- 

7. Continued to increase the number of entertainment and cultural events offered to the community at the Visalia Convention Center. Events included Oak Ridge Boys, Olate Dogs, 559 MMA fights, Boots Brews and Bacon Festival, Indoor Yard Sale, Healthy Living Expo, WWE NXT, Foreigner. Partnership with End of the Trail Half Marathon for the 2020 Healthy Living Expo which will bring in an estimated 2,000 plus attendees and additional vendors to the Expo the day prior to the half marathon.
- 

8. Increase of social media outreach including an increase of posts and adding Instagram to our platform. For Facebook, from July 2018 vs. January 2020, we saw an increase of 1,970 followers. Since adding Instagram in September 2018 we have added 1,389 followers.
9. For security measures all guests for ticketed events wanded and bags are checked.

10. Implemented an agreement with Starstruck Entertainment, providing us now with the ability to provide a broader range of services, and a high level of professional entertainment related staffing such as stagehands, loaders and riggers.

### 2020-2022 Objectives

1. Establish protocols and procedures that will meet the post pandemic expectations for holding safe events.
- 
  2. Continue to bring conventions, conferences and tradeshow to the downtown with an emphasis on attracting people from out of town to focus on infusing additional visitor spending, and hotel stays in the City of Visalia and have the greatest economic impact.
- 
  3. Continue hold 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.
4. Continue to reevaluate the current marketing plan of the Visalia Convention Center. This will include, but not limited to branding each market segment, establish new campaigns, conducting more local sales blitzes, partnerships with local organizations to enhance the reach of the convention center and collaborate on events and opportunities that are available to create additional impressions. Continue to market through social media and newsletters/eblasts, increase the number of posts and newsletters sent as directed by the new Director of Sales.
- 
  5. Continue to assess the Visalia Convention Center performances indicators and make adjustment's deemed necessary to increase revenue opportunities and reduce overall expense. This will include, but not limited to timeliness and turnaround of event information to client, conversion rate of events from inquiries to confirm, reduction of labor and evaluation of the operations department staffing.
6. Devote time and resources to developing new relationships with meeting planners and corporate clients to increase new bookings and opportunities for rebooking each year.
- 
  7. Implement new booking software for greater efficiencies.
8. Be more proactive in obtaining and utilizing post client survey information.

<b>Strategy</b>	<b>Measure</b>	Actual 2017-2018	Actual 2018-2019	Actual 2019-2020	Budget 2020-2021	Budget 2021-2022	
Maximize the usage of the Convention Center to enhance economic growth and community vitality.	<b>Occupancy</b>						
	<b>Facility Occupancy Avg.</b>	<b>52%</b>	<b>46%</b>	<b>50%</b>	<b>25%</b>	<b>45%</b>	
Reduce the Convention Center's reliance on the General Fund.	General Fund contribution as a percentage of total operating expenses.	Operating Expenses	\$5,534,732	\$5,159,038	\$4,336,800	\$4,458,200	\$4,449,200
		Gen. Fund Contribution	\$626,537	\$789,142	\$1,112,200	\$1,679,100	\$1,477,200
		<b>Percentage</b>	<b>11%</b>	<b>15%</b>	<b>27%</b>	<b>38%</b>	<b>33%</b>
Bring more visitors to Downtown Visalia and increase facility revenues by increasing the number of events	- Conventions/Conferences	53	49	50	20	40	
	- Meetings	1,738	1,283	1,300	520	750	
	- Banquets	96	92	100	45	75	
	- Consumer Shows	11	15	10	4	7	
	- Entertainment	24	24	25	10	18	
	<b>Total Events</b>	<b>1,922</b>	<b>1,462</b>	<b>1,485</b>	<b>599</b>	<b>890</b>	

## TRANSIT—451

**Division Description:** The Transit Division provides transportation services in and around the greater Visalia area, including Goshen, Exeter, Farmersville, and 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 11 fixed-routes, Para transit service for ADA (Americans with Disabilities Act) certified individuals, a youth “LOOP” shuttle under the direction of the Recreation Department, and the VLINE shuttle with service 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 operations and maintenance facility provides for the City of Visalia transit services daily operations. The Transit Division utilizes many contracts for vehicle & equipment purchases, facility & bus maintenance, as well as bus operations.

**2018-2020 Accomplishments**

1. Successfully completed the 13th season of the Sequoia Shuttle in 2019. Through a partnership with Sequoia & Kings National Park, the City operated a route from Visalia to the Giant Forest Museum (Gateway) and five routes within the Park (Internal) from May to September. The gateway shuttle transported 6,175 passengers during the 2019 season. The internal shuttle reached a total season ridership of 940,164 within the park. This is an 8.4% increase from the previous season and the highest annual ridership to date. Total rides on the internal shuttle since inception reached the 6 million mark (6,102,897) during the 2019 season. This represents a significant reduction of CO2 emissions as a result of this service.



2. Continued to operate the V-LINE service, between Visalia and Fresno. This route which began service in November 2015 provides express service six times daily from the Visalia Transit Center and Visalia Airport to the Fresno Airport, Fresno State and Downtown Fresno. Ridership on this route continues to increase with ridership Fiscal YTD in 2018-19 having increased and average of 9% over the same period in 2017-18. Transit staff also successfully replaced two of the large V-Line buses in September 2019. The new buses came equipped with reading lights and USB charging ports for a more comfortable and productive ride for our V-Line passengers.
3. The Greenline (countywide transit information call center operated by Visalia) surpassed 368,102 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.
4. Implemented the new Operations and Maintenance contract for the full operation of all Visalia Transit Routes and Services including all Fixed Routes, Dial-A-Ride, V-LINE and the Sequoia Shuttle. The contract change-over occurred in October of 2018 and included an RFP for the preparation of a change over audit and the proper correction of all audit findings. In 2019 all turnover audit items were successfully completed by the new contractor, First Transit.





5. Completed the implementation of the Information Technology System (ITS) including a new bus tracking system, passenger counters, and an improved camera system. This included submission of the certification of the Automated Passenger Counters (APC) which is a 1-year process to allow Visalia Transit to rely upon the data from this system for NTD reporting.



6. Completed the installation of 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.



7. Purchased three (3) 35ft Battery Electric Buses and four (4) chargers from Proterra, Inc. Underground infrastructure for an additional sixteen (16) future charging stations was also installed as part of this project.



8. Received approval to transition our part time hourly Community Outreach Coordinator position into a full-time position in an effort to reduce the existing marketing contract.



9. Successfully implemented significant route changes per the Short Range Transit Plan with a projected cost savings of approximately 5% system wide.



10. Completed the bus wash refurbish project that included an upgraded Radio Frequency Identification (RFID) in an effort to create a more efficient way to wash the buses.



11. Successfully replaced (4) Dial A Ride buses in April 2019.



12. Successfully completed the steam rack repair and refurbishment to ensure bus chassis can be properly cleaned for safety purposes.

### 2020-2022 Objectives

1. Complete a site selection study and needs assessment for the location of Transit Hubs as recommended in the SRTP. This study will lay out the most efficient course of action to complete a grid network making travel on VT routes more comparable to personal vehicle travel, saving time for riders and sparing the air by reducing emissions.



2. Award Kaweah Delta Traffic Parking Study to successful bidder. The results of this study are intended for use to pursue any viable options to reduce parking demands in the downtown area.



3. 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.



4. Purchase three (3) additional 35ft Battery Electric Buses and chargers from Proterra, Inc through CMAQ funding.



5. Complete a replacement of (6) Sequoia shuttle buses for the upcoming Sequoia season.







6. Complete the installation for the Video Surveillance system at the Transit Center.



7. Complete a refurbish or replacement project for the exterior Transit Center doors on the first floor.

8. In coordination with Region wide efforts successfully complete a new (5) year Short Range Transit plan.

9. Successfully complete GenFare farebox refurbish project to include training for Visalia Transit staff.
-  10. Complete bus radio and antennae upgrade including a new repeater in an effort to switch all buses over from analog radio to digital.
-  11. Complete a paving project at the Transit Center to repair existing bus lanes and sidewalks.
-  12. Complete an RFP and award for the Renewable compressed natural gas and electric carbon credits contract.
-  13. Complete an RFP and award a consultant to assist with the feasibility study to potentially bring Maintenance in-house in an effort to reduce operational costs.

<b>Performance Measurements - Transit</b>						
<b>Safety</b> of Visalia Transit customers and other drivers on the road is of primary concern. Accident statistics are provided to measure VT's safety record.						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Provide and raise awareness of a safe transit system	Miles between preventable accidents	130,916	241,438	111,583	189,243	189,243
	Number of preventable incidences	16	7	16	14	12
<b>Ridership</b> shows the number of boardings within a time period and may reflect multiple boardings by the same passengers on the same day or within the same time period.						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Decreased ridership on Fixed Route. Increased ridership on Dial-A-Ride and V-LINE	Fixed Route Passengers	1,406,294	1,236,081	1,170,282	1,107,986	1,049,005
	Fixed Route Rides per hour	11.0	9.93	9.37	8.87	8.40
	Dial-A-Ride Passengers	39,109	39,236	39,976	40,730	41,498
	Dial-A-Ride Rides per hour	2.94	3.10	3.16	3.22	3.28
	V-LINE Passengers	26,740	29,200	31,886	34,820	38,023
	V-LINE Rides per hour	4.36	4.01	4.37	4.77	5.21
	All Combined Passengers	1,472,143	1,304,517	1,242,144	1,183,535	1,128,526
All Combined Rides per hour	18	17	17	17	17	
<b>Farebox ratio</b> is the portion the cost of operating Visalia Transit buses which is paid by the fares charged to the customers. Transportation Development Act (TDA) funding requires Visalia Transit to meet a minimum of 20% in farebox receipts. Failure to meet this requirement will result in penalties which reduce Transit grant funding.						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Maximizing the use of Federal, state, and local grants to support the transit program	Farebox ratio	20.4%	20.1%	20.0%	20.0%	20.0%
<b>Efficiency</b> is reflected in the control of operating costs annually and the review of cost increases over time compared to the Consumer Price Index (CPI*) for service provided. *Western Region CPI according to the Department of Labor and Statistics.						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Offer reliable and efficient transit services to meet the needs of the community	Fixed Route Cost per mile	\$ 4.67	\$ 6.37	\$ 6.37	\$ 6.37	\$ 6.37
	Fixed Route Cost per passenger	\$ 5.86	\$ 8.81	\$ 8.81	\$ 8.81	\$ 8.81
	Fixed Route Cost per hour	\$ 65.00	\$ 87.50	\$ 87.50	\$ 87.50	\$ 87.50
	Fixed Route On-time performance	85%	90%	95%	99%	99%
	Dial-A-Ride Cost per mile	\$ 4.90	\$ 6.19	\$ 6.69	\$ 7.23	\$ 7.81
	Dial-A-Ride Cost per passenger	\$ 22.14	\$ 28.21	\$ 30.78	\$ 33.58	\$ 36.64
	Dial-A-Ride On-time performance	62%	100%	100%	100%	100%
	V-LINE Cost per mile	\$ 1.53	\$ 1.70	\$ 1.89	\$ 2.10	\$ 2.33
	V-LINE Cost per passenger	\$ 13.24	\$ 16.14	\$ 19.67	\$ 23.98	\$ 29.23
	V-LINE Cost per hour	\$ 65.00	\$ 87.50	\$ 87.50	\$ 87.50	\$ 87.50
	V-LINE On-time performance	Not available	Not available	Not available	Not available	Not available
	Systemwide Cost per hour increase	\$ 65.00	\$ 87.50	\$ 87.50	\$ 87.50	\$ 87.50
	Systemwide Consumer Price Index	0.016%	0.016%	0.017%	0.019%	0.019%

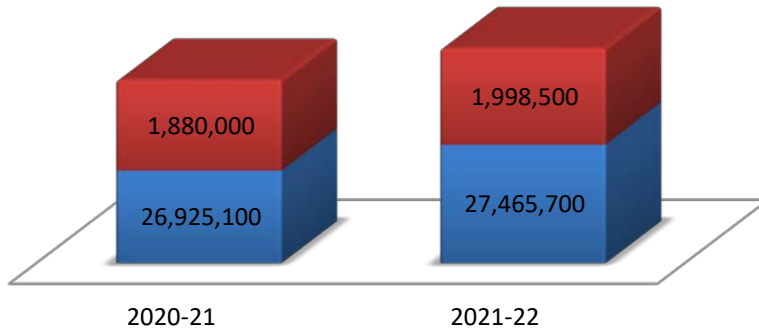
## POLICE DEPARTMENT

**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.



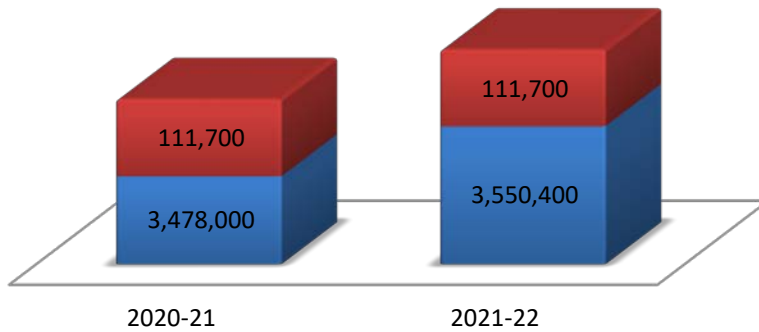
### Police General Fund Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



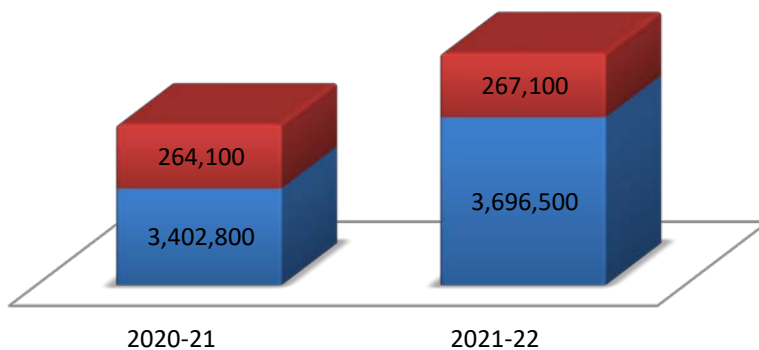
### Police Measure T Summary

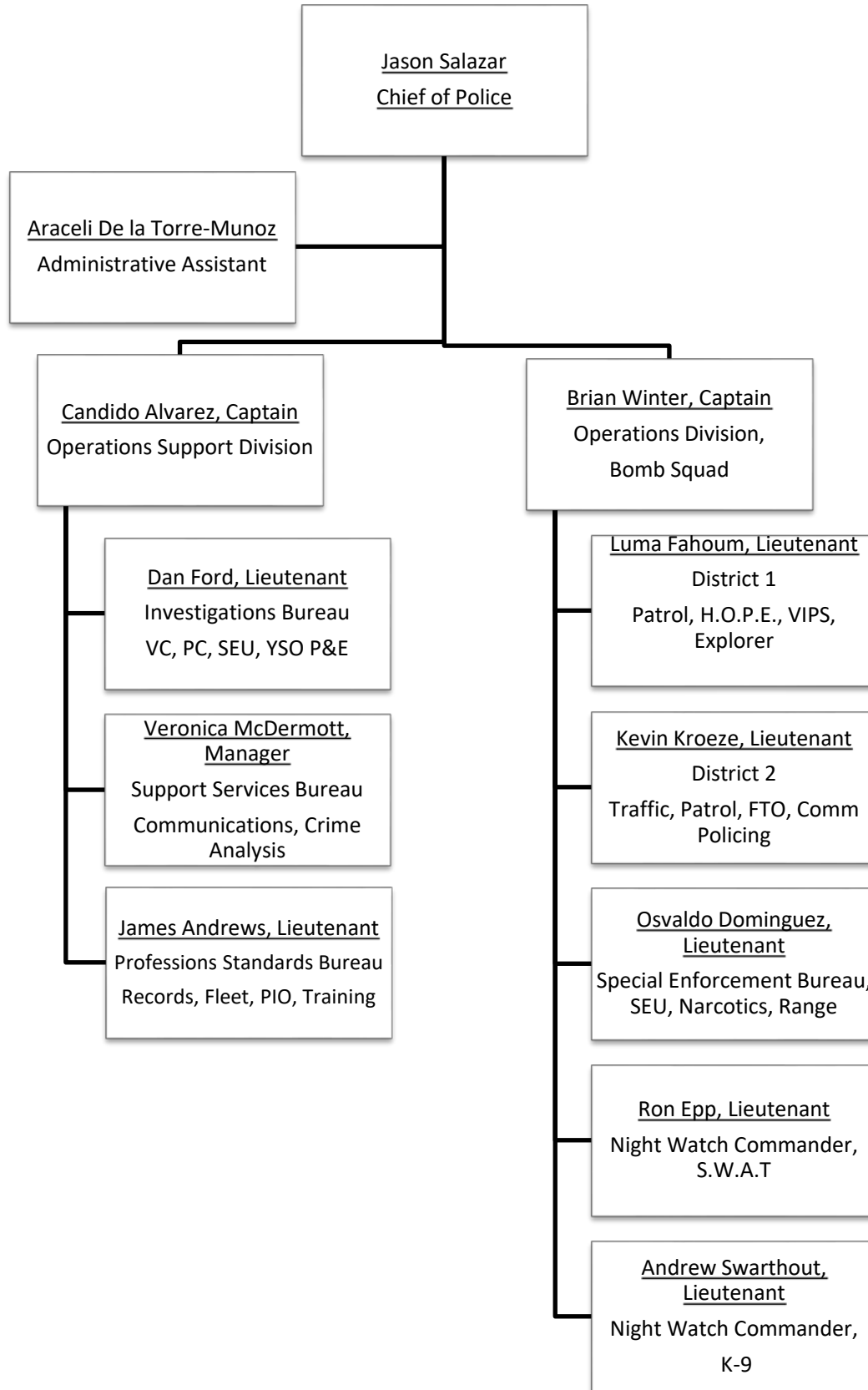
■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES



### Police Measure N Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES





Allocated FTE's = 237

### POLICE

#### ALL FUNDS

OPERATING EXPENDITURES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND</b>						
PD ADMINISTRATIVE SERVICES - 001 - 2101	9,640,177	10,598,448	11,290,974	10,398,700	10,030,800	10,274,200
PD PATROL - 001 - 2102	12,977,236	13,126,611	14,439,411	13,420,000	14,484,900	14,733,400
PD TRAFFIC BUREAU - 001 - 2103	1,791,843	2,077,911	1,947,396	2,127,600	2,224,600	2,259,400
PD INVESTIGATIONS - 001 - 2104	5,662,595	5,995,451	6,021,500	6,295,400	7,269,200	7,401,600
POLICE UNCLAIMED FUNDS - 012 - 3820	53,237	27,673	170,666	135,000	85,500	9,000
Total Operating Expenditures	30,125,088	31,826,094	33,869,947	32,376,700	34,095,000	34,677,600
Reimbursements	(6,557)	(3,632)	(3,600)	(6,400)	(6,000)	(6,000)
<b>Net General Fund</b>	<b>30,118,531</b>	<b>31,822,462</b>	<b>33,866,347</b>	<b>32,370,300</b>	<b>34,089,000</b>	<b>34,671,600</b>
<b>SPECIAL REVENUE</b>						
MEASURE N-POLICE - 141 - 1411	1,177,075	2,351,209	3,516,300	3,509,500	4,039,800	4,348,500
MEASURE N-2% YOUTH PD - 143 - 1431	37,500	65,000	75,000	75,500	75,900	75,900
PD PUBLIC SAFETY ST (MEAS T) - 121 - 2131	3,543,157	3,549,046	3,877,400	3,611,100	3,966,700	4,039,100
PD MEAS T ECON UNCERT ZERO DIV - 123 - 2140	190	270	-	-	-	-
COMCL CRIMINAL APPREH ZERO DIV - 631 - 6030	3,431	36,299	-	75,000	-	-
NARCOTICS FOREFITURE ZERO DIV - 621 - 6210	17,634	-	65,000	65,000	50,000	50,000
ASSET FORFITURE ZERO DIV - 622 - 6220	55,538	-	25,000	25,000	50,000	50,000
ST TARGET ASSET FORFIETURE - 623 - 6230	2,350	-	13,000	13,000	-	-
FED TARGET ASSET FORFIETURE - 624 - 6240	-	-	5,000	5,000	5,000	5,000
COPS GRANT INVESTIGATIONS - 631 - 6324	254,117	256,003	325,308	335,400	261,200	266,200
LAW ENFORCE TUL CO ZERO DIV - 633 - 6330	-	-	-	-	-	-
FED COPS GRANT ZERO DIV - 634 - 6340	400,410	433,994	439,200	456,500	-	-
FED COPS GRANT - 634 - 6341	135,742	152,813	144,900	168,800	-	-
Total Operating Expenditures	5,627,144	6,844,634	8,486,108	8,339,800	8,448,600	8,834,700
Reimbursements	-	-	-	-	-	-
<b>Net Special Revenue</b>	<b>5,627,144</b>	<b>6,844,634</b>	<b>8,486,108</b>	<b>8,339,800</b>	<b>8,448,600</b>	<b>8,834,700</b>
<b>INTERNAL SERVICE</b>						
PD MEAS T ZERO DIV - 503 - 5030	96,677	86,978	528,644	505,400	86,000	86,000
PD PUBLIC SAFETY ST (MEAS T) - 503 - 5031	89	154	-	-	-	-
Total Operating Expenditures	96,766	87,132	528,644	505,400	86,000	86,000
Reimbursements	(91,726)	(84,302)	(106,600)	(84,300)	(84,300)	(84,300)
<b>Net Internal Service</b>	<b>5,040</b>	<b>2,830</b>	<b>422,044</b>	<b>421,100</b>	<b>1,700</b>	<b>1,700</b>
<b>TOTAL POLICE</b>	<b>35,750,715</b>	<b>38,669,926</b>	<b>42,774,499</b>	<b>41,131,200</b>	<b>42,539,300</b>	<b>43,508,000</b>

### 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 develop 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, with an overall goal of 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 and narcotic enforcement in the City of Visalia. It is accomplished by identifying the most active gang members and drug dealers 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. With recent sweeping legislative changes regarding marijuana, the Narcotics Unit is tasked with staying abreast of local, state, and federal laws regarding those issues.

Other important units fall within the Operations Division and include the Homeless Outreach and Proactive Enforcement Team (HOPE), Special Weapons and Tactics Team (S.W.A.T.), the Field Training Unit, Reserve Unit, Volunteers in Police Services (VIPS), K-9, and the Explorer Unit.

#### 2018-2020 Accomplishments



1. Continued reductions in gang-related violent crimes from (25) in 2017 to (8) in 2019 and continued a partnership with the CA Department of Justice with the Tulare Area Regional Gang Enforcement Team (TARGET), which serves as a regional gang task force with local law enforcement partners to prevent, intervene, and suppress gang crime and activity in our community.



2. Developed a partnership with Tulare County Mental Health to provide a Mental Health Clinician that works directly with the HOPE Team to enhance the outreach efforts and mental health services provided to the chronically homeless population within the City.



3. Expanded the Homeless Outreach Proactive Enforcement Team (HOPE) from (4) Officers and (1) Sergeant to (6) Officers and (1) Sergeant to address the emerging homeless issues in the community.



4. Sought and secured funding to expand the UAS program to (7) drones and operators to assist the Department with high risk emergencies such as at-risk



missing persons, natural disasters, tactical operations, and search and rescue operations.



5. Sought and secured funding to purchase (4) Police canines to replace (4) Police canines that recently retired.

### 2020-2022 Objectives



1. Formation of a crime reduction strategy to reduce residential burglaries by 5%.



2. Development of a Traffic strategy to reduce the number of injury and fatal collisions city-wide by 10% and focus on enhanced internal driving safety.



3. Continue development of strategies and collaborations to reduce the number of chronically homeless in the City and to reduce the number of transient-related calls for service.

4. Monitor response times to Priority 1 calls for service and reduce those response times by 30 seconds.

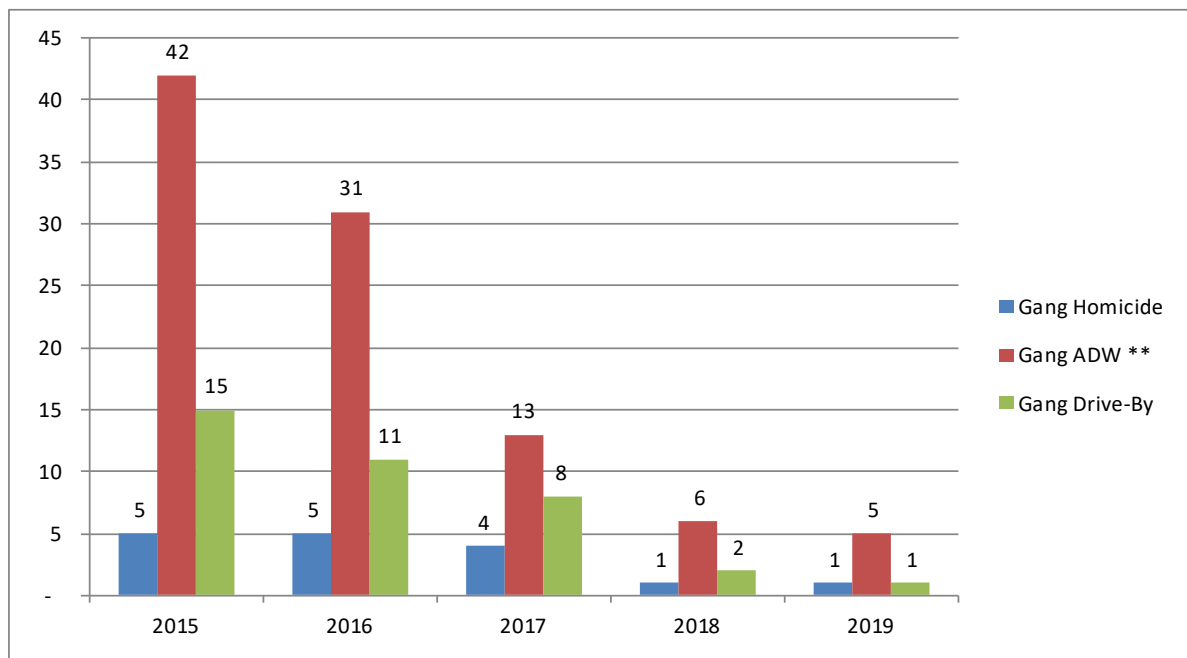


5. Expand the number and use of smart phones throughout the organization to improve communication and increase efficiency by leveraging emerging technology, which is useful to law enforcement.

### Performance Measurements - Police Operations

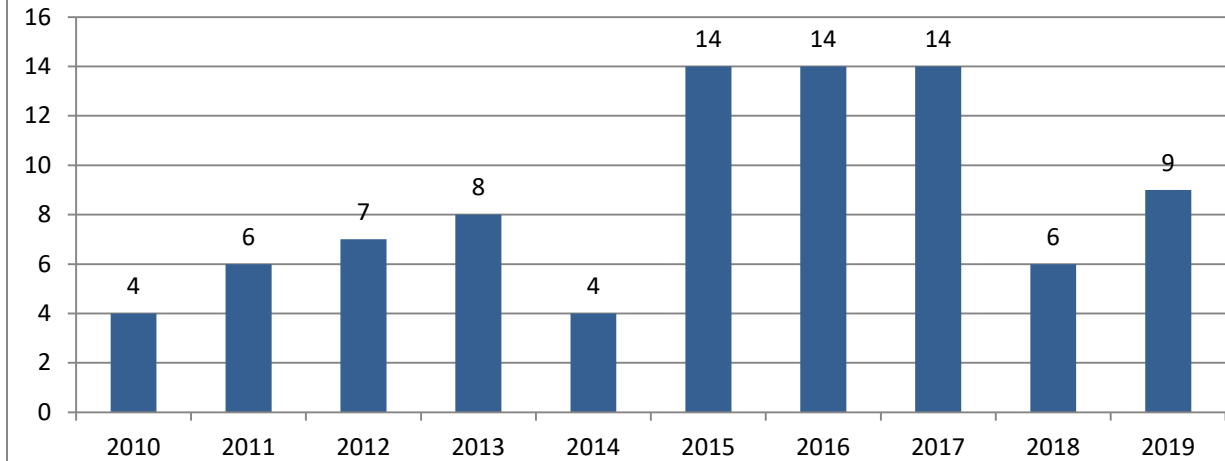
Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Through efforts of the Special Enforcement Bureau (SEB) and TARGET Task Force, focus is on seizures of firearms from gang members in an effort to reduce gun-related gang crime	# of Firearm seizures by SEB	123	74	100	75	75

### Gang Violence Stats

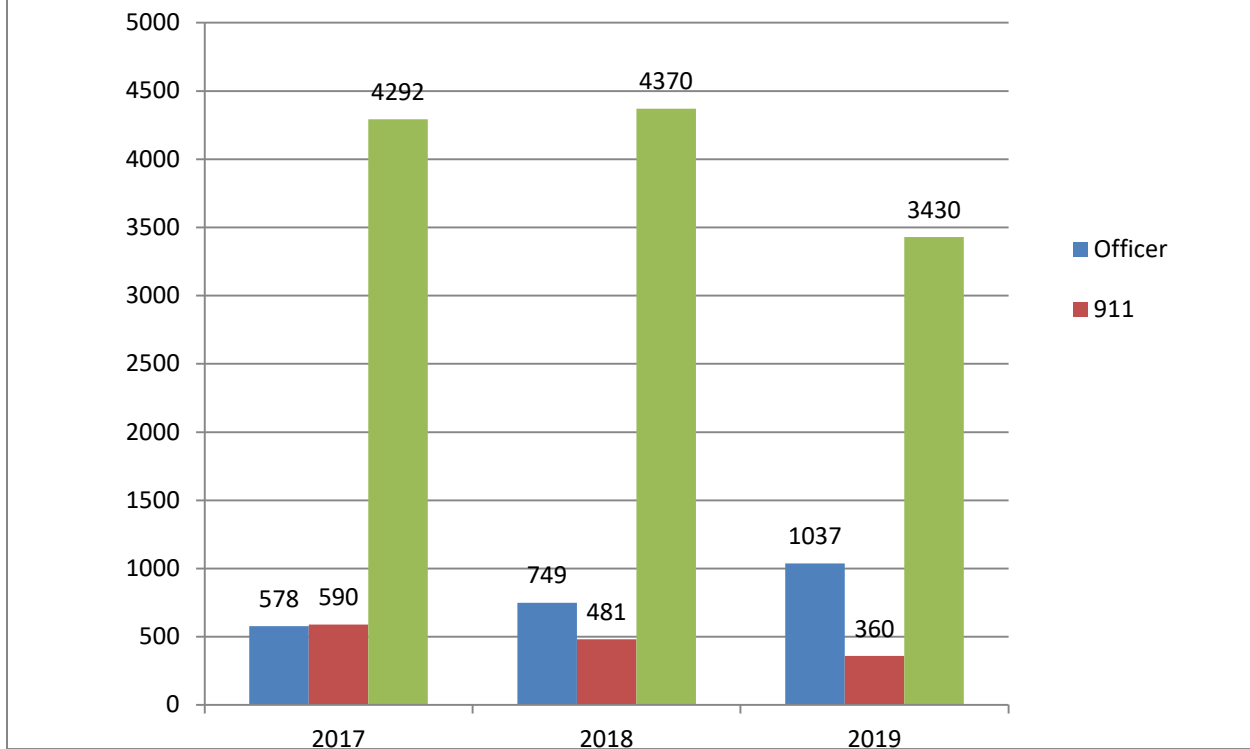


\*\* Assault With A Deadly Weapon

### Traffic Fatalities, 2010 - 2019



### Transient Calls for Service Received by Dispatch



**OPERATIONS SUPPORT**

**Division Description:** The Operations Support Division Consists of the Support Services Bureau, the Investigations Bureau, and the Professional Standards Bureau.

The Support Services Bureau includes the Communications Unit and the Crime Analysis Unit. The Communications Unit is responsible for the receipt, disposition, and the documentation of the public's calls for service in both routine and emergency matters for the Police and Fire Departments. The Crime Analysis Unit assists Department personnel by collecting, analyzing, and disseminating crime related data in an effort to recognize crime patterns, identify criminal suspects, predict criminal activity, and reduce crime, including through deployment of resources.

The Investigations Bureau includes the Property Crimes Unit, the Violent Crimes Unit, Youth Services, the Property & Evidence Unit and the Crime Lab Unit. The Investigations Bureau provides competent and thorough follow-up investigations of adult and juvenile crimes committed in the City of Visalia. The Investigations Bureau works closely with the Crime Analysis Unit to interpret data to deter crime and apprehend criminals.

The Professional Standards Bureau oversees training, recruitment, media relations, social media, personnel, legal, community relations, internal affairs, and Fleet/Facilities maintenance. The Professional Standards Bureau also oversees the Records Unit and Court Services which provides services to the public as well as other Bureaus within the Department. These services include processing reports, public records requests, and court liaison operations.

**2018-2020 Accomplishments**

1. Increased focus on cold case investigations resulting in arrests in the Visalia Ransacker Case (Golden State Killer) and the Central Valley Predator sex crimes series.
2. Expanded Peer Support program to assist Visalia Police Department employees address personal and professional issues during difficult times.
3. Hired 61 new employees and conducted 184 backgrounds.




4. Implemented the Department's Body-Worn Camera program, which included a new position of a Digital Evidence Technician.



5. Created a Social Media Team Committee consisting of a cross-section of Department members and expanded the Department's social media reach to the community enhancing public safety education, information, and community outreach.

**2020-2022 Objectives**

1. Continue recruitment efforts to address current and pending vacancies in sworn and professional staff, to include Measure N positions.

2. Integrate and increase statistical crime analysis to enhance crime prevention, response strategies, and investigations in both Operations and Operations Support Divisions.
3. Prepare and implement process for mandated Racial and Identity Profiling (RIPA) data tracking slated to begin in January 2022 and reporting in April 2023.
-  4. Design, planning, and management of the Public Safety Office Building project.
5. Continue development and implementation of CIT (Crisis Intervention Training), organizational succession planning efforts, and Use of Force training in accordance with new State law.

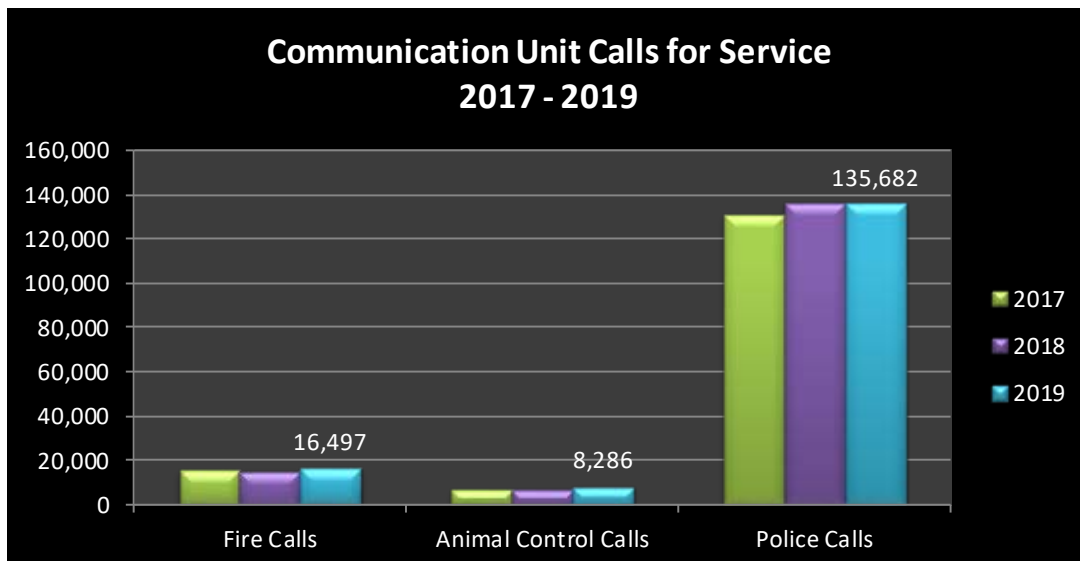
### Police Measurements – Police Operations Support

	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Forecast 2021	Forecast 2022
City of Visalia Population	133,151	136,246	138,207	139,589	140,985	142,395
Number of Calls for Service	153,701	158,783	160,465	163,674	166,948	170,287
% Increase in Calls		3.3%	1.1%	2.0%	2.0%	2.0%

Population forecast based on 1% growth.

Number of calls for service is for Police, Animal Control and Fire.

Calls for service forecast of 2% is based on the average percentage growth between 2009 and 2019.



In comparing calls for service in 2019 to 2018, there was a 1% increase for all calls for service. There was a 6% increase in Fire calls, a 20% increase in Animal Control calls, and a 1% decrease in Police calls. There was a 2% decrease in 911 calls.

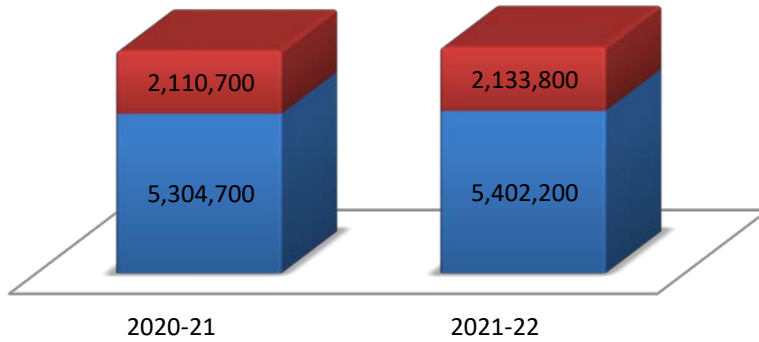
# PUBLIC WORKS DEPARTMENT

**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 at a minimum.



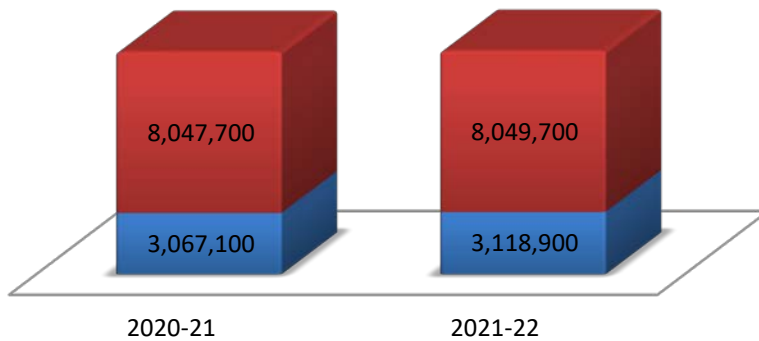
### Public Works General Fund Summary

■ SALARIES AND BENEFITS    ■ OPERATING EXPENDITURES



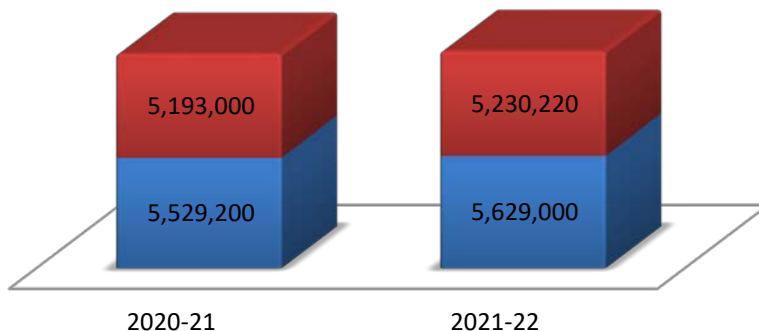
### Wastewater Summary

■ SALARIES AND BENEFITS    ■ OPERATING EXPENDITURES



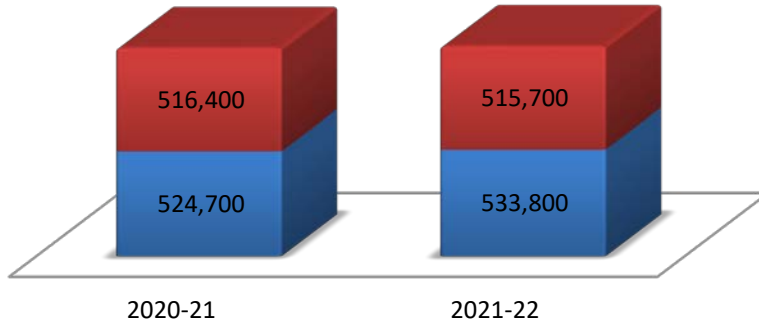
### Solid Waste Summary

■ SALARIES AND BENEFITS    ■ OPERATING EXPENDITURES



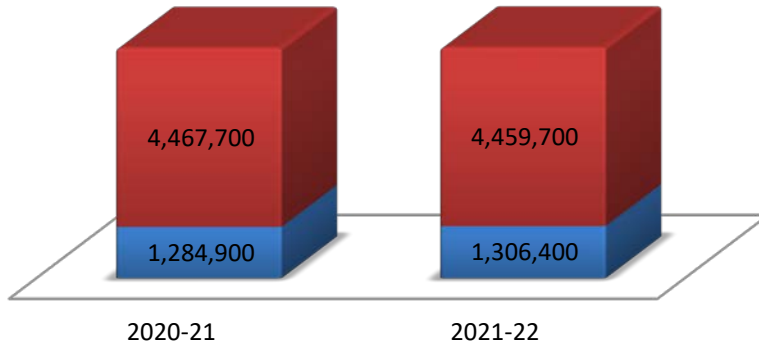
### Storm Sewer Maintenance Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES

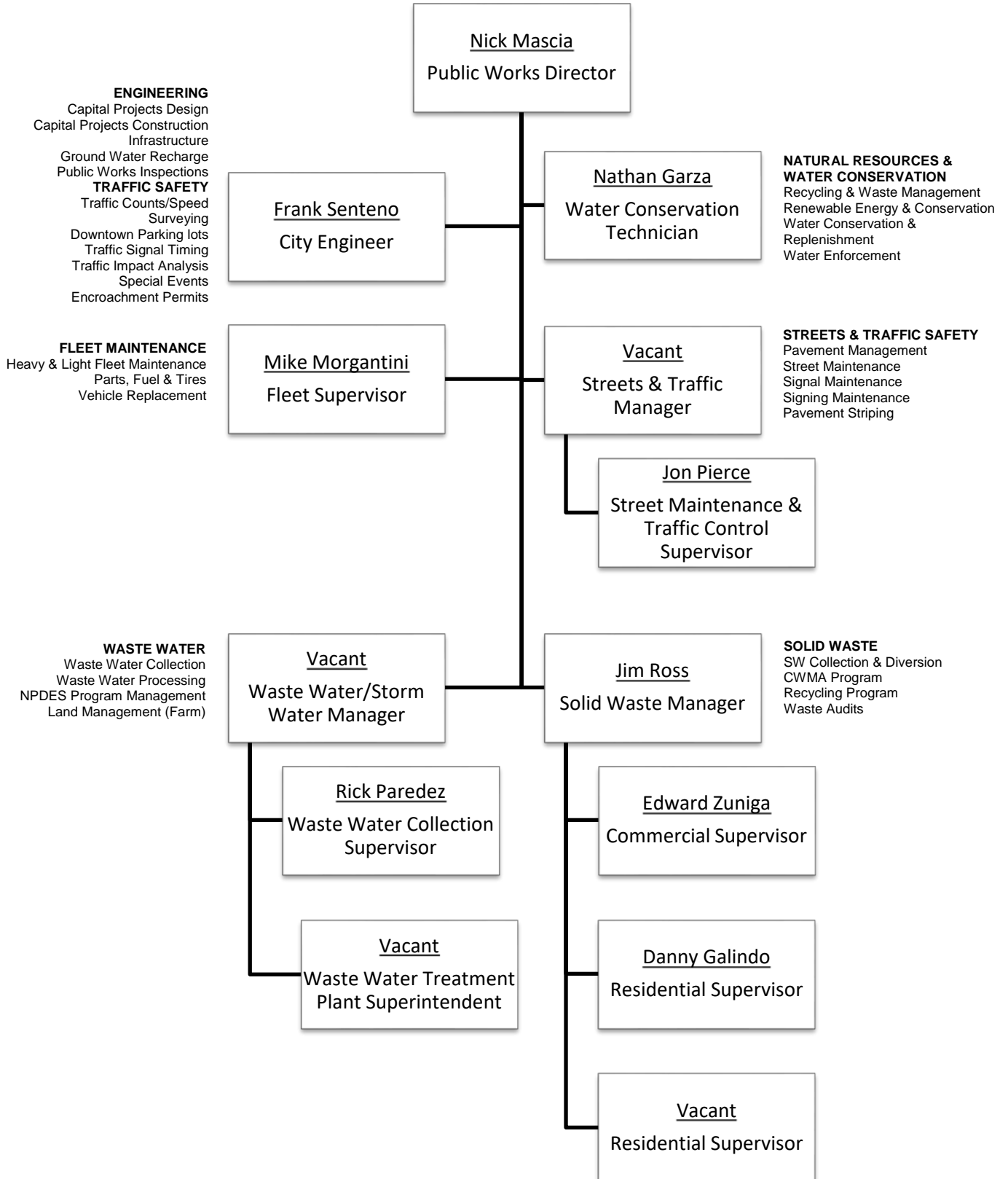


### Fleet Maintenance Summary

■ SALARIES AND BENEFITS   ■ OPERATING EXPENDITURES







Allocated FTE's = 143


**PUBLIC WORKS  
ALL FUNDS**

OPERATING EXPENDITURES	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 BUDGET	2019-20 PROJECTED	2020-21 PROPOSED	2021-22 PROPOSED
<b>GENERAL FUND</b>						
NRCD - 001 - 1041	327,116	309,540	563,200	324,900	247,100	250,000
CITY PARKING LOT MAINT - 001 - 3105	319,835	448,733	353,500	472,000	487,200	491,000
PW MANAGEMENT - 001 - 3106	806,982	630,890	906,473	519,100	523,000	529,500
PW ADMINISTRATION - 001 - 3108	-	20,431	-	129,600	153,700	157,300
STREETS & TRAFFIC MANAGEMENT - 001 - 3109	-	67,604	-	142,800	177,300	179,800
STREET MAINTENANCE - 001 - 3124	1,726,931	1,800,854	1,938,100	1,886,600	1,850,500	1,864,600
TRAFFIC MAINTENANCE - 001 - 3126	1,388,056	1,340,697	1,633,200	1,864,500	1,516,800	1,545,500
GRAFFITI - 001 - 3128	63,123	67,973	113,700	61,700	113,800	119,300
ENGINEER MANAGEMENT - 001 - 3308	256,150	350,048	389,500	434,400	417,900	422,900
ENGINEERING DESIGN - 001 - 3312	2,551,686	2,456,750	2,593,700	2,561,700	2,658,300	2,691,000
TRAFFIC ENGINEERING - 001 - 3313	439,424	408,265	562,800	477,500	628,100	636,000
ENGINEERING INSPECTORS - 001 - 3317	-	84,104	-	537,600	560,400	567,800
Total Operating Expenditures	7,879,303	7,985,889	9,054,173	9,412,400	9,334,100	9,454,700
Reimbursements	(4,431,235)	(5,278,414)	(4,679,400)	(5,188,400)	(5,169,100)	(5,172,000)
<b>Net General Fund</b>	<b>3,448,068</b>	<b>2,707,475</b>	<b>4,374,773</b>	<b>4,224,000</b>	<b>4,165,000</b>	<b>4,282,700</b>
<b>PROPRIETARY</b>						
WWTP ZERO DIV - 431 - 4330	456,218	2,528,277	11,071,860	13,067,000	5,458,800	5,860,500
WWTP MANAGEMENT - 431 - 4331	917,577	616,013	667,400	681,600	780,300	786,500
WWTP OPERATIONS - 431 - 4332	6,988,965	7,384,434	7,568,000	7,711,500	7,519,800	7,576,300
WWTP QUALITY ASSURANCE - 431 - 4333	430,941	402,548	497,000	463,200	522,800	526,400
WWTP MECHANICAL MAINT - 431 - 4334	781,715	911,689	918,300	928,600	1,016,900	1,030,200
WWTP SANITARY SEWER - 431 - 4335	2,302,705	2,361,360	2,305,700	2,437,300	2,421,200	2,437,400
WWTP BIO SOLIDS - 431 - 4336	207,259	243,505	308,900	276,200	224,200	231,800
WWTP FARM - 431 - 4344	1,038,354	947,716	677,500	1,309,700	1,197,700	1,199,400
EXPANSION BONDING ZERO DIV - 433 - 4360	28	40	-	-	-	-
WWTP EXPANSION ZERO DIV - 434 - 4370	22	31	-	-	-	-
02 WW BOND ZERO DIV - 435 - 4380	12	18,695	-	-	-	-
SOLID WASTE ZERO DIV - 441 - 4410	1,597,051	6,963,114	20,382,196	20,382,200	6,201,500	5,488,200
SW ADMINISTRATION - 441 - 4418	3,586,655	3,748,997	3,516,400	3,940,300	4,000,500	4,017,500
PW CONSTR/DEMO & WASTE RED - 441 - 4421	78,413	78,628	80,400	53,200	51,000	51,500
SOLID WASTE MAINTENANCE - 441 - 4442	-	-	-	-	751,100	769,220
SOLID WASTE RESIDENTIAL - 441 - 4443	7,694,177	8,086,099	7,856,600	8,028,700	7,783,500	7,828,000
SOLID WASTE COMM ROLL OFF - 441 - 4444	801,009	1,052,267	961,500	1,156,500	1,142,400	1,147,200
SOLID WASTE COMM FRONT LOAD - 441 - 4445	4,989,751	4,339,688	5,087,000	4,528,900	4,134,800	4,186,900
STORM SEW MAINT ZERO DIV - 481 - 4880	558,540	923,293	1,950,837	1,950,800	889,600	1,001,900
STORM SEWER MAINTENANCE - 481 - 4881	1,597,200	1,670,237	1,662,200	1,744,800	1,662,600	1,671,000
Total Operating Expenditures	34,026,592	42,276,631	65,511,793	68,660,500	45,758,700	45,809,920
Reimbursements	(1,974,238)	(176,380)	(1,381,500)	(170,600)	(157,200)	(157,200)
<b>Net Proprietary</b>	<b>32,052,354</b>	<b>42,100,251</b>	<b>64,130,293</b>	<b>68,489,900</b>	<b>45,601,500</b>	<b>45,652,720</b>
<b>INTERNAL SERVICE</b>						
FLEET MAINTENANCE ZERO DIV - 501 - 5010	43,063	36,880	673,951	674,000	-	-
FLEET ADMINISTRATION - 501 - 5011	-	150	-	-	-	-
FLEET MAINTENANCE - 501 - 5012	2,492,584	3,034,102	2,748,500	3,241,400	3,271,100	3,250,000
FLEET PARTS - 501 - 5013	1,497,507	1,917,276	1,565,700	1,931,900	1,935,800	1,937,600
FLEET FUEL - 501 - 5014	826,502	995,354	735,600	1,001,100	1,001,100	1,001,100
VEHICLE REPLACE ZERO DIV - 502 - 5020	2,117,954	1,181,872	3,142,146	3,081,900	1,897,300	2,806,300
VEHICLE REPLACE ZERO DIV - 502 - 5021	907	1,417	-	-	-	-
Total Operating Expenditures	6,978,517	7,167,051	8,865,897	9,930,300	8,105,300	8,995,000
Reimbursements	(5,512,312)	(6,736,670)	(6,072,300)	(6,933,700)	(6,933,700)	(6,933,700)
<b>Net Internal Service</b>	<b>1,466,205</b>	<b>430,381</b>	<b>2,793,597</b>	<b>2,996,600</b>	<b>1,171,600</b>	<b>2,061,300</b>
<b>TOTAL PUBLIC WORKS</b>	<b>36,966,627</b>	<b>45,238,107</b>	<b>71,298,663</b>	<b>75,710,500</b>	<b>50,938,100</b>	<b>51,996,720</b>


### PUBLIC WORKS – ADMINISTRATION - 3106

**Division Description:** The Administration Division has two 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 and personnel items for Public Works. This division is responsible for the overall management of the entire Public Works Department.

#### 2018-2020 Accomplishments

1. Maintained the personnel records for approximately 160 employees in the Department.
2. Successfully reorganized under the new City Manager.
3. Integrated Engineering CIP into Public Works.
-  4. Completed solid waste 3 can conversions.
5. Updated the Pavement Management System.
6. Initiated the Solid Waste Elimination and Enforcement Program.

#### 2020-2022 Objectives

1. Complete the development of the Corporation Yard.
2. Continue the implementation of greater tracking of work activities, costs and materials use across all divisions.
-  3. Continue to implement new technologies throughout all divisions to allow for efficient management, greater long term planning and cost effective daily management.
4. Complete all CIP on time and under budget.
5. Complete update of Citywide Storm Water Management Permit (MS4) and Master Plans for the Storm Water and Sewer.

### 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 work toward sustainable practices. This Division provides conservation within the City and the community through residential and commercial recycling and solid waste diversion. The Division also operates the Household Hazardous Waste Collection Center and manages the City’s Brownfield projects and contamination issues.

#### 2018-2020 Accomplishments

1. Completed the implementation of the downtown solid waste efficiency program.
2. Participated in the solid waste 3 can roll out project.
3. Led the pilot program to deploy the solid waste No-Parking project to address solid waste services at multi-family sites.
4. Implemented food waste organics composting at numerous restaurant and grocery store locations as per State law (AB-1826).



#### 2020-2022 Objectives

1. Continue to monitor and enhance the downtown solid waste efficiency program, including addressing illegal dumping and expanding the food waste organics collection program.
2. Continue to address and find a solution for solid waste bins/enclosures for multi-family complex’s that comply with Cal Recycle regulations.



<i>Performance Measurements - Natural Resource Conservation</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Safely operate Household Hazardous Waste Collection Center.	Vehicle total	4,622	6,120	5,500	5,500	5,500
	Household total	5,366	7,310	6,600	6,000	6,000
	HHW safety incidents	0	0	1	0	0
<b>Performance Measurements Outcome:</b> The goal of achieving these metrics is to conserve the City's valuable natural resources, provide a healthy community environment, improve the quality of life of the City's citizens, and reduce the City's energy costs.						

### 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.

#### 2018-2020 Accomplishments



1. Increased our Thin Skin Patch and Pot Hole Patching activity throughout the city in accordance with citizen requests and the Pavement Management Program.



2. Repaired more than 1/2 mile of collector and arterial roadways with Dig-Outs and 48 miles with Crack Seal.

3. Responded to all reported traffic hazards in roadways.



4. Successfully completed 2 Reclamite and 2 Cape Seal contracted projects over the northern half of the City per the Pavement Management Program.



5. Applied Minor Overlays to 1 mile of streets.



6. Completed a contracted Measure N Crack Seal project in the SE and SW quadrant of the City.



7. Increased our Cost Recovery by improving in-house processes.

#### 2020-2022 Objectives

1. Continue to maximize the use of funding sources other than the General Fund.



2. Continue to contract out major street maintenance projects of Reclamite, Cape Seal, and Crack Seal, utilizing SB1, Measure N and Gas Tax Funding.



3. Continue to utilize in-house staff to perform pavement maintenance activities as deemed necessary in conjunction with citizen requests and the Pavement Management Program.



4. Utilize and update the Pavement Management Program to designate streets within the City for maintenance, repair and replacement and oversee the 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.

Strategy	Measure	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>DIG OUTS</b> - extends the life of roadways by removing and replacing isolated deteriorated pavement on various city streets.	Tons of asphalt	1,439	560	125	350	2,000*
<b>CAPE SEAL</b> - extends the life of roadways by placing aggregate chips over an asphalt binder as a sealant.	Number of linear feet of roadway	28,135	27,000	35,110	40,000	40,000
<b>RECLAMITE</b> – 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	45	73	54	50	50
<b>CRACK SEALING</b> - 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	98,750	104,000	141,000	145,000	150,000
<b>CONCRETE REPAIRS</b> - eliminates trip hazards in sidewalks, remove deficiencies in gutters to remove standing water.	Number of locations	32	48	75	150	300
<b>THIN SKIN PATCH</b> - extends the life of roadways by recouping the structure of a badly deteriorated street.	Tons of asphalt	328	589	2,673	3,000	3,000
<b>POT HOLE PATCHING</b> - patches pavement with an asphalt mix to effectively and efficiently provide preventative maintenance on small deteriorated isolated areas.	Number of hours	1,760	2,085	1,500	1,500	1,500
<b>SHOULDER REPAIR</b> - provides needed roadway maintenance for safe travel.	Miles of roadway	12	8	10	15	15

\* Additional dig outs will occur this fiscal year due to specific CIP's.

### 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 130 signalized intersections. This division is supported in part by Gas Tax funding and cost recovery efforts.

#### 2018-2020 Accomplishments



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



2. Began installing video detection units on updated and newly installed signalized intersections throughout the City. 30 intersections installed to date.



3. Continued installing Uninterrupted Power System (UPS) battery backup at all traffic signals. 78 intersections installed to date.



4. Provided maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.



5. Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.



6. 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.

7. Provided maintenance for the City owned street lighting systems.

#### 2020-2022 Objectives



1. Install 15 battery back-up systems 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.



2. Continue to provide maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.

3. Begin using the 2070 traffic controllers for new and existing signal locations.



4. Continue to maintain the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.



5. Continue to replace faded, missing, or damaged street name signs to provide effective guidance throughout the city.



6. 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 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>Underground Service Alerts (USA)</b> - provides contractors with utility information.	# of Underground Service Alerts completed	5,502	6,747	7,484	8,500	9,500
<b>Striping &amp; Marking</b> - curb painting, stencil markings, and line striping are replaced and refreshed.	# of Gallons of Paint used.	404	635	750	1,200	1,500
<b>Street &amp; Regulator Signs</b> - are manufactured and installed to replace faded, damaged or missing.	# of Street Signs installed.	573	865	1,000	2,000	2,500
<b>Work Orders</b> - provide specific task in the maintenance of traffic flow	# of Work Orders completed.	524	637	762	850	1,000



### GRAFFITI - 3128

**Division Description:** Abate graffiti on public property including parks, landscape and lighting and city-owned buildings within 48 hours, 7 days a week. Division collaborates with public and private entities in removing graffiti on private properties, enhances public awareness of graffiti abatement, collaborates with law enforcement to bring more arrests and collaborates with volunteers that assist in covering up minor graffiti within the community.

#### 2018-2020 Accomplishments



1. Experienced a significant reduction in graffiti citywide compared to previous years.



2. Removed or covered 27,000 square feet of graffiti city-wide.



3. Responded to 1062 removal requests.



4. Removed graffiti within 48 hours of receiving requests.

#### 2020-2022 Objectives



1. Continue trend of reduced graffiti citywide.

2. Collaborate with Code Enforcement, local authorities, private homeowners, and other entities in removing graffiti on private property.

3. Increase public awareness in promoting graffiti awareness.

#### *Performance Measurements - Public Works*

##### *Graffiti Removal - 3128*

Measure	Actuals 2017-18	Actuals 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
Number of graffiti calls	350	400	418	400	400
Graffiti found by maintenance staff	600	588	546	500	500
Email and web reports	175	183	98	100	100
Hours spend removing graffiti	2,554	2,441	922	1,500	1,500
Sq.ft. removed or covered	104,322	99,781	27,391	30,000	30,000
Average removal response time.	1-2 days	1-2 days	1-2 days	1-2 days	1-2 days

### ENGINEERING DESIGN AND CONSTRUCTION - 3312

**Division Description:** The Engineering Design and Construction Division manage 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.

#### 2018-2020 Accomplishments



1. Successfully completed construction on the Traffic Management Center in the Visalia Emergency Communications Center.



2. Successfully completed construction of the Demaree and Goshen intersection.



3. Successfully completed construction of the St Johns River Trail (Riggin to Dinuba) with the installation of the pedestrian traffic signal at Santa Fe and Riggin Avenues.



4. Successfully completed the final phase of the Riverway Sports Park.

5. Maintained an average change order percentage of less than 3% on street improvement projects.



6. Constructed approximately \$36.2 million of capital improvement projects consisting of trails, traffic signals, transit, street, pipeline, and park infrastructure improvements.

#### 2020-2022 Objectives



1. Complete construction of the Santa Fe and Tulare Avenues Roundabout by June of 2021.



2. Complete construction of the Akers dual left turn lanes at SR 198 by October 2020.



3. Construct and deliver projects under budget and maintain change order costs at an average of 5% below contract.



4. Continue to pursue grant funding for future CIP projects.

5. Update the storm water and sewer master plans.

### Performance Measurements - Engineering Design Services 3312

		Actual 2018	Actual 2019	Projected 2020	Forecast 2021	Forecast 2022
<b>Projects targeted for construction completion</b>		<b>Construction Completion %</b>				
1	Mineral King S.S. Trunk (Locust to Ranch)	100%				
2	Shannon Parkway west of Giddings	100%				
3	Visalia Emergency Communication Center	100%				
4	Mill Creek Trail Through Civic Center Park	100%				
5	Burke Street Extension - Roosevelt to Houston	100%				
6	Modoc Ditch Trail (Giddings Ave. to Demaree)	100%				
7	Burke Street Widening-Goshen to Mill Creek (Civic Center)	100%				
8	Sante Fe Trail (Houston to Riggin)	100%				
9	School Avenue Extension-Tipton to Burke (Civic Center)	100%				
10	Tulare Ave. Extension (McAuliff to Lovers Lane)	100%				
11	Akers and Ferguson Traffic Signal	100%				
12	Jennings Ditch Trail	100%				
13	Golf Course and Plaza Park purple pipe conversion	50%	100%			
14	City Facility Fiber Connectivity		100%			
15	St. John's River Trail (Riggin to Dinuba)		100%			
16	County Center and Houston Traffic Signal		100%			
17	Mooney and Riggin Traffic Signal		100%			
18	Downtown Northwest Signal Inner Connect		100%			
19	Traffic Signal Battery Back		100%			
20	Community Garden		100%			
21	Ben Maddox Pavement Rehab		100%			
22	Riggin Avenue: Akers to Demaree Earthwork		100%			
23	Transit Steam Rack Repair		100%			
24	Santa Fe - Riggin Ave Pedestrian Signal		100%			
25	Demaree & Goshen Intersection Widening		100%			
26	St. Johns River Urban Expansion		100%			
27	Modoc Ditch Trail (St. John's River Trail to Court Street)		100%			
28	Jefferson Park Improvements		100%			
29	CHW & PD Headquarters Roof Repairs		100%			
30	CDBG Sidewalk and Curb Ramp Improvements		100%			
31	PD Sub-Stations Roof Repairs		100%			
32	Transit Charging Stations at Corp Yard		100%			
33	Various Facility Improvements & Remodels		100%			
34	St. John's River Trail (West of Dinuba)		100%			
35	Packwood Creek Trail (Santa Fe and Crumal)		100%			
36	Riverway Sports Park Phase 5		75%	100%		
37	Traffic Management Center			100%		
38	Akers Dual Left Turns at SR 198			100%		
39	Caldwell Medians (Ave 280) Akers to Shady			100%		
40	Shirk Street Sewer Trunkline Extension			100%		
41	Walnut Avenue: Central to Court Street Improvements			100%		
42	Murray Avenue: Giddings to Encina Street Improvements			100%		
43	Various Citywide Parking Lot Rehabilitation			50%	100%	
44	County Center and Riggin Avenue Traffic Signal			100%		
45	Giddings and Riggin Avenue Traffic Signal			100%		
46	ITS - Conduit Installation in County Center			50%	100%	

		Actual 2018	Actual 2019	Projected 2020	Forecast 2021	Forecast 2022
Projects targeted for construction completion		Construction Completion %				
47	Traffic Signal Battery Back/ Preemption Project			100%		
48	Replacement of Traffic Signal Controllers Citywide			100%		
49	Installation of Traffic Signals CCTV			100%		
50	One-Way Traffic Study: Main and Center Streets			100%		
51	Central Visalia Traffic Safety Action Plan			100%		
52	Modoc Trail Landscape & Irrigation: Demaree to Giddings			100%		
53	Packwood Creek Trail: Santa Fe to Crumal			100%		
54	Packwood Creek Urban Expansion: Belmont to Noble			100%		
55	Wastewater and Storm Drain Master Plans			100%		
56	Santa Fe and Tulare Roundabout			100%		
57	Shirk Street Capacity Enhancement: SR/198 to Riggin Ave			50%	100%	
58	Lower Kaweah River & Mill Creek Flood Control (DWR Grant)			50%	100%	
59	Shirk and Walnut Traffic Signal			50%	100%	
61	Shirk Street Widening - Mill Creek Culvert Construction			50%	100%	
62	Santa Fe Environmental Cleanup: Houston to Riggin Avenues				100%	
63	Houston and Santa Fe Roundabout Landscaping				100%	
64	Greenway Trail: Mineral King to Mill Creek				100%	
65	Mill Creek Trail Beautification at Burke Street				100%	
66	Eastside Regional Park: Groundwater Recharge Basin				100%	
67	Downtown Streetlights Replacement Project				100%	
68	Riggin Avenue: Akers to Demaree Street Widening				100%	
69	Stonebrook Culvert Crossing				100%	
70	Install Traffic Monitoring Cameras				100%	
71	Corporation Yard Paving				100%	
72	Solid Waste Foundation Cain Bldg Repair				100%	
73	Mill Creek Bridge at Greenway Trail				100%	
74	Paradise Sinkhole				100%	
75	ADA Transition Plan				100%	
76	Plaza Park Sport Lights				100%	
77	Auto Plaza				100%	
78	Annexed Island Sanitary Sewer Installation				100%	
79	Riverway SportsPark - North Concept Plan				100%	
80	Rawhide Parking Lot				100%	
81	SB1 Street Rehabilitation				100%	
82	Measure N Road Rehab				100%	
83	Jennings Basin				100%	
84	Traffic Signal Optimization Project				50%	100%
85	Tulare Ave Traffic SIC & FS#56 Comm.				50%	100%
86	Visalia Pkwy Widening at Mooney Blvd				50%	100%
87	Tower Road: Alignment & Preliminary Engineering				50%	50%
88	Tower Rd: Interchange Project Initiation Development (PID)				50%	50%
89	Riggin Widening from Kelsey to Shirk				25%	50%
60	Watson and Noble Off-Ramp Improvements					100%
90	Caldwell Widening: Santa Fe to Lovers Lane					100%
91	Traffic Signal: Battery Back up and Preemption Devices					100%
92	Intersection Improvements - Signilization					100%
93	Ben Maddox Way Traffic Signal Interconnect					100%
94	Shirk St at Walnut Ave Roadway Imprvts					100%
95	Traffic Signal Mod at Chinowth & Whitendale					100%
96	Caldwell Avenue Fiber Optic Cable Installation					100%
97	Corp Yard New Site Development					100%
98	Ben Maddox Parking & Adobe Bldg					100%
99	New Admin Bldg Construction					100%
100	Solid Waste Yard Bin Storage Paving					100%

		Actual 2018	Actual 2019	Projected 2020	Forecast 2021	Forecast 2022
<b>Projects targeted for construction completion</b>		<b>Construction Completion %</b>				
101	New Solid Waste Building					100%
102	Packwood Creek at Willow Springs					100%
103	Ben Maddox Widening: Goshen to Center					100%
104	Goshen Avenue Storm Drain					100%
105	Northside Scenic Corridor					100%
106	Oak Ave Extension - Tipton to Burke (Civic Center)					100%
107	Caldwell Widening: Santa Fe to Lovers Lane					100%
108	Traffic Signal Mod. At Giddings & Mineral King					50%
109	Shirk Interchange Project Initiation Development (PID)					50%
110	Ave 276 Sewer Trunkline - Santa Fe to Lovers Lane					50%
111	Goshen Ave. Trail Reconstruction					25%
112	Riggin Avenue: Shirk to Akers					25%
113	Mill Creek - Lovers Lane to Cain					25%
114	Greenway Trail - Mill Creek to St. Johns					25%

### 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.

#### 2018-2020 Accomplishments



1. Evaluated traffic data collected from over 125 intersections to determine modifications or warrants of traffic control devices each year.
2. Reviewed and commented on over 200 site plan applications and 100 special event applications each year.
3. Updated, maintained and monitored speed limits identified on the City speed zone list.



4. Provided design and construction oversight on the construction of three new traffic signals, and the modifications of two existing traffic signals. Ten existing signalized intersections have emergency vehicle preemption equipment installed and 26 existing signal intersections has a battery backup system installed.
5. Provided design and construction oversight for the installation of 16,000 linear feet of fiber optic cable as part of the intelligent transportation system connecting 13 additional signalized intersections to the traffic management network. An additional 1,700 linear foot of fiber optic cable was installed for the Information System Division of the City of Visalia connecting four existing City facilities to the City's digital network system.



6. Completed the construction of the Traffic Management Center.
7. Implement the Intelligent Transportation Systems (ITS) Strategic Plan.

#### 2020-2022 Objectives



1. Provide design oversight for new traffic signal intersections and modifications, as well as update, maintain and monitor speed limits identified on the City speed zone list.



2. Evaluate traffic data collected from 150 intersections to determine modifications or warrants of traffic control devices.
3. Deploy fiber optic cable and related communication equipment for the expansion of the intelligent transportation system as outlined in the Intelligent Transportation (ITS) Strategic Plan.
4. 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.

<i>Performance Measurements - Traffic Safety Engineering Division 3313</i>						
<i>Strategy</i>	<i>Measure</i>	<b>Actual 2017-18</b>	<b>Actual 2018-19</b>	<b>Projected 2019-20</b>	<b>Forecast 2020-21</b>	<b>Forecast 2021-22</b>
<b><i>Restripe City arterial and collector roadways</i></b>	% of total street restriped	35%	35%	35%	35%	35%
<b><i>Installation of Traffic Signals</i></b>	# of traffic signals	2	2	1	2	1
<b><i>Modifications of Traffic Signals</i></b>	# of traffic signal modifications at existing intersections	10	11	19	10	10
<b><i>Signal Interconnect</i></b>	Fiber optic Interconnect	0.9	0.3	3.0	1.5	3.6
<b><i>Applications &amp; Reviews</i></b>	Number of Encroachment Permits	397	339	340	345	350
	Number of Special Event/Assembly Permits	112	82	85	85	85
	Number of Site Plan Review applications	226	224	230	230	230
	Number of Transportation Permits	125	177	181	183	185



### ENGINEERING INSPECTORS - 3317

**Division Description:** The Engineering Inspectors Division is responsible for performing permitted inspections within the public right of way. Permitted inspections are derived from private development or City driven Capital Improvement Projects. Inspectors are ensuring that any activity within the right of way is conforming to the approved plans or City standards.

#### 2018-2020 Accomplishments

-  1. Completed construction of the Demaree and Goshen Intersection widening project.
-  2. Completed the construction of the St. Johns River trail between Dinuba and Riggin Avenue plus the adjacent Pedestrian Crossing at Riggin and Santa Fe Avenues for which the City received a Local Motion for Trails and award from TCAG.
-  3. Completed numerous Pavement Resurfacing and Restoration projects throughout the City (Cape Seals, Reclamite, Grind and Overlay, and Pavement Replacement).
-  4. Completed the installation of two major Fiber Optic Signal Interconnect projects in the Downtown area of the City of Visalia.
-  5. Completed the signalization of three street intersections that included Mooney & Riggin, County Center & Houston Ave, and Akers & Ferguson.
-  6. Completed the construction of a charging station for transit's electrical buses.

#### 2020-2022 Objectives

-  1. Provide necessary oversight to ensure the long term quality of the city's infrastructure. To ensure all built infrastructure is in conformance to plans and specifications, applicable codes, and industry practice.
-  2. Maintain responsiveness to inspection calls for service requested by the private development community, private work performed through the issuance of encroachment permits, and projects constructed through the City's Capital Improvement Program.

#### Performance Measurements - Engineering Inspectors 3317

Strategy	Measure	Actual 2018	Actual 2019	Projected 2020	Forecast 2021	Forecast 2022
<b>Public Works Inspections</b>	<b>Inspections Hours</b>					
	Capital Improvement Projects	2,377	2,333	2,355	2,344	2,350
	Private Development	4,150	4,655	4,573	4,570	4,550
	Encroachment Permits	582	259	272	286	300
	<b>Inspections:</b>					
	Subdivision/Parcel Maps	16	15	16	17	18
Capital Improvement Projects	24	30	35	26	21	



### 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 Reclamation Facility (WRF) for treatment.

The WRF is designed to provide treatment and disinfection for up to 22.0 million gallons of wastewater per day (mgd). The treatment processes remove greater than 99% of total suspended solids (TSS) and biological oxygen demand (BOD); the regulatory requirement is 85%. Current flows average about 11.0 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.

#### 2018-2020 Accomplishments

1. Complied with all monthly and annual reporting deadlines for permits held by the Wastewater Division, including the facility's wastewater discharge permit, air district permits, and pretreatment program permits.
2. Reduced facility's "potential to emit" to below the Title 5 Air Standards threshold, thus eliminating direct federal oversight.
3. Eliminated the potential to discharge effluent to a Water of the US, thereby eliminating the facility's National Pollution Discharge Elimination System (NPDES) permit.
4. Applied for and received a new wastewater discharge permit issued by the Regional Water Quality Control Board.
5. Obtained a new permit for the use of reclaimed water for various use sites.



#### 2020-2022 Objectives

1. Comply with all monthly and annual reporting deadlines for permits held by the Wastewater Division.
2. 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 ten employees and is responsible for the overall performance of the WRF. 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.

#### 2018-2020 Accomplishments

1. 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

	2010	2012	2014	2016	2018	2020
Grade 1	11 %	0%	0%	0%	0%	0%
Grade 2	33 %	0%	0%	0%	10%	0%
Grade 3	56 %	88%	76%	77%	70%	73%
Grade 4	0%	12%	24%	11%	0%	0%
Grade 5	0%	0%	0%	11%	20%	27%

2. Effectively incorporated new treatment processes to maintain compliance with permit limitations.
3. There were no time loss accidents during the two year cycle.
4. Updated operations database to include new equipment and processes.

#### 2020-2022 Objectives



1. Continue to maintain effective operation of the WRF.
2. Maintain compliance with discharge limitations.

**WASTEWATER – QUALITY ASSURANCE - 4333**

**Division Description:** The quality assurance division has two employees and is responsible for providing oversight to the WRF's contract laboratory, calculating industrial billings, and monitoring, inspecting, and sampling the 10 large industrial dischargers and over 500 small commercial dischargers throughout the City. This federally mandated Pretreatment Program ensures a level of protection to the wastewater collection and treatment system.

**2018-2020 Accomplishments**

1. Administered the pretreatment program and complied with all regulatory guidelines.
2. Conducted annual facility inspections of all 10 significant industrial users.
3. Successfully completed Pretreatment Compliance Inspection (PCI), conducted by State Water Resources Control Board.
4. There were no time loss accidents during this two year cycle.

**2020-2022 Objectives**

1. Continued compliance with State and Federal regulations.
2. Review and update City's Sewer Use Ordinance to ensure compliance with State and Federal guidelines.

**WASTEWATER – MAINTENANCE - 4334**

**Division Description:** The maintenance division has nine employees and is responsible for preventative and corrective maintenance for the equipment and structures at the WRF.

**2018-2020 Accomplishments**

1. Performed preventative maintenance on all equipment in accordance with manufacturer's specifications.
2. Received training on proper maintenance of new equipment and processes.
3. Created and closed 2198 individual work orders related to facility equipment.
4. There were no time loss accidents during this two year cycle.

**2020-2022 Objectives**

1. Continue with an effective preventative maintenance program.

### 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, 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.

#### 2018-2020 Accomplishments

1. Maintained over 450 miles of sanitary sewer mains and over 250 miles of storm sewer mains throughout the City.
2. Maintained over 30 miles of waterways through the City.
3. Responded to routine and emergency calls for service.
4. Significantly reduced storm-related issues within the collection system and waterways.
5. No sanitary sewer overflows (SSO) during this two year cycle.
6. Modified and rehabilitated various ponding basins to facilitate groundwater recharge efforts.



#### 2020-2022 Objectives

1. Identify and correct deficiencies within the sewer system.
2. Modernize the division's data collection and management system.
3. Continue to rehabilitate ponding basins to minimize flooding issues and to maximize recharge potential.



### WASTEWATER – BIO SOLIDS - 4336

**Division Description:** The bio-solids division has two employees and is responsible for the handling of dewatered biosolids. This division is also responsible for weed control at the WRF.

#### 2018-2020 Accomplishments

1. Removed approximately 2,500 dry tons of biosolids per year for beneficial reuse.
2. Effectively managed drying beds to ensure continuity of operations during wet weather.
3. Maintained an effective weed control program.

### 2020-2022 Objectives

1. Continue effective sludge management program.
2. 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.

### 2018-2020 Accomplishments



1. Used approximately 244 million gallons of recycled water to irrigate agricultural crops.



2. Used 47 million gallons to irrigate the Valley Oaks golf course.



3. Delivered 2,434 million gallons (7,470 acft) of recycled water to Tulare Irrigation District (TID).

4. Harvested 194,020 pounds of walnuts from 130 acres.

5. Harvested 141,367 pounds of pecans from 445 acres.

### 2020-2022 Objectives



1. Continue to utilize recycled water to irrigate crops and landscaped areas.
2. Complete replant of trees in the remaining 418 acres.
3. Convert remaining acreage from flood to sprinkler irrigation.
4. Establish a long term management contract for the farming operation.

### 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 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
<b>PLANT OPERATION:</b>						
<b>Compliance with Governmental Regulations</b> - ensures compliance with applicable regulations	# of violations received	4	4	0	0	0
<b>Treatment of Wastewater</b> - provides community with the treatment of sewer waste stream	# of millions of gallons (Mgd) treated a day	10.90	11.04	11.14	11.36	11.59
<b>Generator MW-hour production</b> - reduces the energy consumption costs	# of Mega Watt (MW) hours produced	-	-	-	3,500	5,000
<b>Septic Truck Loads</b> - provides treatment of waste for septic haulers	# of septic loads processed	1,750	1,800	3,084	3,100	3,100
<b>Grease Loads</b> - Reduces the risk of sanitary sewer overflows.	# of grease loads processed	70	70	85	85	85
<b>After Hour Call Backs</b> - reflects the efficiency of the plants operation during non-business hours.	# of call backs incurred	80	80	134	100	100

<b>QUALITY ASSURANCE:</b>						
<b>Laboratory Test</b> - measure of the quality control effort	# of tests performed	14,587	14,780	1,600	1,600	1,600
<b>Surveillance Monitoring Reports</b> Measurement of effort in enforcing pretreatment program	# of monitoring	1,620	1,650	2,200	2,200	2,200
<b>Inspections</b> - provides protection for the treatment processes	# of Significant Industrial Users (SIU)	15	13	10	10	10
	# of Non-significant Industrial Users (NIU)	304	312	250	250	250
<b>Samples</b> - Measurement of effort in enforcing pretreatment program	# of Surcharge samples	300	312	500	500	500
	# of Compliance Confirmation samples	512	500	514	500	500
<b>COLLECTIONS:</b>						
<b>SANITARY</b> - Provides a measure of the level of effort taken to maintain the sanitary sewer collection system	# of miles of sewer lines cleaned	149	161	138	150	150
	# of main line plug ups	21	16	4	20	20
	# of lateral plug ups	59	34	17	30	30
	# of sanitary sewer overflows	-	-	-	1	1
<b>FARMING OPERATIONS</b>						
<b>Water Reuse</b> - provides for the efficient disposal of treated water.	# of millions of gallons per year applied to the City's farm	356.0	344.0	244.0	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 58 employees. There are 38 separate residential routes for each waste stream (trash, recycle, green waste) and 17 commercial routes within the City. Residential routes utilize 96 gallon carts that are collected with automated side load trucks. Each waste stream is collected separately. Commercial accounts utilize a variety of bins and boxes, ranging from two-yard bins to thirty-yard boxes, and are serviced with either a front load refuse truck or a roll off truck. By law, residential accounts and most commercial accounts are required to separate trash, recyclables, and green waste.

Beginning with fiscal year 2020/21, all maintenance and delivery work will be transferred into a new Maintenance division. It is expected that this change will increase staff efficiency and productivity and distribute workloads more evenly.

#### **DIVERSION**

State law mandates jurisdictions to have a minimum of 75% overall diversion from landfills by 2020. The most current numbers available from the State at this time are for 2018. In 2018, the overall diversion rate was 75.7%




The state has set a goal of 6.5 pounds per person per day of solid waste. For the most recent year, Visalia achieved a PPD rate of 5.0.

The target PPD number of 6.5 is the maximum number CalRecycle expects the jurisdiction to achieve to be in line with diversion goals. Visalia is currently at 5.0 PPD, which is significantly below the maximum PPD target, which is very good.



### 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.

#### 2018-2020 Accomplishments

1. Added one Residential operator due to growth to cover increased workloads.
2. Revised and updated Garbage ordinance to comply with current laws and practices.
-  3. Ordered and received four residential side load trucks which were 50% funded through CMAQ grants. Will receive \$688,000 in grant reimbursements for the trucks.
-  4. Ordered 13 new trucks which are 50% funded through a CMAQ grant. City will receive \$2,305,000 in grant reimbursement for the purchase.
-  5. Completed the installation and training for the truck tablets, cameras and RFID systems.
6. Completed phase out of the split cart and completed the conversion to a 3-can system for all residential customers.

#### 2020-2022 Objectives

-  1. Continue to aggressively seek grant funding for truck purchases.
2. Reevaluate and optimize residential and commercial routes.
-  3. Install RFID tags on commercial bins to facilitate customer service and inventory tracking.
4. Continue to develop, implement and expand a commercial food waste/organics collection program that complies with AB1826.
5. Review and revise the current municipal code to address a standard bin (residential or commercial) for various multi-family developments (5 packs) that pose challenges for collection.
6. Continue to seek ways to increase diversion.

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

**Division Description:** The Construction and Demolition Division is responsible to ensure proper routing of construction waste and recyclables. Per AB1374, all new construction, including remodels over 100 square feet, require the builder to segregate and recycle construction and demolition debris. City issues a separate C&D permit for such projects at the time the building permit is issued. Weight tickets are submitted to verify compliance.

#### 2018-2020 Accomplishments

1. The table below indicates the number of C&D permits issued annually.

Year	C&D Permits issued
2016	141
2017	152
2018	769
2019	1,272

#### 2020-2022 Objectives

1. Develop a more streamlined system to track and determine compliance with C&D requirements.
2. Work with the Community Development department to require the submission of weight tags on all C&D projects prior to final sign-off by City Building Inspector.

### SOLID WASTE – RESIDENTIAL - 4443

**Division Description:** The residential division is staffed with 34 full time budgeted positions and is responsible for servicing about 37,000 residential accounts. Each account has three 96 gallon carts, one each for trash, recyclables, and green waste. Each cart is serviced once per week. Ongoing assemblies, delivery, pick up and maintenance of an inventory of approximately 120,000 carts is also conducted. Residential operations also participate in six Dump on Us events as well as other events each year.

#### 2018-2020 Accomplishments

1. Continued the residential food waste/organics collection program using the green waste carts.
2. Participated in six Dump On Us events.
3. Collected the following tonnages annually:



	2014	2015	2016	2017	2018	2019
<b>Trash</b>	30,500	28,200	30,000	30,019	29,785	30,380
<b>Recyclables</b>	9,300	9,600	8,863	8,854	10,178	10,380
<b>Green waste</b>	27,300	24,400	27,480	32,940	17,336	17,683

#### 2020-2022 Objectives

1. 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.
2. Monitor routes and modify as needed to achieve the highest collection efficiency possible.
3. Continue efforts to decrease landfill tonnages.



### SOLID WASTE – ROLL-OFF - 4444

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

#### 2018-2020 Accomplishments



1. Separates mattresses for recycling at Dump On Us events; approximately 150 mattresses collected per event.
2. Successfully coordinated the six Dump On Us events per year, servicing up to 900 vehicles per event. Roll off boxes play an important part in the events to be able to haul off all the green waste, metal and large items.
3. Collected the following tonnages annually:

	2014	2015	2016	2017	2018	2019
<b>Trash</b>	16,500	12,200	12,544	13,042	10,664	10,877
<b>Recyclables*</b>	6,500	7,750	6,879	6,666	7,679	7,833
<b>Green waste*</b>	2,400	1,400	1,080	1,901	912	930

\*Includes front load operation.

#### 2020-2022 Objectives

1. Identify means to increase recycling within this division.
2. Evaluate box routes for efficiency to increase the number of boxes that can be collected in a work day.

### SOLID WASTE – FRONT LOAD - 4445

**Division Description:** The Front load division is staffed by 20 full time positions and is responsible for servicing all of the bins (2-yard to 10-yard) in the City. Bins can be serviced up to five times a week with routes varying daily.

#### 2018-2020 Accomplishments



1. Increased the VUSD food waste collection route to 23 schools and changed service to 5 days/week collection.
2. Revised recyclable collection routes and expanded to cover expanding commercial recycling demand.
3. Worked with multi-family units to decrease contamination and increase recycling diversion for those accounts.
4. Collected the following tonnages annually:

	2014	2015	2016	2017	2018	2019
<b>Trash</b>	27,900	27,800	29,833	31,095	33,095	33,757
<b>Recyclables*</b>	6,500	7,750	6,879	6,666	7,679	7,833
<b>Green waste*</b>	2,400	1,400	1,080	1,901	912	930

\*Includes roll-off operation.

#### 2020-2022 Objectives



1. Continue to Increase customers in the front load green waste and compost recycle routes.
2. Increase the recycling diversion at the Dump On Us events.
3. Increase overall recycling diversion rates for front load operation.

### *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. Meet State diversion goals of 75% total diversion by 2020. Stay under CalRecycle Pounds/Person/Day (PPD) target of 6.5.

	2018	2019	2020	2021
Waste collected (tons)				
Trash	73,544	74,300	75,100	75,800
Recyclables	17,857	18,215	18,578	18,950
Green Waste	18,248	18,613	19,000	19,400
Landfill Diversion (%)	75.70%	76%	77%	78%
PPD (pounds/person/day)	5	5	5	5
Customer Accounts		41,448	42,277	43,122
Residential		38,000	38,760	39,535
Commercial		3,448	3,517	3,587
Number of employees		55	56	57
Residential		32	32	33
Commercial		23	24	24
Accounts per employee				
Residential		1,187	1,211	1,198
Commercial		149	147	149


### FLEET MAINTENANCE - 5012

**Division Description:** The Fleet Maintenance division has twelve employees and maintains the City's entire fleet of vehicles and equipment, performing preventative maintenance on a total of over 600 City vehicles and pieces of equipment. It minimizes mechanical failures and keeps 98% of the fleet in operation each day. This division also assists with the management of the City's Vehicle Replacement fund, to ensure cost effective replacement of vehicles.

#### 2018-2020 Accomplishments

- 
1. Serviced and maintained over 600 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.
  2. Continued to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
  3. Continued to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
  4. Continued to assist in the writing of specifications and acquisition of vehicles and equipment.
  5. Continued to assist in the disposition of vehicles and equipment that were replaced.

#### 2020-2022 Objectives

- 
1. Service and maintain over 600 City vehicles and equipment in a cost effective manner and minimized vehicle down time, keep a minimum of 98% of the fleet mechanically sound and available for service.
  2. Continue to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
  3. Continue to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
  4. Continue to assist in the writing of specifications and acquisition of vehicles and equipment.
  5. Continue to assist in the disposition of vehicles and equipment that were replaced.



### *Performance Measurements - Fleet Maintenance*

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

<i>Strategy</i>	<i>Measure</i>	Actual 2017-18	Actual 2018-19	Projected 2019-20	Forecast 2020-21	Forecast 2021-22
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	\$69	\$69	\$69	\$69	\$69
To prevent breakdowns and extend the useful life of the fleet.	The number of preventative work orders processed	1,125	1,134	1,146	1,146	1,146
To maintain the fleet to be mechanically sound.	The number of repair work orders processed	4071	3,991	4,992	4,992	4,992
To maintain the minimum amount of inventory, while ensuring an adequate supply.	Inventory Turnover in Days - Parts	105	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	21%	22%	23%	24%	25%

## CAPITAL IMPROVEMENT PROGRAM (CIP)

The Capital Improvements Program (CIP) budget includes all departmental projects and equipment or vehicle purchases costing over \$10,000. These Capital Projects are separated from the Operating Budget with the use of various funds. This provides greater transparency for our Capital Improvement Program and prevents artificially inflated numbers in our Operating Budgets.

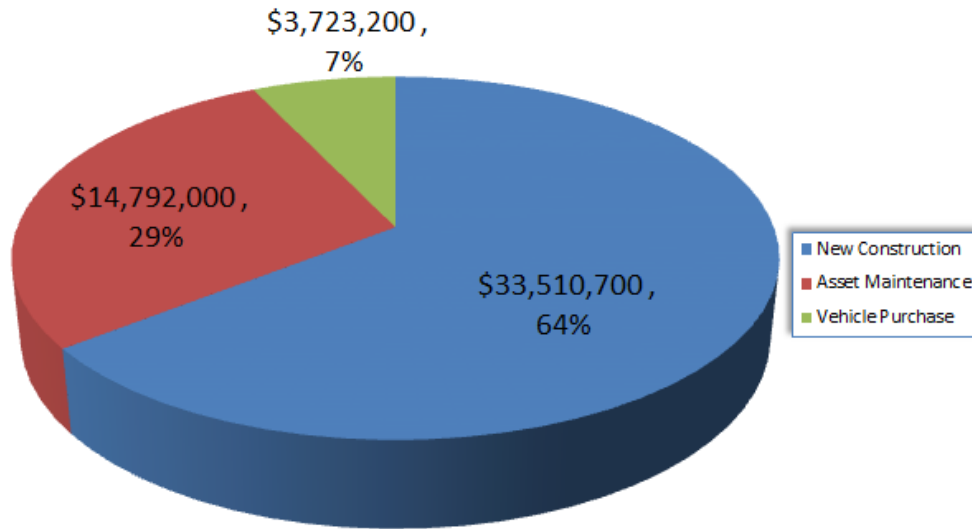
Each fund is independent and projects are planned based on the intended purpose of the specific fund. These projects include the construction of streets and public facilities, the purchase of major pieces of equipment and vehicles, maintenance of existing facilities, land acquisitions for city use, preparation of planning documents and other construction projects. Fund revenues come from various sources; including, but not limited to, State and Federal grants, Sale Tax, Impact Fees, Enterprise Fees, and General Fund appropriations.

The top 25 Capital Improvement Program projects (by cost, highest to lowest) are presented below. These 25 projects represent 53% of the total capital improvement program appropriations for the 2020-21 and 2021-22 budget years combined.

### CIP Submittals 2020/21-2021/22 Budget

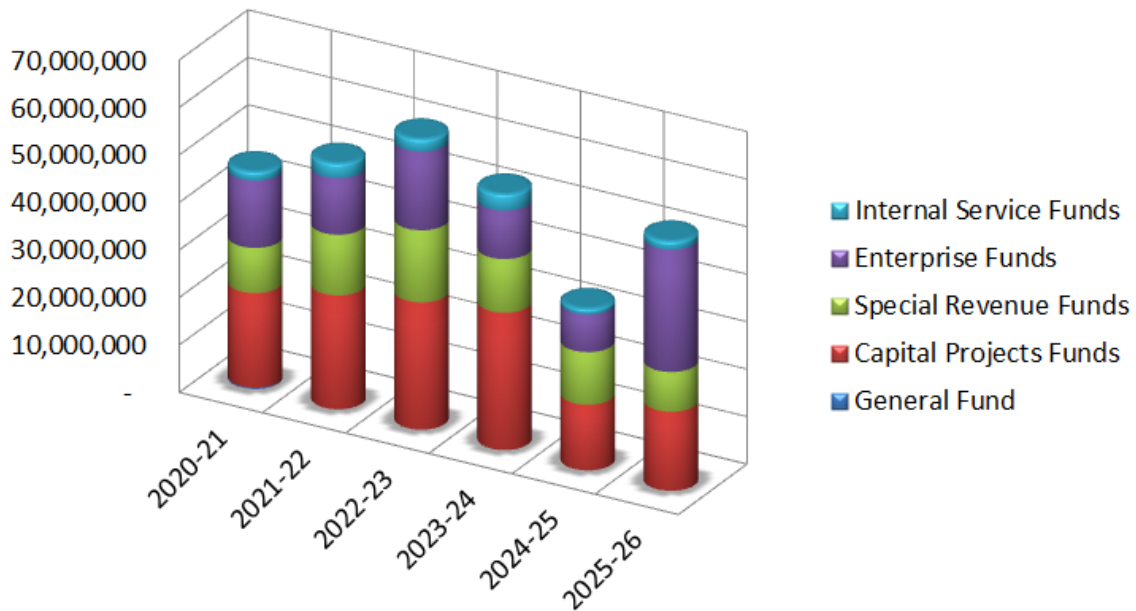
#	Project	20/21	21/22	2-Year Total
1	Riggin Widening - Kelsey to Shirk		\$ 5,400,000	\$ 5,400,000
2	Pavement Rehabilitation - SB1	\$ 1,114,000	2,470,000	3,584,000
3	Major Street Rehab - Prelim Design	1,714,500	1,714,500	3,429,000
4	Replace and Relocate Sanitary Sewer Mains	1,500,000	1,500,000	3,000,000
5	Shirk Capacity Enhancement	2,900,000		2,900,000
6	Caldwell Improvements: Akers to Shady	2,880,400		2,880,400
7	Visalia Pkwy Widening at Mooney Blvd	757,500	2,117,500	2,875,000
8	Shirk St Widening over Mill Creek	2,764,600		2,764,600
9	Eastside Regional Park	500,000	1,962,900	2,462,900
10	Solid Waste Truck - Residential, side load		2,214,000	2,214,000
11	Developer Reimbursement for TIF Program	1,100,000	1,100,000	2,200,000
12	Lower Kaweah & Mill Creek System Improvement	2,029,700		2,029,700
13	Intersection Improvements - Signalization	988,000	800,000	1,788,000
14	Acquire and Restore Riparian Area Right of Way	1,000,000	750,000	1,750,000
15	Replace 75' Aerial Fire Truck 222433		1,509,200	1,509,200
16	Road Rehabilitation - Measure N		1,400,000	1,400,000
17	MN Reclamite		1,300,000	1,300,000
18	Traffic Signal at Shirk & Walnut	1,220,000		1,220,000
19	Solid Waste Admin Building	1,134,500		1,134,500
20	Downtown Pavement Rehabilitation	1,079,000		1,079,000
21	Public Facility - CDBG	600,000	450,000	1,050,000
22	Greenway Trail Mineral King to Mill Creek	1,045,700		1,045,700
23	Plaza Park Reclaimed Water Upgrades	30,500	979,400	1,009,900
24	SR-198/Watson EB Off-Ramp	100,000	900,000	1,000,000
25	MN Cape Seal		1,000,000	1,000,000
Top 25 Project Total		\$ 24,458,400	\$ 27,567,500	\$ 52,025,900

**Chart 1: Top 25 2-Year Capital Improvement Program Projects**



The full 6-Year Capital Improvement Program Plan includes 384 unique projects; 263 projects proposed for appropriation in the 2020-21 and 2021-22 budget years and 29 projects deferred due to a lack of funding. A summary of the 2020-21 and 2021-22 Capital Improvements Program follows on Page 11-5.

**Chart 2: 6-Year Capital Improvement Program Budget by Fund Type**



### 2020/21 - 2025/26 Capital Improvements Program SUMMARY OF CAPITAL PROJECTS

Fund Name (Number)	2020-21	2021-22	Future Capital Projects	Page
General Fund (001)	200,000	-	-	11-5
General Fund Designation (Police Unclaimed Funds-012)	41,500	-	-	11-9
<b>General Fund</b>	<b>241,500</b>	<b>-</b>	<b>-</b>	
Gas Tax (111)	4,902,300	4,725,300	20,038,600	11-10
SB1 - RMRA (113)	2,526,200	2,470,000	10,644,000	11-19
Measure R-Local Fund (131)	4,663,300	3,928,300	11,369,600	11-20
Measure R-Trailways (132)	610,700	341,000	2,010,000	11-26
Measure R-Regional Projects (133)	100,000	1,400,000	600,000	11-28
Measure N (141 & 142)	5,338,700	9,092,400	19,926,300	11-30
Underground Water Recharge (224)	535,000	745,000	3,330,000	11-34
Waterways Maintenance (251)	230,000	150,000	395,000	11-36
Landscape and Lighting (273)	247,800	367,100	1,477,700	11-37
Community Development Block Grant (CDBG-311)	783,800	753,800	2,350,400	11-39
<b>Special Revenue Funds</b>	<b>19,937,800</b>	<b>23,972,900</b>	<b>72,141,600</b>	
Corporation Yard Impact Fee (103)	-	87,100	1,973,250	11-40
Fire Impact Fee (106)	37,500	37,500	150,000	11-42
Park & Recreational Facilities (211)	740,000	2,922,900	12,205,850	11-43
Storm Sewer Construction (221)	730,000	318,000	5,189,500	11-47
Transportation Impact Fees (241)	5,044,200	4,432,500	14,072,400	11-50
Waterways Fund (261)	1,000,000	750,000	2,900,000	11-58
State Transportation Fund (281)	1,575,000	3,643,800	9,622,000	11-59
NE Capital (291)	110,000	590,000	-	11-63
Parking In-Lieu (611)	290,000	-	-	11-64
<b>Capital Projects Funds</b>	<b>9,526,700</b>	<b>12,781,800</b>	<b>46,113,000</b>	
Storm Sewer Deficiency (222)	2,104,700	75,000	3,211,250	11-65
Wastewater Trunk Line Construction (231)	600,000	130,000	16,447,000	11-68
Sewer Connection (232)	-	-	4,050,000	11-70
Building Safety (401)	303,800	-	-	11-71
Animal Services (406)	15,000	-	-	11-73
Airport (411)	222,000	82,000	4,544,500	11-74
Convention Center (413)	-	-	125,000	11-77
Wastewater (431)	3,513,600	3,966,500	11,595,000	11-78
Solid Waste (441)	6,201,500	5,488,200	15,867,050	11-87
Transit Capital (452)	645,000	1,515,400	15,282,350	11-94
Storm Sewer Maintenance & Operations (481)	552,700	665,000	7,412,700	11-99
<b>Enterprise (Business-type) Funds</b>	<b>14,158,300</b>	<b>11,922,100</b>	<b>78,534,850</b>	
Fleet Maintenance (501)	-	-	237,500	11-103
Vehicle Replacement (502)	912,700	1,821,700	3,725,700	11-104
Police Vehicle Replacement Measure T (503)	-	-	582,100	11-109
Fire Vehicle Replacement Measure T (504)	-	-	890,700	11-110
Information Services (511)	846,000	1,176,000	2,861,000	11-111
<b>Internal Service Funds</b>	<b>1,758,700</b>	<b>2,997,700</b>	<b>8,297,000</b>	
<b>Total Capital Appropriation</b>	<b>45,623,000</b>	<b>51,674,500</b>	<b>205,086,450</b>	

\*Multi-funded projects (Fund 301) -- see page 11-116

### Budget Preparation

Over the course of 5 Council meetings during the months of April, May, and June 2020, the City Council reviewed the various portions of the Capital Improvements Program (CIP) Budget in detail. In preparation for 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 represent priorities set by the City Council. This process has produced the current 6-year Capital Improvement Plan for 2020/21 – 2025/26.

In the pages that follow, each fund is summarized beginning with a brief description of revenues and any restrictions on their use. A short cash balance 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 2020/21 and 2021/22 fiscal years, along with four additional years presented for planning purposes (2022-2026).

A map reference is provided in the summary for appropriated projects (2020-2022) that can be mapped. The map reference refers to one of 4 maps of the City of Visalia. The maps (A, B, C and D) divide the City into four quadrants along Demaree and Highway 198 as follows:

#### Map Quadrants

##### Using Demaree St. and Hwy 198 as Axis Lines

Northwest	Map A (page 10-125)
Northeast	Map B (page 10-126)
Southwest	Map C (page 10-127)
Southeast	Map D (page 10-128)

A directory of map points for maps A-D begins on page 11-125.

**General Fund - 001  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Available for Capital Projects</b>	-	-	-	1,000,000	2,000,000	3,000,000
<b>Contribution from Operating for Capital</b>	200,000	-	-	1,000,000	1,000,000	1,000,000
<b>Capital Improvements</b>	(200,000)	-	1,000,000	-	-	-
<b>Total Resources Available for Future Projects</b>	-	-	1,000,000	2,000,000	3,000,000	4,000,000
<b>Beginning Cash Balance with Deferred Projects Included</b>	-	(564,350)	(1,277,850)	(605,950)	231,550	559,950
<b>Projected Contribution from Operating for Capital</b>	200,000	-	1,000,000	1,000,000	1,000,000	1,000,000
<b>Deferred Projects</b>	(764,350)	(713,500)	(328,100)	(162,500)	(671,800)	(162,500)
<b>Funding Deficit Including Deferred Projects</b>	(564,350)	(1,277,850)	(605,950)	231,550	559,950	1,397,450

#	Project Description	Project Manager	Project #	Ranking	Dept	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Records Mgmt & Electronic Patient Care Reports (ePCR): This project will upgrade the current fire records management system and ePCR, and add functionality for occupancy inspections and fire investigation reports. The current fire records management system is provided by Zoll and hosted by EF Recovery. EF Recovery has announced that they may discontinue service at the end of the year, and Zoll has announced they will be transitioning from the system we use to a new system. The current system has strained the Fire Departments ability to complete accurate and timely reports. This current system is also straining city and department resources with the amount of man hours required to keep it functional. The Fire department participates in NFIRS and NEMIS reporting and is not currently meeting the federal requirements for electronic healthcare records.	Hughes	CRNEW	1A+	Fire	NA	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 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

General Fund - 001 (Deferred Projects)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Ranking	Dept	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
2	Ballistic Vest Replacements: 5 Year life cycle of patrol ballistic vest - 65 units will be replaced in 20/21 and 16 in 21/22. Also added 20 more for new hires for the next 2 year budget cycle.	Liz Ybarra	CRNEW	1A	Police	N/A	81,600	29,400				
3	Playground Safety audit of all parks: Professional inspection and safety audit of all park playground areas. The last comprehensive professional safety audit of city park playgrounds was done ten years ago and it has been our practice to have these audits done in our parks every ten years. Safety standards are continually evolving in the playground safety industry and within a span of ten years, significant changes in safety standards are very likely to have occurred. A playground feature that was installed and deemed safe 10 years ago may now be out of compliance. A thorough, professional check of our playgrounds to make sure that they are compliant with current safety standards is needed.	Tim Skobel	CRNEW	1A	Parks	N/A	55,000					
4	Physical Standards Update: Hire a firm to update the physical standards for all City job classifications for workers compensation purposes. Essential functions are the basic job duties that an employee must be able to perform, with or without reasonable accommodation. To comply with the nondiscrimination in employment requirements of the ADA, it is necessary to identify the essential duties of all City jobs and to identify the physical requirements associated with performing the essential functions.	Charlote Dunn	CRNEW	1A	Admin	N/A	50,000					
5	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).)	Deigo Corvera	CR9531	1A	Fire	N/A	12,500	12,500	12,500	12,500	12,500	12,500
6	Self Contained Breathing Apparatus Replacement: Replace 43 Scott NXG2 self contained breathing apparatus (SCBA) that are 15 years old with 43 Scott X3 Pro SCBA units. SCBA's are required for use by firefighter personnel anytime they are entering an atmosphere that is immediately dangerous to life and health (IDLH). This includes fire operations, hazardous materials issues, technical rescue operations and other incidents where the critical make-up of the atmosphere is in questions. We will be pursuing an Assistance to Firefighters Grant (AFG) for this project in 2020. In 2006 we replaced our 15 year old SCBA's and after extensive testing switched to a new brand Scott SCBA. We are not wishing to switch brands at this time. SCBA use is required by many regulatory agencies, including: NFPA, OSHA, MOSH. 15 years of life is viewed as an industry standard for SCBA's. This equipment is one of the most mission critical parts of the service and failure of an SCBA can quickly lead to firefighter injuries or death. Some savings on SCBA repair will take place as the new units will be covered under warranty.	Wristen	CRNEW	1A	Fire	N/A		217,600			79,100	
7	6th cycle Housing Element Update: General Plan Housing Element Update in accordance with State Law. State housing law mandates that all California jurisdictions maintain and regularly update a general plan housing element and that the element be approved by the State Department of Housing and Community Development. The purpose of the housing element is to identify the community's housing needs, to state the community's goals and objectives with regard to housing production, rehabilitation, and conservation to meet those needs, and to define the policies and programs that the community will implement to achieve the stated goals and objectives.	Paul Bernal	CRNEW	1A	Com Dev	N/A			100,000			
8	NFPA 1403 Inspections of Training Prop Building: In order to be compliant with NFPA 1403, the training prop building must have an annual inspection and also a 10 year inspection performed.	Hughes	CRNEW	1A	Fire	N/A			25,000			

General Fund - 001 (Deferred Projects Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Ranking	Dept	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
9	SEET Thermal Imagers: Bullard Eclipse Thermal Imagers to replace current refurbished thermal imagers that have been marginal in operation. We are currently using refurbished thermal imagers that operate intermittently and have been causing problems. Firefighter safety is enhanced as well as public safety when thermal imagers operate properly. Bullard has lowered the price by \$600.00 per unit due to the issues we have had with the refurbis.	Briggs	CPNEV	1A	Fire	NA	19,600					
10	ADA Transition Plan Update for Facilities: This project will prepare a self-evaluation and Transition Plan for City owned facilities such as buildings, parks, parking lots, and other misc. structures. It is required for compliance with Title II of the American's with Disabilities Act of 1990. This plan will supplement the previous transition plan and continue working towards fulfilling the ADA Title II requirements. Development of the plan will include preparing an inventory of existing facilities to identify barriers to accessibility. It will also include public outreach, prioritization, guidance, estimates, a grievance policy, and methods to track progress made for the removal of accessibility barriers. Work related to developing documents for compliance with ADA Title II requirements has been split into phases. Funds requested for Phase 1, through a separate CIP in FY 20/21 are for use in preparing the Plan for facilities in the Public Right of Way. Funds shown here for FY 24/25 are intended for use in the Facilities Transition Plan. The City's transition plan is outdated and needs to be updated to identify the areas of the City's infrastructure that need to be brought into compliance with current accessibility requirements. This transition plan will help fulfill the Federal Title II requirements for City owned facilities.	Rebecca Keenan	CPNEV	1A	Public Works	NA					430,000	
11	Duty Weapon Replacement: It is recommended that the Visalia Police Department replace its inventory of Sig Sauer P226R pistols with a "Striker Fire" pistol. The recommendation to switch is not based on the P226R's maintenance needs or costs. It is suggested that the maintenance costs be considered only to help decide when the conversion might make the best financial sense. The recommendation to switch to a "Striker Fire" pistol is so that our department is able to take advantage of the increased accuracy and dependability of this more modern firing system. Cost of the replacement of approx 200 duty weapons and holsters could be offset with sale of weapon to staff at FMV of \$325.	Liz Ybarra	CPNEV	1B	Police	NA	182,000					
12	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.	Dego Corvera	CP8214	1B	Public Works	NA	175,000	150,000	150,000	150,000	150,000	150,000
13	Time Keeping System Replacement: Replacement of the existing time keeping system and integration with Telestaff and timeclocks. The current time keeping system was purchased and installed in 2005. Stromberg was acquired by Kronos and is no longer supported and does not have an upgrade path.	John Howison	CPNEV	1B	Finance	NA	90,000					
14	Update to GP Programmatic ER: General Plan Environmental Impact Report Update to expand the Urban Development Boundaries. To identify the community's housing needs, to state the community's goals and objectives with regard to housing production, rehabilitation, and conservation to meet those needs, and to define the policies and programs that the community will implement to.	Paul Bernal	CPNEV	1B	Com Dev	NA	60,000	290,000				
15	Motorola Dispatch Radio Software - Astro 25: It is recommended the department purchase Motorola's Astro 25 Dispatch System - Lifecycle Sustainment Services in order to stay current with required software and updates, and prevent potential cyber security breaches, which are prevalent in today's world.	Liz Ybarra	CPNEV	1B	Police	NA	58,250					



General Fund - 001 (Deferred Projects Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Ranking	Dept	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
16	<p><b>Project Description</b></p> <p>2 Motorola Radios: The need for Interoperable radios is a must within Emergency Services. The Motorola APX8000 Dual Band radios give our personnel the option of communication with all departments within the geographical area for emergency management. This radio has proven to be a key piece of communication equipment on the fire ground with clear amplified communications amongst the supervisors. The fire department currently does not have any spare Motorola Radios. Many of the radios are nearly 10 years old and need repair. These new radios are needed to replace old radios and to provide spares when radios are sent off for repairs.</p>	Hughes	CRNEW	1B	Fire	NA	14,000					
17	<p>3 Motorola Radios: The need for Interoperable radios is a must within Emergency Services. The Motorola APX8000 Dual Band radios give our personnel the option of communication with all departments within the geographical area for emergency management. This radio has proven to be a key piece of communication equipment on the fire ground with clear amplified communications amongst the supervisors. The fire department currently does not have any spare Motorola Radios. Many of the radios are nearly 10 years old and need repair. These new radios are needed to replace old radios and to provide spares when radios are sent off for repairs.</p>	Hughes	CRNEW	1B	Fire	NA	764,350	713,500	21,000	162,500	671,600	162,500

**Police Unclaimed Funds - 012  
2020/21 - 2025/26 Capital Improvement Program**

Funds seized under California Penal Code section 335a. Seizure of Gaming Device by Peace Officers. The pertinent section reads "Any and all money seized in or in connection with such machine or device shall, im

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	68,000	26,500	26,500	26,500	26,500	26,500
Unclaimed Funds	-	-	-	-	-	-
Capital Improvements	(41,500)	-	-	-	-	-
<b>Total Resources Available for Future Projects</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	File On Q (Upgrade): Upgrade to version 8 if Police Department (PD) softw are used since 2012. Enhancements include Auto-assign Retention, Notification Module, Currency Scanner, and WebView. PD also utilizes FileOnQ's inventory management system, Quartermaster to track Police Department assets. This upgrade will provide significant efficiencies to PD operations. Maverick Softw are (Search Warrants): Softw are to write, review and submit search w arrants based on up to date case law , provide a simple solution for supervisor approval, and allow the ability to audit records. Maverick will reduce the amount of time officers spend on preparing search w arrants w hile including various management functions for officers, detectives, supervisors and administrators.	Liz Ybarra	CPNEW	--	27,300					
2		Liz Ybarra	CPNEW	\$ N/A	14,200					
					41,500					

Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is show n in its entirety in the "Multi-Resources Fund 301".

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

-- No Annual Maintenance Costs (or no increase over existing cost)      \$\$\$ Annual Maintenance costs is over \$25,000. These projects w ill 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

**Gas Tax - 111  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	1,319,400	740,400	459,200	(39,400)	260,700	(510,200)
<b>Gas Tax Apportionment (Sections 2105, 2106, 2107, and 2107.5)</b>	1,989,000	2,028,800	2,069,400	2,110,800	2,153,000	2,196,100
<b>Gas Tax Swap (Prop 42)</b>	1,200,700	1,224,700	1,249,200	1,274,200	1,299,700	1,325,700
<b>STP-STR Highway Exchange</b>	1,862,000	1,921,300	1,959,700	1,998,900	2,038,900	2,079,700
<b>Interest Earnings</b>	31,900	29,600	28,700	26,700	28,800	25,500
<b>Services Provided/Allocations</b>	(760,300)	(760,300)	(775,500)	(791,000)	(806,800)	(822,900)
<b>Capital Improvements - New Construction, Improvements and Administration</b>	(185,000)	(715,000)	(605,000)	(540,000)	(1,705,000)	(1,425,000)
<b>Capital Improvements - Street Maintenance</b>	(4,717,300)	(4,010,300)	(4,425,100)	(3,779,500)	(3,779,500)	(3,779,500)
<b>Total Resources Available for Future Projects</b>	<b>740,400</b>	<b>459,200</b>	<b>(39,400)</b>	<b>260,700</b>	<b>(510,200)</b>	<b>(910,600)</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>New Construction, Improvements and Administration:</b>											
Roadway Preliminary Engineering & Design: This project is for preliminary engineering and design work needed for potential roadway capital projects. This project is also needed for ancillary engineering work such as improvement standards and standard specifications. This provides an operating budget for preliminary work on future projects involving grants and routine items that may not be captured in a specific capital improvement project.											
1	Bike Plan Implementation: This annual project is to implement the most recent Bike Plan and includes striping bike lanes and adding signs to improve safety for bicyclists and improve traffic flow for vehicles and bikes. These improvements support recommendations from the City's adopted Active Transportation Plan (ATP). Where applicable, with other roadway CIPs, these funds will be used to implement bike lanes.	Nick Mascia	CP9699	--	N/A	50,000	-	50,000	50,000	50,000	50,000
2	Traffic Counts, Survey, and Supplemental Services: Traffic counts, speed survey and supplemental services to assist staff with increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections to help relieve vehicle congestion. City growth increases the vehicles, bikes, or pedestrians traveling through our intersections. Yearly traffic counts will be performed to ensure appropriate intersection traffic control. Traffic counts also help provide information for economic development and traffic signal coordination.	Leslie Blair	CP9923	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
3		Eric Bons	CP8101	--	N/A	50,000	-	50,000	55,000	55,000	55,000

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>New Construction, Improvements and Administration (continued):</b>											
4	Neighborhood Traffic Maintenance Program (NTMP): Install traffic calming devices when criteria is met and in accordance with the NTMP policy. Program addresses resident's 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. Funds will allow for the installation of approximately 2-3 devices per year.	Leslie Blair	CF8282	--	N/A	30,000	-	30,000	-	30,000	-
5	Intelligent Transportation System Conduit (ITS) Conduit: Install an ITS conduit in the County Center Drive alignment, connecting the existing facility at Caldwell Ave and County Center Drive to Visalia Police Department District 2 (VPD 2) at SE corner of County Center Drive and Cameron Ave. Future CMAQ funding of approx \$470k will be sought to install fiber optic lines. The ITS conduit will extend the traffic management network for future traffic signals. The VPD 2 facility is a remote location planned to serve as the Data Recovery location for the City of Visalia Information System network. Fiber optic install will not proceed without CMAQ awarded. Multi funded project total from \$55k Gas Tax (111, including prior year), \$470k CMAQ (281), and Information Services (511).	Nick Mascia	CFD284	--	D6	5,000	-	-	-	-	-
6	Paradise Sinkhole: Repair of sinkhole located at 3427 E. Paradise to include excavation, recompaction, paving and replacement of existing curb, gutter, sidewalk and driveway. The sinkhole adversely affects the curb, gutter, sidewalk and storm drain system in the area and has also damaged the driveway of the residence.	Mike Porter	CFNEW	--	D5	-	190,000	-	-	-	-
7	Miscellaneous Sidewalk Improvements: Install sidewalk and pedestrian ramps along collector/arterial roadways within existing developed neighborhoods to provide connectivity to existing improvements. The sidewalks will be installed within the existing right of way where possible with the potential for minor right of way acquisitions. Project will provide connectivity where none exists. This will provide a safer mode for pedestrian travel where high vehicle volumes and speeds exist.	Frank Senteno	CFNEW	--	N/A	-	150,000	-	-	-	-

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	<b>New Construction, Improvements and Administration (continued):</b>										
	Pedestrian Ramps & Intersection Improvements: Reconstruct the pedestrian ramps and replace intersection pavement at intersections along Acequia Ave at Conyer, Stevenson, Johnson, and Willis, in FY 20/21 and FY 21/22. Reconstruct 6 additional pedestrian ramps within the downtown area over the following four fiscal years. The pedestrian ramps will be made ADA compliant including additional slope requiring intersection reconstruction. The current pedestrian ramps are non ADA compliant. This project will also reduce maintenance cost associated with cleaning of the "half-round" pipes at each pedestrian ramp.	Frank Senteno	CFNEW	--	B17	-	120,000	300,000	300,000	300,000	300,000
8	Miscellaneous SR2S Improvements: Install crosswalks, curb ramps, and other measures to encourage pedestrian mobility and safety between points of interest and adjacent neighborhoods. Provides for preliminary engineering, minor design, and construction as well as local matching funds for grants as they become available. These improvements have typically been associated with the previous Safe Routes to School (SR2S) program.	Frank Senteno	CFNEW	--	N/A	-	105,000				
9	Traffic Safety Cargo Van: Purchase new cargo van for maintenance and testing of traffic signal equipment. The van is to be equipped with work area for signal technician to connect traffic signal equipment using cables to test, update, and maintain the electronic components of the traffic signal and its communication equipment. Van will provide a safe and secure location in all weather conditions for a signal technician to perform this work. Van will also house testing equipment.	Eric Bons	VHNEW	\$	N/A		70,000				
10	Maintain Pavement Management Plan: City staff to gather data and inventory all roads that have been maintained or rehabbed. Consultant to input data into Lucity and update Pavement Management Plan. Prior to data entry, GIS staff to update GIS map with streets recently added to the network. Data will be used to create annual maintenance and repair programs to extend the life of pavements and other public infrastructures.	Chantha Chap	CFR313	--	N/A	-	-	-	-	350,000	-
11	Printer and Laminator for Traffic Safety Division: Purchase new HP L365 64" Latex Printer and a GFP 363TH 63" Top Heat Laminator for use in the fabrication of street signs. Project is expected to reduce the need to pay contractors for sign manufacture, reducing cost.	Michael Ficken	EQNEW	\$\$\$\$	N/A	-	30,000				
12											

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>New Construction, Improvements and Administration (continued):</b>											
13	Traffic Management Center Softw are Support: Funding for softw are vendor maintenance, support, and licensing of the traffic management center systems to provide current updates. This softw are interconnects traffic signals to the traffic management center to coordinate signal timing and manage the flow of traffic. The initial maintenance included in the purchase of the softw are will end in FY 2020-21 and a three (3) year maintenance and support package will need to be purchased. The planned purchase of multi-year package provides for a lower per year cost.	Eric Bons	CPNEW	--	N/A		100,000				100,000
14	Traffic Signal Modification at Chinow th and Whitendale: Modify existing traffic signal at Chinow th Street and Whitendale Avenue to provide protected left turns in all directions and incorporate intelligent transportation equipment. Delays at this intersection have increased significantly since construction in 2002. The protected left turns will provide a more efficient traffic flow and minimize traffic collisions.	Eric Bons	CPNEW	--	C7			25,000	85,000		
15	Main-Center One-Way Conversion: Main Street & Center Avenue one-way conversion between Santa Fe Street and Ben Maddox Way. This project is for the conversion of Main St and Center Ave between Santa Fe St and Ben Maddox Way from two-way streets to a one-way couplet. Project includes design engineering and construction based off the recently developed Traffic Study for Main/Center One-Way Conversion project (CF0296).	Leslie Blair	CPNEW	--	B18					870,000	870,000
<b>Street Maintenance:</b>											
16	Major Street Rehabilitation Preliminary Design: Design for rehab of major collector and arterial roadways on Federal-Aid Routes. As contracts are awarded, each project is moved to a unique CIP number for tracking. Design cost is estimated to be \$150k with the remainder used annually for street rehabilitation. Project will improve ride quality, add structural strength, and extend the life expectancy of a street. This long-term maintenance project for City streets will be coordinated with the Public Works Department through analysis from Pavement Management System.	Chantha Chap	CP9225	--	N/A	1,714,500	1,714,500	1,714,500	1,714,500	1,714,500	1,714,500

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Street Maintenance (continued):</b>										
	Crack Sealing: Placement of rubber type based product in cracked pavement to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent any cracks from getting larger. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Roadway deterioration can cause poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9496	N/A	400,000	400,000	400,000	400,000	400,000	400,000
17	Thin Skin Patching: Patch portions of pavement temporarily with an asphalt cold mix. Thin skin patching is an effective and fast method of preventative maintenance on smaller portions of pavement that have deteriorated due to deferred maintenance. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Roadway deterioration can cause poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9520	N/A	400,000	400,000	400,000	400,000	400,000	400,000
18	Reclaimite various City streets: Cost effective pavement maintenance when performed routinely (within 5-7 years) after initial proper street installation and results in cost savings over the pavement life span compare to other methods of pavement maintenance or replacement. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces. Project implements recommendations from the Pavement Management System to perform large cape seal and reclaimite projects to assist in a catch-up of street maintenance from prior years. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Roadway deterioration can cause poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9510	N/A	250,000	250,000	250,000	250,000	250,000	250,000
19										
20	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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9508	N/A	200,000	200,000	200,000	200,000	200,000	200,000

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Street Maintenance (continued):</b>										
	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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9525	NA	200,000	200,000	200,000	200,000	200,000	200,000
21	Annual Striping Contract: 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 of Uniform Traffic Control Devices. Repainting of pavement markings to provide delineation of travel lanes, turn lanes, crosswalks, curb markings and other pavement markings on the roadways throughout the City.	Leslie Blair	CP9226	NA	160,000	160,000	160,000	160,000	160,000	160,000
22	Upgrade Traffic Signal Controllers: This project will upgrade obsolete traffic signal controllers with the newer Model 2070 which possesses updated processing and capacity for integration into the traffic management system. 127 controllers require replacement. Funding will replace 20 controllers per year for the first three years and ten (10) per year for remaining three (3) fiscal years with priority given to controllers connected to the traffic management network.	Eric Bons	CP0285	NA	150,000	150,000	150,000	50,000	50,000	50,000
23	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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9515	NA	100,000	100,000	100,000	100,000	100,000	100,000
24										



Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Street Maintenance (continued):</b>											
25	Cape Seal: Places an emulsified seal over weathered and raveled pavement without a substantial amount of cracking 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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadway ways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP8007	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
26	Pave Outs: Restore pavement that has been cut away to install or refurbish curb, gutter, and approach ways to improve environmental conditions and maximize use of roadway ways. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadway ways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP9094	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
27	Replace Traffic Signs Citywide: Replace regulatory, warning, and guide traffic signs that do not meet the reflectivity requirements, bringing the signs into compliance with codes and regulations. Includes contracted services for sign blank purchases, fabrications, refurbishments and recycling of old signs. Replaces traffic signs in order to be in compliance with Manual of Uniform Traffic Control Devices (MUTCD). This funding is only for City owned signs.	Nick Mascia	CP9555	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
28	Replace Street Name Blades Citywide: Annual replacement of Street Name Blades (SNB) to bring them into MUTCD (Manual on Uniform Traffic Control Devices) compliance with correct reflectivity. The city has 8,000 SNB at an average cost of \$50 each (\$400k total). This funding will allow replacement of each SNB over 10 years. The SNB's will need to be replaced due to reflectivity to maintain visibility for emergency services to prevent slowing down response time. This will also allow the font and design (per the MUTCD) of the SNB throughout the City to be standardized which will make the manufacturing and replacing process more efficient for the City and subcontractors in the future.	Nick Mascia	CPNEW	--	N/A	40,000	40,000	40,000	40,000	40,000	40,000

Gas Tax - 111 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Street Maintenance (continued):</b>											
29	Hot Patching: Allow s for repairing of small areas of alligatored asphalt or potholes surrounded by generally good condition asphalt in colder weather situations. A heating device is used to heat the existing asphalt roadway (maximum 6' x 8' area) in order to introduce small amounts of new hot asphalt paving with fresh oil emulsions, blending the new with the old (existing). Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP8351	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000
30	Battery Backup Maintenance: Approximately 90 of the 130 traffic signals (TS) in the City have uninterrupted battery back up battery systems for emergency purposes. With the battery lifespan of 4 - 6 years, this project will establish a replacement program to ensure the TS remain operational when power is lost. Project will replace batteries in 15 TS per year over 6 years to complete full replacement of all 90 signals in that time frame. The battery back up systems are a safety measure to ensure uninterrupted service of a signal to control traffic at an intersection when power is disturbed for short periods of power outages or storm surges.	Nick Mascia	CPNEW	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000
<b>Streets Vehicle and Equipment Replacements:</b>											
31	Replace Transfer Dump Truck and Trailer (set): ( This is a set, truck and trailer) due to extreme age.  Budget Year / Unit / Year / Age / Hours 2020-21 / 314925 / 1994 / 26 years / 7,121 (Truck) □ 2020-21 / 314961 / 1994 / 26 years / NA (Trailer)	Nick Mascia	VH0075	--	N/A	444,800					
32	Replace Streets Crane Carrier Dump Truck with a Hot Patch Dump Truck better suited to this work assignment. Current Dump Truck's CNG tanks expire in 2020.  Budget Year / Unit / Year / Age / Hours 2020-21 / 314928 / 2004 / 16 years / 22,446	Nick Mascia	VHNEW	--	N/A	218,600					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Streets Vehicle and Equipment Replacements (continued):</b>											
	Replace (2) Streets Division F-350 1-ton dump bed trucks with similar (includes drop sides, tool boxes below, 10 gallon tac pot with built in compressor and 50' hose dispensing reel).										
	<b>Budget Year / Unit / Year / Age / Current Miles</b> 2020-21 / 314955 / 2003 / 17 years / 75,638	Nick Mascia	VHNEW	--	N/A	174,400					
33	2020-21 / 314956 / 2003 / 17 years / 66,328 Replace Streets Rubber Tire Roller needed to compact AC pavement per existing city standards	Nick Mascia									
	<b>Budget Year / Unit / Year / Age / Hours</b> 2020-21 / N/A	Nick Mascia	VHNEW	--	N/A		130,800				
34	Replace Streets Division John Deere Grader "C" to comply with CARB regulations. Grader is in compliance until January 2024.	Nick Mascia									
	<b>Budget Year / Unit / Year / Age / Current Hours</b> 2022-23 / 314809 / 1997 / 23 years / 3,617	Nick Mascia	VHNEW	--	N/A			365,200			
35	Replace Streets Ingersol Rand Vibratory compaction roller to comply with CARB regulations. Grader is in compliance with CARB regulations until December 2023.	Nick Mascia									
	<b>Budget Year / Unit / Year / Age / Hours</b> 2020-21 / 314852 / 1990 / 30 years / 2,693	Nick Mascia	VHNEW	--	N/A			180,400			
36		Nick Mascia	VHNEW	--	N/A	4,902,300	4,725,300	5,030,100	4,319,500	5,484,500	5,204,500

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

**SBI RMRA - 113  
2020/21 - 2025/26 Capital Improvement Program**

This fund was established under section 2032(H)(2) of the Streets and Highway Code with the adoption of SB1. The Road Maintenance and Rehabilitation Act (RMRA) addresses maintenance on the local street and road system. Funding may be spent on road maintenance and rehabilitation, safety projects, railroad grade separations, complete street components, and traffic control devices.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	134,400	5,900	5,700	5,700	6,100	5,200
<b>SB1 - Road Maintenance and Rehabilitation</b>	2,404,200	2,476,300	2,550,600	2,627,100	2,705,900	2,787,100
<b>Capital Improvements</b>	(2,526,200)	(2,470,000)	(2,544,000)	(2,620,000)	(2,700,000)	(2,780,000)
<b>Allocations</b>	(6,500)	(6,500)	(6,600)	(6,700)	(6,800)	(6,900)
<b>Total Resources Available for Future Projects</b>	<b>5,900</b>	<b>5,700</b>	<b>5,700</b>	<b>6,100</b>	<b>5,200</b>	<b>5,400</b>

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Pavement Rehabilitation SB1: Rehabilitation of various streets throughout the City of Visalia based on a priority list established by the Pavement Management System (PMS). Street rehabilitation is done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. This project is a long term maintenance project for City streets that will be coordinated with the Public Works Department through analysis from the PMS. Downtown Pavement Rehabilitation: This project would rehabilitate Main Street from Willis to Garden, and other downtown roadways as feasible with the available funds. The project will incorporate installation of ADA improvements on-street parking in downtown and will work in conjunction with the downtown streetlight project. Main Street and other downtown roads are in need of rehabilitation and it is efficient to provide maintenance while other concurrent projects in the area take place.	Chantha Chap	CP0280	-- N/A	1,114,000	2,470,000	2,544,000	2,620,000	2,700,000	2,780,000
2	Pavement Rehabilitation on sections of Walnut and Murray (SB1): Rehabilitation of Walnut Avenue from Central to Court and Murray Avenue from Giddings to Encina. Funds requested in fiscal year 20/21 are remaining from prior year apportionments. Street rehabilitation is done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. This project is a long term maintenance project for City streets that will be coordinated with the Public Works Department through analysis from Pavement Management System.	David Hernandez	CP0373	-- B19	1,079,000					
3		Chantha Chap	CP0289	-- B20	333,200					
					2,526,200	2,470,000	2,544,000	2,620,000	2,700,000	2,780,000

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 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

**Measure R Local - 131  
2020/21 - 2025/26 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).

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	2,359,000	355,600	(848,600)	286,200	(335,300)	(499,900)
<b>Measure R Local Funding</b>	2,677,500	2,731,100	2,785,700	2,841,400	2,898,200	2,956,200
<b>Investment Earnings</b>	12,600	23,200	14,500	23,500	19,200	18,400
<b>Capital Improvements</b>	(4,663,300)	(3,928,300)	(1,634,600)	(3,455,000)	(3,050,000)	(3,480,000)
<b>Allocations</b>	(30,200)	(30,200)	(30,800)	(31,400)	(32,000)	(32,600)
<b>Total Resources Available for Future Projects</b>	<b>355,600</b>	<b>(848,600)</b>	<b>286,200</b>	<b>(335,300)</b>	<b>(499,900)</b>	<b>(1,037,900)</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Shirk Capacity Enhancement: Widening section along east side of Shirk to accommodate four lanes and center two-way left turn lane. Includes installation of approx. 8,200 lf of 48" diameter sewer main and associated infrastructure in the existing street, modification of traffic signal at Goshen Ave, new traffic signal at Doe Ave, Driveway access relocation just south of Doe (due to proximity to intersection), and ROW purchase along the corridor. Increases vehicle capacity on Shirk Street to improve traffic flow and support new development. Also increases capacity of existing sewer to accommodate future development projects. Shirk/Doe intersection met signal warrants supporting need for new signal. Multi Funded: Project total of \$12.8m funded from prior year \$2.4m Gas Tax (111), \$1.9m Measure R Local (131) and \$8.5m Wastewater Trunkline (231).	Chanitha Chap	CP0369	--	A5	2,900,000					
2	Intersection Improvements - Signalization: Traffic Signal (TS) Installation at one intersection per year as identified by the data collected with the Annual Traffic Data Collection Contract according to traffic signal criteria as defined by the California Manual on Uniform Control Devices. Planned TS in 20/21: County Center at Riggan and Giddings at Riggan. Planned TS in 21/22: Mooney at Ferguson. Based on MUTCD warrant analysis and City of Visalia ranking system, the identified intersections are the highest priority 4-way intersections that warrant a traffic signal. Multi Funded project with varying amounts allocated from LTF (281) and Measure R Local (131).	Diego Convera	CP0038	--	B21	613,000	425,000	425,000	425,000	425,000	425,000

Measure R Local - 131 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	ADA Transition Plan Update: Update the City's outdated Transition Plan for facilities located within the City's public street right of way as required for compliance with Title II of the Americans with Disabilities Act of 1990. An inventory of existing facilities will be performed in phases to identify those that create barriers to accessibility. Also includes public outreach, prioritization, guidance, estimates, a grievance policy, and methods to track progress made for the removal of accessibility barriers. Funds requested in 2021 are for use in preparing the Public Right of Way Transition Plan. Funds planned for FY 23/24 will maintain and update the plan.	David Hernandez	CP8350	--	N/A	365,000			250,000		
4	Visalia Parkway Widening at Mooney Blvd (SR-63): Widen to ultimate ROW width (110') to accommodate 300' left turn pocket on east and west bound approaches to Mooney Blvd to reduce delays. Relocate traffic signal poles to their ultimate locations. Roadway will transition to existing lane configuration after left turn pockets. Requires acquisition of ROW along the south side of Visalia Pkwy for approximately 1,000 feet east and west of Mooney Blvd for appropriate vehicle storage and the separation of the various vehicle movements through the intersection. Multi funded project total of \$2.87m from \$1.9m Meas R Local (131) and \$935k Transportation Impact (241).	Eric Bons	CPNEW	--	D7	290,000	1,650,000				
5	Enhanced School Crosswalk at Ferguson and Denton: High visibility crosswalk for VUSD Denton Elementary School across Ferguson will shorten crossing distance by constructing bulbouts and median refuge island, and installing school flashing beacons to warn motorists of pedestrians in crosswalk. City park also located on north side Ferguson across street from school site. Due to high number of school pedestrians crossing Ferguson, CA MUTCD criteria met for a school flashing beacon. Staff will continue to pursue funding from the Active Transportation Program if Measure R Local funds are not available.	Leslie Blair	CP0297	--	A6	150,300					
6	Battery Backup Traffic Signals: Install battery backup systems in the existing traffic signals at various locations throughout the City. Intersections are selected per a priority list based on traffic volumes. The battery backup system will allow each traffic signal to operate during power outages to provide for driver safety. For efficiency this project will be coordinated with (CP9531) Emergency Vehicle Preemption.	Eric Bons	CP0226	--	N/A	100,000	100,000	150,000	150,000	150,000	150,000

Measure R Local - 131 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Fiber Optic Cable Installation-Caldwell: The fiber optic cable will connect the existing Intelligent Transportation System (ITS) fiber optic cable in Caldwell Ave from County Center St. to Santa Fe Street. FOC will be installed in County Center St. between Caldwell Ave. and the South Visalia Police Department, District #2 building located at Cameron Ave. and County Center St. to provide connectivity to an additional ten existing traffic signals and provide for future extension of the ITS network. This fiber optic connectivity will provide an essential connection between the V.ECC and VPD District #2 which will serve as a Disaster Data Recovery center for the City's digital network system. Multi funded total of \$800K from \$650K Measure R Local (131) and \$150K Information Systems (511).	Eric Bons	CPNEW	--	D6	90,000	560,000				
8	Reimburse developers for street improvements: Reimburse arterial/collector and local streets not identified in the circulation element which have various remaining improvements to be completed that are not eligible for TIF. (Annual Project)	Nick Mascia	CPB207	--	N/A	75,000	75,000	75,000	75,000	75,000	75,000
9	Caldwell Ave Tracing Wire Installation: Install tracing wire within the existing fiber optic conduit in Caldwell Avenue from County Center Street to Fairway Street. The tracing wire will allow City staff to locate the existing fiber optic conduit within the public right of way to help prevent contractors or other agencies from damaging the existing fiber optic conduit and the cabling inside the conduit. This will allow City staff to locate the existing underground conduits in response to an Underground Service Alert request utilized by contractors when performing work within the public right of way.	Eric Bons	CPNEW	--	D8	50,000					
10	Stop Sign Installations: Annual stop sign installation contract for arterial/collector intersections. As traffic volumes increase in the City, various intersections (arterials/collectors) meet the California Manual of Uniform Traffic Control Devices criteria for stop signs. When criteria are met, stop signs should be installed in a timely manner.	Leslie Blair	CP0037	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
11	Traffic Signal Optimization Project (TSOP): This project is to optimize the traffic signal operations along various corridors within the City and will utilize consultants to provide traffic signal coordination timing along segments of Akers Street, Plaza Drive, Ben Meadox Way, and other arterial roadway corridors where traffic signal communications exist or where they will be installed. Includes the purchase, installation, and configuration of communication equipment to enable the optimization of corridors which will minimize traffic delays reducing vehicle emissions. This is part of the traffic congestion management system to aide the flow of traffic along the City corridors.	Eric Bons	CP0193	--	N/A	5,000		30,000	30,000	30,000	30,000

Measure R Local - 131 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
12	<p>Caldwell Widening - Santa Fe to Lovers Lane: Widen from undivided two-lane road to four-lane divided road with median. Install sidewalks, curb and gutters, street lights and traffic signals. Major Investment Study (MIS) identified need to widen this location and traffic studies indicate additional turn lanes needed at Santa Fe Street and Lovers Lane. Intersection widening at Lovers Lane is recommended and design, RW, and construction of multi-use trail has been added. Budget updated to meet current standards and cover updated cost estimates. Multi funded total of \$20.2m from \$19.4m Measure R Regional, including prior year funding (133) and \$783k Meas R Local (131).</p> <p>Shirk Interchange at SR 198: Prepare Caltrans Project Initiation Document (PID) to identify overall interchange geometric layout and control to plan phased long-term improvement to this Caltrans interchange including additional analysis to incorporate updated vehicle counts from COV capacity project to be constructed in 2020 and COV striping reconfiguration project planned for 2021. 2016 Caltrans State Route 198 Corridor Study identified this interchange at Levels of Service (LOS) between B - E. Implementation of a short term project (Caltrans Encroachment Permit) is recommended to address needs resulting from Shirk Capacity Enhancement project from Riggan to Hillsdale. Intersection Control Evaluation (ICE) feasibility study, is complete. Multi funded total of \$448k including prior year funding from \$280k Meas R Local (131) and \$168k Transportation Impact (241).</p>	Fred Lampe	CP8268	--	D2	-	783,300				
13	<p>Install Traffic Monitoring Cameras: Install cameras at intersections for the purpose of monitoring traffic in real time. Project adds cameras to the existing traffic management system to aide in the analysis of traffic flow at intersections, or groups of intersections. Will also allow review of effects from changes made. Cameras will be installed at the intersections of Demaree Street at Walnut Avenue, County Center at Walnut Avenue, and Conyer Street at Walnut Avenue. <del>Extend Oak Avenue from prior street to Burke Street. Includes installing street lights, pavement, curb, gutter and sidewalk on both sides of the existing RR tracks on Oak Avenue. The RR tracks will remain in an open median with barrier curb on both sides. (Note: Burke &amp; Oak intersection is scheduled for completion in 2020). Project will improve east down town circulation from Administration and Transit Center to the new VECC. This project also provides pedestrian access from west to east downtown and the VECC. Multi Funded: Previous year funding from Gas Tax (111) and Measure R Local (131). Current funding of \$1,070,200 from Measure R Local (131).</del></p>	Nick Mascia	CF0295	--	A7	-	205,000	40,000			
14	<p>Extend Oak Avenue from prior street to Burke Street. Includes installing street lights, pavement, curb, gutter and sidewalk on both sides of the existing RR tracks on Oak Avenue. The RR tracks will remain in an open median with barrier curb on both sides. (Note: Burke &amp; Oak intersection is scheduled for completion in 2020). Project will improve east down town circulation from Administration and Transit Center to the new VECC. This project also provides pedestrian access from west to east downtown and the VECC. Multi Funded: Previous year funding from Gas Tax (111) and Measure R Local (131). Current funding of \$1,070,200 from Measure R Local (131).</p>	Eric Bons	CF0294	--	D9	-	105,000		105,000		
15	<p>Extend Oak Avenue from prior street to Burke Street. Includes installing street lights, pavement, curb, gutter and sidewalk on both sides of the existing RR tracks on Oak Avenue. The RR tracks will remain in an open median with barrier curb on both sides. (Note: Burke &amp; Oak intersection is scheduled for completion in 2020). Project will improve east down town circulation from Administration and Transit Center to the new VECC. This project also provides pedestrian access from west to east downtown and the VECC. Multi Funded: Previous year funding from Gas Tax (111) and Measure R Local (131). Current funding of \$1,070,200 from Measure R Local (131).</p>	Mike Porter	CF9924	--	B22	-		365,200	705,000		



Measure R Local - 131 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
16	Chinoweth and Goshen At-Grade Crossing over Railroad (SJVRR): Install new street crossing to improve traffic flow in the NW quadrant of the City. Includes new pavement, curb, gutter, sidewalk, and a traffic signal. Also includes upgrade of railroad tracks, installation of new railroad warning devices, related signage, and striping. Phase 1: (20/21-21/22) Preliminary Engineering and Environmental requirements. Phase 2: (22/23-23/24) includes PS&E, ROW, and permitting. Construction planned for FY 25/26. The SJVRR will require elimination of an existing at-grade crossing in exchange. Multi funded total of \$3.4m from \$2.4 Meas R Local (131) and \$1m Transportation Impact (241).	Rebecca Keenan	CPNEW	--	A8			214,400	300,000	1,100,000	830,000
17	Accessibility Upgrades and Barrier Removal: Provide funding to address accessibility issues when identified, to ensure the City complies with Federal and State requirements. The CIP complies with existing ADA Transition Plan and is a critical component for the implementation of the upcoming transition plan update. It is required for the City to address accessibility issues and deficiencies per federal law mandated throughout the ADA Act of 1990. This provides accessibility improvements to existing City facilities (sidewalks, curb ramps, bus stops, crosswalks, trash enclosures, benches, accessible parking, and signage) where necessary as a result of a City or citizen identified issue.	David Hernandez	CP0292	--	N/A			110,000	220,000	110,000	220,000
18	Traffic Signal (TS) Modification at Giddings & Mineral King: Replacement of existing TS with a fully actuated TS, incorporated intelligent transportation equipment, modify existing pedestrian ramps to meet current ADA requirements, and construct the associated roadway improvements. Existing traffic signal originally constructed in mid 1960's and needs update to meet current traffic signal requirements per the California Manual on Uniform Traffic Control Devices.	Eric Bons	CPNEW	--	B23			100,000	640,000		
19	Caldwell Fiber Optic Cable (FOC) Install - Santa Fe to Lovers Lane: FOC will be installed within existing conduit placed by the Caldwell Avenue Roadway Improvement Project and connect to existing Intelligent Transportation Systems (ITS) fiber optic cable in Caldwell Ave at Santa Fe St. continuing in Caldwell Ave to Lovers Lane. This will also entail the installation of communication equipment and related supporting equipment at each of the signalized intersections along this segment of Caldwell Ave from Santa Fe St to Lovers Lane. The ITS fiber optic cable will provide connectivity to an additional two traffic signals and provide the extension of the ITS network.	Eric Bons	CPNEW	--	D2			100,000	350,000		

Measure R Local - 131 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
20	Akers Street Traffic Signal Interconnect: Install conduit and fiber optic cable in Akers between Walnut and Goshen interconnecting the traffic signals with the traffic management system. The traffic signal interconnect will create a fiber optic cable backbone structure that will extend the existing interconnection system to be incorporated into the traffic management system. To provide real time traffic information to modify traffic flow patterns and work in conjunction with the Caltrans controlled signalized intersections located at Aker St. & Mineral King Avenue and at Akers St. & Noble Ave.	Eric Bons	CP0194	--	A9			-	180,000	725,000	725,000
21	Main and Center One-Way Conversion: Conversion of Main and Center between Santa Fe and Ben Maddox from two-way streets to a one-way couplet. Project includes design engineering and construction based upon the recently developed Traffic Study for Main/Center One-Way Conversion (CP0296).	Leslie Blair	CPNEW	--	B18					410,000	
22	Tower St Alignments-Walnut to Ave 272: Preliminary Engineering for the future Tower Street, from Walnut Ave. to Ave 272 (2.0 m). The project will analyze options for a 4-lane, north-south arterial along the Rd 148 alignment, in coordination with the existing SCE towers, and the designed Greenway Trail and includes rough preliminary topographic survey as needed for preliminary alignments, development of geometric layout options, review of permitting requirements, preliminary identification of right of way needs, preliminary cost estimates, and recommended project phasing. Multi funded total of \$800k from \$500k Meas R Local (131) and \$300k Transportation Impact (241). <b>The 241 portion of this project is currently deferred.</b>	Rebecca Keenan	CPNEW	--	D10						500,000
23	Santa Fe Master Plan: Project will develop a master plan for the Santa Fe Street corridor from Caldwell Avenue to Houston Avenue to be completed prior to beginning design of project (CP9942) to Widen Santa Fe south of K Ave to Noble. Includes development right-of-way needs, construction estimates, and environmental clearance for future street construction on Santa Fe Street.	Nick Mascia	CP8034	--	N/A	4,663,300	3,928,300	1,634,600	3,455,000	3,050,000	500,000 3,480,000

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.

**Measure R Trailways - 132  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	-	-	-	-	-	-
<b>Measure R Bike and Trail Revenue</b>	610,700	341,000	400,000	1,410,000	100,000	100,000
<b>Capital Improvements</b>	(610,700)	(341,000)	(400,000)	(1,410,000)	(100,000)	(100,000)
<b>Total Resources Available for Future Projects</b>	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Mill Creek Bridge on Greenway Trail: Design and construct a pedestrian bridge crossing of Mill Creek along Greenway Trail, north of Murray Avenue. Includes design and installation of a pre-manufactured bridge and 8' wide concrete trail connecting to existing Mill Creek Trail along Murray Avenue, minor landscaping modifications, and installing an all-way stop at Mill Creek and Mc-Auliff St. Bridge to allow trail users to cross Mc-Auliff safely, connecting the existing Mill Creek Trail to the proposed Greenway Trail. Contingent upon receiving Measure R funds and/or State/Federal funds. Project total of \$473k includes prior year Measure R Trails funding of \$50k.	Nick Mascia	CP0189	\$	B6	423,000	-	-	-	-	-
2	Reclaim/Various City Trails: Allows rejuvenation of asphalt oils to drying and worn pavement surfaces. Trails will be crack sealed, overlaid, slurry sealed, or reconstructed as needed. Also includes but is not limited to tree trimming, landscaping, trash pick up, and trail lighting. Staff will evaluate the trails on a routine basis for maintenance to be incorporated into the City's Pavement Management Program. Use of Measure R Trails funds are dependent upon approval of the Fifth Amendment of the Measure R Expenditure Plan.	Nick Mascia	CPNEW	-	N/A	100,000	100,000	100,000	100,000	100,000	100,000
3	Greenway Trail - Mineral King to Mill Creek: Construct a Class 1 multi-use trail from Mineral King Avenue to Mill Creek. Project will install trail amenities including benches, trash receptacles, dog mitt dispensers, signage and solar lighting. Also includes landscaping and irrigation improvements. To improve the City trail system, implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. Multi Funded project total of \$1.14m with \$140k, including prior year funding, from Measure R Trailways (132) and \$1m from State Transportation (281-A TP).	Nick Mascia	CP0298	\$\$	B7	45,700	-	-	-	-	-

Measure R Trailways - 132 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	Packwood Creek at Willow Springs: Design and construct a 10' wide Class I multi-use trail west of Cotta for 1,700' along Harter St. This pedestrian/bicycle trail will include landscaping and irrigation. This project falls within the recommended bikeway network outlined in the adopted Active Transportation Plan and will be the next segment of the Packwood Creek trail that will connect Santa Fe Trail to the future Greenway Trail.	Manuel Molina	CPNEW	\$\$	D1	42,000	241,000				
5	Signalized Pedestrian Crossing at Houston & Greenway: Construct a four-way pedestrian signalized crossing to allow for trail users to safely cross Houston Avenue while traveling along the Greenway Trail from the north of Houston Avenue to the south. Multi Funded project total of \$730K with \$110K from Measure R Trailways and \$620K from State Transportation.	Manuel Molina	CPNEW	\$	B9			110,000			
6	Greenway Trail - Mill Creek to St. John's: Construct a Class I multi-use trail from Mill Creek to St. John's Trail. Project will install trail amenities including benches, trash receptacles, dog mitt dispensers, signage and solar lighting. This project will make the final connection from Mineral King north to St. John's Trail. This project falls within the recommended bikeway network outlined in the adopted Active Transportation Plan.	Manuel Molina	CPNEW	\$\$	B10	610,700	341,000	190,000	1,310,000	100,000	100,000
						<b>610,700</b>	<b>341,000</b>	<b>400,000</b>	<b>1,410,000</b>	<b>100,000</b>	<b>100,000</b>

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

**Measure R Regional - 133  
2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	-	-	-	-	-	-
<b>Measure R Regional Funding</b>	100,000	1,400,000	600,000	-	-	-
<b>Capital Improvements</b>	(100,000)	(1,400,000)	(600,000)	-	-	-
<b>Total Resources Available for Future Projects</b>	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	SR-198 Watson East Bound Off-Ramp: Improve the SR-198 east bound off ramp at Watson Street with lane improvements, traffic signal modifications, and improvements on SR-198. Caltrans and the City will work together to relieve the traffic congestion. TCAAG funding and in support of Caltrans project.	Eric Bons	CFNEW	- -	D12	100,000	900,000				
2	Tower Street (Road 148) Interchange PID: Creation of a Project Initiation Document (PID) for a new interchange at the Road 148 alignment (future Tower Street) as first step for a Caltrans capital project. The PID will help develop geometric layout options and phasing for the new interchange, along with preliminary schedules and cost estimates. The new interchange at Tower Street is recommended for implementation within the next 5 years and is identified in the City's Circulation Element, the Caltrans State Route 198 Corridor Study, and TCAAG's Expenditure Plan. To alleviate existing traffic congestion at the Lovers Lane Interchange, which is located less than 1 mile west of this location.	Rebecca Keenan	CFNEW	- -	D13		500,000	500,000			

Measure R Regional - 133  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Houston Ave Traffic Signal Interconnect: Install fiber optic cable within the existing signal interconnect conduit in Houston Avenue from Demaree Street to Divisadero Street and install conduit with fiber optic cable in Divisadero Street from Houston Avenue to Goshen Avenue. To extend the existing traffic signal interconnection system to create a fiber optic cable back bone structure as part of the Intelligent Transportation Systems Strategic Plan. This will provide for the intersections along this corridor to be integrated into the traffic management system. <b>Contingent upon the receipt of Congestion Mitigation and Air Quality (CMAQ) grant.</b> Multi-funded: Project total of \$560k funded from \$100k Measure R Regional (133) and \$460k CMAQ grant (281).	Eric Bons	CF0201	--	100,000	1,400,000	100,000	-	-	-
					100,000	1,400,000	600,000	-	-	-

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 N - 141/142  
2020/21 - 2025/26 Capital Improvement Program**

Citizen approved 1/2 cent sales tax for essential city services such as police, fire, and maintenance of parks and roads. The measure uses a detailed, 10-year plan which includes hiring of personnel, construction of capital projects and equipment purchases.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	-	-	-	-	-	-
<b>Contribution from Operating for Capital</b>	5,338,700	9,092,400	4,971,100	5,032,200	4,851,000	5,072,000
<b>Capital Improvements</b>	(5,338,700)	(9,092,400)	(4,971,100)	(5,032,200)	(4,851,000)	(5,072,000)
<b>Total Resources Available for Future Projects</b>	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Road Maintenance Projects:</b>											
1	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter on Caldwell between Akers and Shady. Major Investment Study identified section from Akers to Shady as the highest need for improvements. In addition to the original scope, two needs have been identified: 1. Pavement reconstruction to support the City Standard Traffic Index (TI) of eleven (11) within the project boundaries. 2. Traffic signal interconnect and fiber optic connection to the Southeast Precinct. (Multi Funded: Project total of \$10.5 million including prior year appropriations funded from \$350k Meas R Local (131), \$4.2m Meas R Regional (133), \$3.8m Meas N (141) and \$2.2m SB1 (113).	Fred Lampe	CP9485	- -	NA	2,880,400	-	-	-	-	-
2	Reclaimite Streets - Measure N: Cost effective pavement maintenance when performed routinely (within 5-7 years) after initial proper street installation and results in cost savings over the pavement life span compare to other methods of pavement maintenance or replacement. Allow's rejuvenation of asphalt oils to drying and worn pavement surfaces. Project implements recommendations from the Pavement Management System to perform large cape seal and reclaimite projects to assist in a catch-up of street maintenance from prior years. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Roadway deterioration can cause poor riding conditions and ultimately leave the City liable.	Norm Goldstrom	CF0248	- -	NA	-	1,300,000	1,000,000	1,100,000	900,000	1,100,000

Measure N - 141/142 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Cape Seal - Measure N: Places an emulsified seal over weathered and raveled pavement without a substantial amount of cracking 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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Norm Goldstrom	CF0247	--	NA	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
4	Ave 288 Reconstruction: Ave 288 will be reconstructed from Rd 68 to the Water Reclamation Facility (WRF) incorporating two cost saving measures, the existing asphalt will be pulverized in place and reused as base material and Tensar geogrid will be installed to further strengthen the structural section, reducing material and trucking costs overall. The County will contribute \$200,000 towards the reconstruction of Ave 288; per an agreement, and the City will maintain Ave 288 moving forward. This is a critical road to maintain as the only paved access to the WRF. To be completed in conjunction with CF0314 Road Maintenance Inside WWTP. Multi funded project total of \$653k from \$453k Measure N (141) and \$200k Tulare County contribution (281).	Diego Corvera	CF0319	--	C8	453,000					
5	Crack Seal - Measure N: Crack Sealing: Placement of rubber type based product in cracked pavement to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent any cracks from getting larger. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Roadway deterioration can cause poor riding conditions and ultimately leave the City liable.	Norm Goldstrom	CF0249	--	NA	395,200	400,000	400,000	400,000	400,000	400,000



Measure N - 141/142 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
6	Shirk St Widening over Mill Creek: Construct a 330-foot extension of the existing Shirk Street culvert crossing at South Mill Creek located between Hillside Avenue and School Avenue including rehabilitation of existing roadway connection. Also includes 1) Raise the street grade to the top of the South Mill Creek Culvert. 2) Add paving and striping to connect to the 198 Interchange. This culvert extension is a necessary component to complete the widening Shirk Street to a 4-lane arterial. Shirk Street is designated a major arterial street in the General Plan Circulation Element. Multi-funded project total of \$4.7m including prior year funding from \$4.52m Transportation Impact Fee (241) and \$171k Measure N Road Rehab (141).	Fred Lampe	CP0305	--	171,400					
7	Road Rehabilitation - Measure N: Rehabilitation of various streets throughout the City of Visalia based on a priority list established by the Pavement Management System (PMS). Street rehabilitation is done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. This project is a long term maintenance project for City streets that will be coordinated with the Public Works Department through analysis from the PMS.	Chanitha Chap	CP0246	--		1,400,000	1,200,000	1,500,000	1,500,000	1,500,000
<b>Police Department Projects:</b>										
8	Purchase New Fully Equipped Marked Police Vehicles (7): Purchase 2 new vehicles in 2020/21 and one vehicle in each of the remaining years	Dexter Valencia	VHNEW	\$	111,600	56,000	57,000	58,000	59,000	60,000
<b>Fire Department Projects:</b>										
9	Station 51 Facility: Complete a study of the location and capacity of Fire Station 51 in relation to current and future needs within the City of Visalia for efficient emergency response. Facility may be renovated or relocated, based upon the results of this study. Costs could include the initial study, design and construction of renovation or possible new construction and land acquisition (if recommended). Depending upon the study results and recommendations, additional funding may be required.			--	400,000	4,000,000				
10	Purchase a second new fully equipped Squad vehicle to be used by Fire for the purpose of Emergency Medical Service (EMS) response in accordance with the amended Measure N plan.	Danny Wristen	VH0181	\$			359,000			

Measure N - 141/142 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	<b>Maintenance of Parks and City Buildings:</b>									
	Building Maintenance: Provide for maintenance of City owned buildings and including, but not limited to, roof replacement or repair and other repairs required due to long-term deferred maintenance.	Joe Cote	CPNEW	--	670,000	670,000	670,000	670,000	670,000	670,000
11	<b>Other Projects:</b>									
	Emerging Needs: Funding to provide for emerging needs, as identified, reviewed and approved by the City Council and Measure N Committee	Joe Cote	CPNEW	--	257,100	266,400	285,100	304,200	322,000	342,000
12					<b>5,338,700</b>	<b>9,092,400</b>	<b>4,971,100</b>	<b>5,032,200</b>	<b>4,851,000</b>	<b>5,072,000</b>

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.

\$\$\$\$ Project will result in savings as described in project description

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

**Ground Water Recharge - 224  
2020/21 - 2025/26 Capital Improvement Program**

This fund is derived from a portion of the monthly City utility bill. The fees for this fund are based on the size of the water service line that range from \$.35 to \$.99 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	(414,591)	(88,491)	34,909	155,009	21,909	134,909
<b>Ground Water Recharge Fees</b>	353,900	357,400	361,000	364,600	368,200	371,900
<b>Ground Water Extraction Fee</b>	489,400	494,300	499,200	504,200	509,200	514,300
<b>Ground Water Annexation Fee</b>	230,000	232,300	234,600	236,900	239,300	241,700
<b>Investment Earnings</b>	1,600	2,500	2,800	3,200	2,800	3,200
<b>Operating Expenditures</b>	(213,800)	(218,100)	(222,500)	(227,000)	(231,500)	(236,100)
<b>Capital Improvements</b>	(535,000)	(745,000)	(755,000)	(1,015,000)	(775,000)	(785,000)
<b>Total Resources Available for Future Projects</b>	(88,491)	34,909	155,009	21,909	134,909	244,909

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Acquire Land for Basins: Acquire properties to develop into groundwater recharge facilities. The focus will be on vacant or agricultural properties that can receive waters from a nearby waterway. The overarching goal of this program is maximizing groundwater recharge within the City and pursuing groundwater sustainability under SGMA. Construct Groundwater Recharge Facilities: Includes any necessary modification of existing basins to allow for groundwater recharge and may be used as design and/or match funding for water recharge related grant funding awarded to the City.	Andrew Munn	CP9886	--	N/A	160,000	170,000	180,000	190,000	200,000	210,000
2	Groundwater Sustainability Agency (GSA): Funding to support the City's share of the State-mandated Groundwater Sustainability Agency (Mud-Kaweah GSA) including but not limited to engineering consultants, staff, audits, reports to state, and other operational expenses.	Chantha Chap	CP8146	\$	N/A	130,000	330,000	330,000	330,000	330,000	330,000
3	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.	Andrew Munn	CFNEW	--	N/A	200,000	200,000	200,000	200,000	200,000	200,000
4		Andrew Munn	CP8144	--	N/A	45,000	45,000	45,000	45,000	45,000	45,000

**Ground Water Recharge - 224 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
5	Cameron Creek & McAuiliff St Park/Basin: Cameron Creek & K Avenue Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuiliff 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. Geotechnical testing will be required to determine soil infiltration characteristics for ground water recharge purposes and eligibility for ground water recharge funding. (Multi-funded: Project total \$1M from Recreation (211) \$375k and Storm Sewer (221) \$375k and GW Recharge (224) \$250k).	Chantha Chap	CF8103	--	D4	535,000	745,000	755,000	250,000	775,000	785,000

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".

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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

**Waterways Maintenance - 251  
2020/21 - 2025/26 Capital Improvement Program**

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$0.50 of the \$2.52 monthly storm sewer fee. Funds are to be used for maintenance of waterways and riparian areas.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	201,208	70,308	18,308	15,108	10,708	5,008
<b>User Fees (Waterways Rate)</b>	309,200	312,300	315,400	318,600	321,800	325,000
<b>Operating Expenditures</b>	(210,100)	(214,300)	(218,600)	(223,000)	(227,500)	(232,100)
<b>Capital Improvements</b>	(230,000)	(150,000)	(100,000)	(100,000)	(100,000)	(95,000)
<b>Total Resources Available for Future Projects</b>	70,308	18,308	15,108	10,708	5,008	2,908

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Annual Asphalt Maintenance of Riparian Access Trails: Annual Maintenance on various riparian access asphalt trails. Trails used to access riparian areas for restoration and maintenance of vegetation require 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	200,000	150,000	100,000	100,000	100,000	95,000
2	Repair/Replace Bollards & Gates on Trails: Replace bollards and gates at the entrances. (St. John's, Modoc, Millicreek, Packwood & Jennings.) The bollards currently in place are being vandalized/broken and need to be replaced. Existing narrow gates also need to be replaced/modified to allow for the twenty foot wide clearance required by the Fire Department.	Joel Hooyer	CPNEW	--	N/A	30,000					
						230,000	150,000	100,000	100,000	100,000	95,000

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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

**Landscape & Lighting - 273  
2020/21 - 2025/26 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 owner's of the property located within each L&L.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	3,666,000	3,960,800	4,147,200	4,183,600	4,222,000	4,754,400
<b>Special Service District Maintenance Assessments (Street Portion Only)</b>	542,600	553,500	564,600	575,900	587,400	599,100
<b>Capital Improvements</b>	(247,800)	(367,100)	(528,200)	(537,500)	(55,000)	(357,000)
<b>Total Resources Available for Future Projects</b>	3,960,800	4,147,200	4,183,600	4,222,000	4,754,400	4,996,500

**Additional Information:** Streets have been included as a component of L&L districts since 2005. To-date, there are 40 L&L's collecting assessments for the maintenance and repair of streets. Balances are intended to build up until larger projects are required in future years.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Crack Seal in Landscape and Lighting Districts: Placement of rubber type based product in cracked pavement to reduce water penetration, helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions and ultimately leave the City liable.	Nick Mascia	CP0089	--	N/A	144,000	270,600	246,200	80,500	3,000	6,000
2	Reclaimite Landscape & Lighting District: Cost effective pavement maintenance when performed routinely (within 5-7 years) after initial proper street installation and results in cost savings over the pavement life span compare to other methods of pavement maintenance or replacement. Allows rejuvenation of asphalt oils to drying and worn pavement surfaces. 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. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions.	Nick Mascia	CP8358	--	N/A	86,000	21,500	182,000	140,000	52,000	215,000

Landscape & Lighting - 273  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Overlay in Landscape and Lighting Districts: Placement of asphalt overlay on landscape and lighting streets as a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Pavement preservation and rehabilitation is essential in maintaining the largest City assets, public roadways. Without these funds, the roadways will deteriorate causing poor riding conditions.	Nick Mascia	CP0090	--	N/A	17,800	75,000	100,000	317,000	-	136,000
						<b>247,800</b>	<b>367,100</b>	<b>528,200</b>	<b>537,500</b>	<b>55,000</b>	<b>357,000</b>

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

**CDBG - 311  
2020/21 - 2025/26 Capital Improvement Program**

Projects in this fund are funded with Community Development Block Grant (CDBG). Projects must meet the requirements of Title 24 of the Code of Federal Regulations (CFR) to qualify for this funding.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	-	-	-	-	-	-
Grant Revenues	783,800	753,800	798,300	793,300	758,800	-
Capital Improvements	(783,800)	(753,800)	(798,300)	(793,300)	(758,800)	-
<b>Total Resources Available for Future Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Additional Information:** The City of Visalia is an entitlement jurisdiction for the CDBG program. The City is required by the U.S. Department of Housing and Urban Development (HUD) to develop a Consolidated Plan every five years, and Annual Action Plans to guide the use of CDBG. Projects shown in this fund have been reviewed and approved as part of the Consolidated Plan and Annual Action process.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Public Facility: Funding to either provide a new facility (i.e., shelter) or upgrade/enhance an existing facility within the city limits of Visalia. Funding shown is from the adopted Consolidated Plan for the use of CDBG funding for the 5 program years from 2020 to 2025.	Housing Specialist	CPNEW	--	N/A	600,000	450,000	500,000			
2	Public Infrastructure Improvements/ADA Compliance projects: Annual provision of CDBG funding to identify and locate an area that needs to comply with ADA standards to increase the quality of life for disabled peoples in the City of Visalia.	Frank Senteno	CPNEW	--	N/A	40,000	40,000	40,000	40,000	40,000	
3	ADA Compliance projects: Annual provision of CDBG funding to identify and locate an area that needs to comply with ADA standards to increase the quality of life for disabled peoples in the City of Visalia. Funding shown is from the adopted Consolidated Plan for the use of CDBG funding for the 5 program years from 2020 to 2025.	Frank Senteno	CPNEW	--	N/A	143,800	213,800	258,300	703,300	718,800	
4	Low and Moderate Income Park Improvements: Identify improvements needed for parks serving low and moderate income areas of the City based upon census data. Funding shown is from the adopted Consolidated Plan for the use of CDBG funding for the 5 program years from 2020 to 2025.	Frank Senteno	CPNEW	--	N/A	783,800	753,800	798,300	793,300	758,800	-



**Corporation Yard Impact Fee - 103  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	800,300	861,000	835,800	289,250	(1,009,750)	(943,950)
<b>Impact Fees and Interest Earnings</b>	62,300	63,500	64,800	66,100	67,400	68,700
<b>Allocations</b>	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
<b>Capital Improvements</b>	-	(87,100)	(609,750)	(1,363,500)	-	-
<b>Total Resources Available for Future Projects</b>	<b>861,000</b>	<b>835,800</b>	<b>289,250</b>	<b>(1,009,750)</b>	<b>(943,950)</b>	<b>(876,850)</b>

**Additional Information:** Impact Fee funds hold revenue from fees imposed upon new development to pay for the proportionate costs of providing public infrastructure to serve that new development. These funds can only be used for the purchase or construction of new or expanded infrastructure related to the growth from development. The advance projected at the end of 2023/24 in this fund is projected to be repaid in 10-12 years depending upon growth in development.

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Ben Maddox Parking Lot Expansion: Improvements and expansion of the existing Ben Maddox Administration parking lot which includes new asphalt paving, vee gutter, storm drainage, lighting, wheel stops, striping and fencing. This project will reduce the impact for employee parking at the corporation yard and will eliminate the need for employees to park inside the corporation yard perimeter fence. It will improve the unsafe asphalt which has deteriorated beyond repair and will improve site drainage which now causes flooding within the corporation yard. Multi funded project total of \$585k from \$380k Corp Yard Impact Fee (103), \$17k Wastewater (431), and \$88k Solid Waste (441).	Manuel Molina	CP8216	\$ B1		87,100	293,150			
2	Fleet Shop Improvements and Expansion: Relocation of the light vehicle shop and tire shop to the old Edison building at 432 N Ben Maddox Way and subsequent relocation of the weld shop into the current light side shop within the existing Fleet building. The parks department will expand into the current tire shop located on the eastern end of facilities building. This project will coincide with EQ0135 - C-Trains and CP8377 Hbists. The Fleet operation has outgrown its current facility and is in need of expansion. Project order will be: Light vehicle shop/Tire shop --> 432 N Ben Maddox; Weld Shop --> current light vehicle shop; Other Dept --> current tire shop	Nick Mascia	CP0048	-- B1			316,600			

Corporation Yard Impact Fee - 103 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Corporation Yard (CY) New Site Development: For property acquired from SCE at NW corner of the CY. Includes grading, NPDES permit requirements, paving, striping, utilities and lighting. Requires demolition of existing Streets Building located within this property, including relocation of utilities, removing the building and foundation, soil import, grading and compaction. Also includes installation of improvements to storm drainage system at the CY to provide grease & sediment treatment to the existing storm water drainage system. For compliance with state requirement to control site storm drainage and improved mobility of vehicular and pedestrian traffic within the CY. (Multi Funded: Project total of \$4m funded from \$1.4m Corp Yard Impact Fee (103), \$2.56m Solid Waste (441), and \$80k Storm Sewer (481).)	Nick Mascia	CP0047	B1	-	87,100	609,750	1,363,500	-	-
					-			1,363,500	-	-

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

**Fire Impact Fee - 106**  
**2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	(452,600)	(133,800)	188,700	517,600	851,900	1,191,400
Revenues	358,500	362,100	365,700	369,400	373,100	376,800
Interest Earnings (Expense)	(100)	-	2,800	4,400	6,100	7,800
Allocations	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Capital Improvements	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)
<b>Total Resources Available for Future Projects</b>	<b>(133,800)</b>	<b>188,700</b>	<b>517,600</b>	<b>851,800</b>	<b>1,191,400</b>	<b>1,536,400</b>

**Additional Information:** This fund currently has a negative balance mainly as a result of funding portions of the construction of Station 55 (Northwest Fire Station) and Station 53 (Southwest Fire Station).

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	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	--	N/A	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 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

**Park & Recreational Facilities - 211**  
**2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	2,324,238	3,824,938	3,195,438	3,491,138	3,345,388	338,888
<b>Park and Recreational Impact Fees</b>	2,250,600	2,295,600	2,341,500	2,388,300	2,436,100	2,484,800
<b>Interest Earnings</b>	17,200	24,900	21,800	23,400	22,800	7,900
<b>Operating Expenditures</b>	(27,100)	(27,100)	(27,600)	(28,200)	(28,800)	(29,400)
<b>Capital Improvements</b>	(740,000)	(2,922,900)	(2,040,000)	(2,529,250)	(5,436,600)	(2,200,000)
<b>Total Resources Available for Future Projects</b>	3,824,938	3,195,438	3,491,138	3,345,388	338,888	602,188

**Additional Information:** Impact Fee funds hold revenue from fees imposed upon new development to pay for the proportionate costs of providing public infrastructure to serve that new development. These funds can only be used for the purchase or construction of new or expanded infrastructure related to the growth from development.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Eastside Regional Park Design and Infrastructure: Design for construction of a 242-acre regional park on the East side of Visalia comprised of park, recreation, and groundw ater recharge facilities in accordance with the Master Plan adopted August 2015. Park improvements include walking paths, playground, picnic area, open turf, recreational facilities, and an archery range. Phase 1) Preliminary engineering, architectural planning, development of estimates of the park site and facilities; and Phase 2) Engineering design and construction of the parks backbone infrastructure (roads, utilities, etc). Project to be coordinated with the engineering design of the parks required adjacent infrastructure (Tower Rd) and recharge basins (A, B, C, E) included as separate CIPs.	Leslie Cavriglia	CPNEW	\$\$\$	Off Map	500,000	1,962,900				
2	Northside Scenic Corridor Park & Basin: Acquisition of 13.8-acre parcel and two parcels totaling 4.1-acres on Northside of Highway 198 Open Space Setback Area (east of Shirk) for future development as passive recreational open space and a naturally shaped drainage basin. Install 24" pipeline along Preston St as required to be utilized by the basin to receive water from Mill Creek for storm layoff and recharge purposes. Dig out 7 feet deep basin approximately 160 feet wide by 2,350 feet length east of Preston St. Basin will serve existing and planned development north of Highway 198. (Multi Funded: Total of \$1.97m funded from Parks (211) \$931k, Storm Sewer (221) \$370k and Storm Sewer (222) \$671k)	Charantha Chap	CP9719	\$	A1	140,000			671,250		

Park & Recreational Facilities - 211 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Riverway Sports Park - North Conceptual Plan: Develop a conceptual plan for additional park amenities and parking on City property north of the Riverway Sports Park. The planning stage will include investigating abandonment of a portion of Riverway Avenue.	Fred Lampe	CP0299	--	B11	100,000	-	-	-	-	-
4	Eastside Regional Park Basins: Design and construction of four recharge basins, providing approximately 50-acres of groundwater recharge, and the re-alignment of Mill Creek. Includes design and construction of basins A, B, C, E. in accordance with the park's master plan adopted August 2015. Project will include but not limited to: demolition of existing orchards, earthwork, piping structures, recharge systems, trail system, and landscaping. Design of Basin E and realignment of Mill Creek to begin in FY2021-22.	Frank Senteno	CPNEW	\$	Off Map		500,000	500,000			
5	Neighborhood Park: Develop a specific plan to acquire land, design, and build a neighborhood park of approximately 5 acres in the northwest quadrant of the City located in accordance with the General Plan's element on Park and Recreation Facilities and development trends. Park improvements to include walking paths, playground, picnic area, and open turf. Funding for design to begin in 2022-23 with construction to follow in 2023-24.	Leslie Caviglia	CPNEW	\$\$	N/A		460,000	1,540,000			
6	Southside Scenic Corridor Basin: This basin is located on the south side of SR-198 to the east of Shirk St to be developed as a linear, landscaped basin with functional passive open space to receive City storm water flows from Mill Creek through either Persian-Watson Ditch or through a pipeline to the north under SR-198. Phase 1 to be implemented with the Sierra Village development expansion that will relocate an existing City basin. Requires acquisition of 20 acres to the east of the Phase 1 improvements. Included in the 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. Multi funded project total of \$2.4m from \$750K Park Impact Fee (211) and \$1.6m Storm Sewer (221).	Chantha Chap	CPNEW	\$	C4				750,000		
7	Neighborhood Park: Develop a specific plan to acquire land, design, and build a neighborhood park of approximately 5 acres in a location to be determined in accordance with the Parks Master Plan. Park improvements to include walking paths, playground, picnic area, and open turf. Funding for design to begin in 2023-24 with construction to follow in 2024-25.	Leslie Caviglia	CPNEW	\$\$	N/A				483,000	1,617,000	

Park & Recreational Facilities - 211 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
8	Cameron Creek & McAuliff St Park/Basin: Cameron Creek & K Avenue 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. Geotechnical testing will be required to determine soil infiltration characteristics for ground water recharge purposes and eligibility for ground water recharge funding. (Multi-funded: Project total \$1M from Recreation (211) \$375k and Storm Sewer (221) \$375k and GW Recharge (224) \$250k).	Chantha Chap	CP8103	\$	D4				375,000		
9	East Side Regional Park (ESRP) Site Adjacent Infrastructure Design: This project will develop a plan for necessary infrastructure adjacent to the East Side Regional Park masterplan (ESRP) including roadways, sanitary sewer, runoff drainage, bus stops, and other infrastructure typical of site development. This plan will include the engineering design for Tower Road from Mineral King to Houston Avenue. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multifunded total of \$2.1m from \$1.6m Transportation Impact Fee (241) and \$500k park Impact Fee (211).	Frank Senteno	CPNEW	--	Off Map				250,000	250,000	
10	East Side Regional Park (ESRP) Site Adjacent Infrastructure - Tower Construction: This project will construct Tower Road between Mineral King and Houston Avenue adjacent to the East Side Regional Park (ESRP). Necessary infrastructure will be phased starting with Tower Road followed by Mineral King, Road 152, and then Houston. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multifunded total of \$10.1m from \$7.2m Transportation Impact Fee (241) and \$2.9m park Impact Fee (211). The Transportation Impact Fee (241) portion of funding is deferred.	Frank Senteno	CPNEW	\$	Off Map					2,909,600	

Park & Recreational Facilities - 211 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
11	Community Park: Develop a specific plan to acquire land, design, and build a 10-15 acre community park in the Southwest quadrant (Tulare and Shirk) in accordance with the General Plan's element on Park and Recreation Facilities.	Frank Senteno	CFNEW	\$\$ N/A	740,000	2,922,900	2,040,000	2,529,250	660,000	2,200,000

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 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 Construction - 221 2020/21 - 2025/26 Capital Improvement Program

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

#### Cash Balance Summary

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	678,344	842,644	1,436,844	2,051,344	1,100,144	1,507,544
<b>Utility User and Developer Impact Fees</b>	934,300	953,000	972,100	991,500	1,011,300	1,031,500
<b>Operating Expenditures (staff costs, allocations, etc.)</b>	(40,000)	(40,800)	(41,600)	(42,400)	(43,200)	(44,100)
<b>Capital Improvements</b>	(730,000)	(318,000)	(316,000)	(1,900,300)	(560,700)	(2,412,500)
<b>Total Resources Available for Future Projects</b>	842,644	1,436,844	2,051,344	1,100,144	1,507,544	82,444

**Additional Information:** Utility User and Developer Impact Fees are projected to grow at a rate of 2.0%

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Northside Scenic Corridor Park & Basin: Acquisition of 13.8-acre parcel and two parcels totaling 4.1-acres on Northside of Highway 198 Open Space Setback Area (east of Shirk) for future development as passive recreational open space and a naturally shaped drainage basin. Install 24" pipeline along Preston St as required to be utilized by the basin to receive water from Mill Creek for storm layoff and recharge purposes. Dig out 7 feet deep basin approximately 160 feet wide by 2,350 feet length east of Preston St. Basin will serve existing and planned development north of Highway 198. (Multi Funded: Total of \$1.97m funded from Parks (211) \$931k, Storm Sewer (221) \$370k and Storm Sewer (222) \$671k.)	Chantha Chap	CP9719	\$	A1	370,000					
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.	Nick Mascia	CP9229	\$	N/A	200,000	200,000	200,000	175,000	175,000	175,000
3	Auto Plaza Basin Expansion: Auto Plaza Basin Expansion- Acquire an additional 3.6 acres to the west of the current basin site to allow the basin to be expanded in capacity. The Auto Plaza Basin was originally designed to be detention basin with a discharge pump that served only the Auto Plaza project. The basin was acquired by the City with the purpose of it serving a larger regional area. The basin design has also been changed to be retention with no pump. These changes require the basin to be expanded to provide the needed capacity for active development underway within the Plaza Business Park and The Square at Plaza Drive master planned projects.	Chantha Chap	CP0302	- -	A2	150,000					



Storm Sewer Construction - 221 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	Storm Sewer Construction Administration: Staff preliminary design and administration of new storm sewer construction projects as identified in the Storm Sewer Master Plan. To implement necessary Storm Sewer Master improvements for implementation of the Master Plan. (Note: Annual Project Prior 4 year funds are not typically rolled over)	Chanitha Chap	CP8222	--	N/A	10,000	10,000	10,000	10,000	10,000	10,000
5	Goshen Ave Storm Drain Line - Burke St to Ben Maddox Way: Extend the existing 36" storm drain line in Goshen Ave beginning at the existing stub at Ben Maddox Way and continuing west for 1,300 feet to an existing 48" storm drain line in Burke Street. This section will connect the drainage area to the east of Ben Maddox Way into the Burke Street trunkline that flows into Soroptimist Basin. This storm line will provide the street drainage system for the future widening of Goshen 5 Avenue within the East Downtown Civic Center area.	Mike Porter	CP0303	\$	B12	108,000					
6	Jennings Basin Storm Drain Connection: Pumped water from Soroptimist Basin will provide additional water towards goal of Jennings basin serving as possible water feature for planned Civic Center area with increased groundwater recharge opportunity. Requires consultant to prepare a hydraulic study of the associated storm drain system and provide direction on how the forced water circulation system may work to serve Jennings basin. The Jennings Basin project is completed with the exception of a section of pipeline along the south side of School Ave that will allow the delivery of pumped water from the Soroptimist Basin. The final phase of the project will install this section of pipeline beginning at Burke St and extending east for 450 feet along the south side of School Ave. Completion of the pipeline may also be required to establish a water circulation system for Jennings basin.	Mike Porter	CP0228	--	B13			106,000			
7	Southside Scenic Corridor Basin: This basin is located on the south side of SR-198 to the east of Shirk St to be developed as a linear landscaped basin with functional passive open space to receive City storm water flows from Mill Creek through either Persian-Watson Ditch or through a pipeline to the north under SR-198. Phase 1 to be implemented with the Sierra Village development expansion that will relocate an existing City basin. Requires acquisition of 20 acres to the east of the Phase 1 improvements. Included in the 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. Multi funded project total of \$2.4m from \$750k Park Impact Fee (211) and \$1.6m Storm Sewer (221).	Chanitha Chap	CPNEW	\$	C4				750,000		850,000

Storm Sewer Construction - 221 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
8	Cameron Creek & McAuliff St Park/Basin: Cameron Creek & K Avenue 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. Geotechnical testing will be required to determine soil infiltration characteristics for ground water recharge purposes and eligibility for ground water recharge funding. (Multi-funded: Project total \$1M from Recreation (211) \$375k and Storm Sewer (221) \$375k and GW Recharge (224) \$250k).	Chantha Chap	CP8103	\$ D4				375,000		
9	Highland Ave Storm Drain: Install a storm drain line along Highland St alignment from Ferguson Ave to connect to an existing 48" storm main in front of Highland Gardens development and connect the line into Fairview Park/Basin. In addition, expand the storage capacity of the Park/Basin. This project includes design, construction, and additional excavation to provide additional storage capacity. (Multi-Funded: Total of \$796k funded from Storm Sewer (221) \$590k and Storm Sewer (222) \$206.)	Chantha Chap	CP9796	\$ B14			-	590,300		
10	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 or be discharged into the fully developed naturally shaped basin per the Northside Scenic Corridor Park & Basin project (CP9719). This project will be done in coordination with the Shirk Widening project (CP9822).	Chantha Chap	CPNEW	\$ A3	730,000	318,000	316,000	1,900,300	375,700	1,377,500
									560,700	2,412,500

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 \$\$\$\$ Project will result in savings as described in project description

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

**Transportation Impact - 241  
2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	5,253,300	4,224,800	3,966,300	543,700	2,262,400	4,192,400
<b>Transportation Impact Fees</b>	4,009,100	4,089,300	4,171,100	4,254,500	4,339,600	4,426,400
<b>Interest Earnings (Expense)</b>	46,300	124,700	122,100	72,000	99,000	129,300
<b>Operating Expenditures and Allocations</b>	(39,700)	(40,000)	(40,800)	(41,600)	(42,400)	(43,200)
<b>Capital Improvements</b>	(5,044,200)	(4,432,500)	(7,675,000)	(2,566,200)	(2,466,200)	(1,365,000)
<b>Total Resources Available for Future Projects</b>	4,224,800	3,966,300	543,700	2,262,400	4,192,400	7,339,900
<b>Beginning Cash Balance with Deferred Projects Included</b>	4,224,800	4,224,800	3,966,300	(13,627,300)	(35,707,900)	(47,527,900)
<b>Net Change from Annual Activity</b>	-	(258,500)	(3,422,600)	1,718,700	1,930,000	3,147,500
<b>Deferred Projects</b>	-	-	(14,171,000)	(23,799,300)	(13,750,000)	(8,483,366)
<b>Funding Deficit Including Deferred Projects</b>	4,224,800	3,966,300	(13,627,300)	(35,707,900)	(47,527,900)	(52,863,766)

**Additional Information:** Projects have been deferred in this fund (shaded section) to deficits. This fund is currently unable to fund a significant number of Transportation Impact Fee projects and is not projected to do so in the future without an increase in the impact fee.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Shirk St Widening over Mill Creek: Construct a 330-foot extension of the existing Shirk Street culvert crossing at South Mill Creek located between Hillside Avenue and School Avenue including rehabilitation of existing roadway connection. Also includes 1) Raise the street grade to the top of the South Mill Creek Culvert. 2) Add paving and striping to connect to the 198 Interchange. This culvert extension is a necessary component to complete the widening Shirk Street to a 4-lane arterial. Shirk Street is designated a major arterial street in the General Plan Circulation Element. Multi-funded project total of \$4.7m including prior year funding from \$4.52m Transportation Impact Fee (241) and \$171k Measure N Road Rehab (141).	Fred Lampe	CP0305	--	A12	2,593,200					
2	Developer Reimbursement: Reimburse developers for additional costs incurred when constructing required arterial & collector streets with their development that implement the Circulation Element. Additional cost is the difference between development requirements and requirements to accommodate for future development in area. Project cost based upon current agreements, estimates of future projects and estimated completion dates.	Nick Mascia	CP9130	--	NA	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000

Transportation Impact - 241 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Shirk Street and Walnut Ave traffic signal (TS): Construct TS to include extension of sanitary sewer trunk line north in Shirk Street for approximately 200 feet to prevent reopening the street for the future extension in Shirk Street and save in overall costs. Intersection meets the traffic signal criteria as defined in the California Manual on Uniform Traffic Control Devices. To be done in conjunction with the roadway improvement project (CP0196) to Shirk Street and Walnut Avenue adjacent to the intersection. Multi Funded: Project total of \$1.32m includes prior year amounts and is funded from \$540k Wastewater Trunkline (231) and \$782k Transportation Impact (241).	Eric Bons	CP0045	C5	750,000					
4	Visalia Parkway Widening at Mooney Blvd (SR-63): Widen to ultimate ROW width (110') to accommodate 300' left turn pocket on east and west bound approaches to Mooney Blvd to reduce delays. Relocate traffic signal poles to their ultimate locations. Roadway will transition to existing lane configuration after left turn pockets. Requires acquisition of ROW along the south side of Visalia Parkway for approximately 1,000 feet east and west of Mooney Blvd for appropriate vehicle storage and the separation of the various vehicle movements through the intersection. Multi funded project total of \$2.87m from \$1.9m Meas R Local (131) and \$935k Transportation Impact (241).	Eric Bons	CPNEW	D7	467,500	467,500				
5	Santa Fe Environmental Cleanup: Includes removing the elevated railroad embankment along the future Santa Fe Street Corridor from Houston to Riffin. The corridor will be excavated down to a preliminary grading limit to minimize earthwork for the construction of Santa Fe Street. The elevated railroad embankment runs parallel to the Santa Fe Trail and the future street raises over the trail 4-5' in some locations. This presents a safety concern with limited visibility for trail users. This project will simplify the future street project.	Manuel Molina	CP0308	B25	68,500					
6	Circulation Element and TIF Administration: Administration of the Transportation Impact Fee (TIF) program, including periodic updates, city wide planning and preliminary engineering for arterial/collector roadways, design and project management, ROW acquisition, ROW clearing and grubbing including demolition, utility relocations, street construction items, street lighting and traffic signals.	Nick Mascia	CP3633	N/A	65,000	65,000	65,000	65,000	65,000	65,000

Transportation Impact - 241 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Riggin Widening - Kelsey to Shirk: Widen Riggin Ave between Kelsey Street and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights and interconnect conduit. Project will move forward once EDA grant is received and bonding from TCAG is successful. Widening of Riggin Ave will improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion. Multi funded project total of \$11.9m from \$3.7m Meas R Regional (133), \$5.2m Transportation Impact (241), and \$3m EDA Grant (281).	Chantha Chap	CFNEW	--	A11		2,400,000	2,250,000			
8	Shirk and Walnut Roadway Improvements: Improvements along the south side of Walnut for 700± feet east of Shirk and Shirk for 1,400± feet south of Walnut, and restripe Walnut from Teddy to Shirk. Widen north side of Walnut for 350± feet east of Roeben to remove a west bound travel lane restriction to improve traffic flow. Includes traffic signal interconnect conduit within Walnut between Akers and Shirk. Improvements associated with the Valley Oaks Subdivision. The traffic signal interconnect will connect to the existing traffic management network at Akers Street and Walnut and provide for the connection of the traffic signal at Shirk Street and Walnut Avenue.	Nick Mascia	CF0196	--	C9		200,000	2,400,000			
9	Shirk Interchange at SR 198: Prepare Caltrans Project Initiation Document (PID) to identify overall interchange geometric layout and control to plan phased long-term improvement to this Caltrans interchange including additional analysis to incorporate updated vehicle counts from COV capacity project to be constructed in 2020 and COV striping reconfiguration project planned for 2021. 2016 Caltrans State Route 198 Corridor Study identified this interchange at Levels of Service (LOS) between B - E. Implementation of a short term project (Caltrans Encroachment Permit) is recommended to address needs resulting from Shirk Capacity Enhancement project from Riggin to Hillsdale. Intersection Control Evaluation (ICE) feasibility study, is complete. Multi funded total of \$448k including prior year funding from \$280k Meas R Local (131) and \$168k Transportation Impact (241).	Nick Mascia	CF0295	--	A7		100,000	10,000			

Transportation Impact - 241 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
10	Stonebrook Crossing of Packwood Creek: Construct the Stonebrook Street culvert crossing of Packwood Creek between Cameron Avenue and Caldwell Avenue. Includes the construction of the culvert along with the design and permitting associated with the culvert. Curb, gutter and paving will be constructed when adjoining commercial properties are developed. This culvert is a critical component of the Stonebrook Street connection between Cameron Avenue and Caldwell Avenue. This connection will further improve the circulation for the regional retail land use in the vicinity.	Nick Mascia	CP0043	D14		100,000				
11	Riggin Widening - Shirk to Akers: Design improvements for Riggin from Shirk to Akers. Includes curb and gutter, pavement, medians, street lights, and other infrastructure such as fire hydrants, drainage inlets and utility relocation. This segment, along with others being proposed will help to complete the 4 lane arterial from Hwy 63 to Hwy 99 on Riggin Ave; providing a major East-West corridor along the North side of Visalia.	David Hernandez	CPNEW	A13		-	1,750,000	400,000		
12	Chinoweth and Goshen At-Grade Crossing over Railroad (SJVRR): Install new street crossing to improve traffic flow in the NW quadrant of the City. Includes new pavement, curb, gutter, sidewalk, and a traffic signal. Also includes upgrade of railroad tracks, installation of new railroad warning devices, related signage, and striping. Phase 1: (20/21-21/22) Preliminary Engineering and Environmental requirements. Phase 2: (22/23-23/24) includes PS&E, ROW, and permitting. Construction planned for FY 25/26. The SJVRR will require elimination of an existing at-grade crossing in exchange. Multi funded total of \$3.4m from \$2.4 Meas R Local (131) and \$1m Transportation Impact (241).	Rebecca Keenan	CPNEW	A8			100,000	200,000	500,000	200,000

**Transportation Impact - 241 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
13	East Side Regional Park (ESRP) Site Adjacent Infrastructure Design: This project will develop a plan for necessary infrastructure adjacent to the East Side Regional Park masterplan (ESRP) including roadways, sanitary sewer, runoff drainage, bus stops, and other infrastructure typical of site development. This plan will include the engineering design for Tower Road from Mineral King to Houston Avenue. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multi funded total of \$2.1m from \$1.6m Transportation Impact Fee (241) and \$500k park Impact Fee (211).	Frank Senteno	CRNEW	NA	5,044,200	4,432,500	7,675,000	2,566,200	801,200	1,365,000

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

Transportation Impact - 241 (Deferred Projects)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
14	Santa Fe Street Houston To Rigin: Construct a 4-lane, north-south, arterial along the old Santa Fe Railroad alignment where City owns ROW and tracks have been removed. Includes, grading, a new structural section, curb, gutter, a storm drain system, median, street lighting, landscaping and striping. Also includes a single box culvert (100' long) over Modoc Ditch, a new signalized pedestrian crosswalk at the Modoc Ditch Trail crossing, and interconnect conduit for the entire length of the project. Hydraulic studies will be necessary to determine potential expansion of existing basins. The City's Circulation Element has identified the Santa Fe Street project as a necessary north/south arterial in future years 11-25.	Manuel Molina	CP0040	--	--			12,231,000			
15	Tower St from Cypress to Walnut: Professional Engineering for future construction of Tower Street from the Cypress Ave Alignment (south of St Route 198) to Walnut Ave (approx 4200 ft). Includes development of Plans, Specifications, and Estimates (PS&E) for a 4-lane, north-south arterial along the Rd 148 alignment, in coordination with the future interchange at SR 198. The project includes construction of a street culvert over TID. This request doesn't include the Caltrans Interchange Design. The City's 2014 Circulation Element identified Tower Street (Road 148) as a necessary north/south arterial in future years 11-25. However, due to the continuing development in east Visalia, around State Route 198, another north/south arterial is needed. This project will be the first step in meeting the demand for the north/south arterial street.	Rebecca Keenan	CPNEW	--	--			1,150,000	150,000	8,400,000	
16	Goshen Widening - Ben Maddox to Burke: Widen Goshen Avenue from Ben Maddox to Burke Street to full 84 foot, 2 lane collector. Includes paving, curb, gutter, sidewalk, ADA ramps, street lights, bike lanes, landscaping and irrigation conduit. Requires coordination with utilities to relocate poles, property owners to relocate and install drive approaches, and acquire ROW. Improves traffic circulation and pedestrian accessibility. Widening will also have a positive impact on development for the Civic Center and commercial parcels within the area. Note: Underground Utility District \$1M not included.	Mike Porter	CPNEW	--	--			525,000		850,000	
17	Widen Shirk from SR 198 to Goshen Ave: 1st Phase to include environmental and project report. Phase 2 to include Right of Way acquisition and design. This project must be timed with the (NEW) Shirk Storm Drain. To improve vehicle congestion and safety in an area that is impacted by industrial and residential development.	Mike Porter	CP9822	--	--			201,000	11,299,300		



Transportation Impact - 241 (Deferred Projects-Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
18	American Street Extension - Goshen to Riggins: Full improvements of American Street from Goshen to Riggins including curb and gutter, sidewalk, curb ramps and extension of American Street from Ferguson to Riggins. The project will not move forward without award of an EDA grant or cost sharing with the County. FY 22/23 (Staff submit grant application), FY 23/24 (Design and ROW), FY 24/25 - FY 25/26 (Construction). Improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion and increase the level of service for the roadway. Multi funded project total of \$7.3m from \$1.3m Transportation Impact (241) and \$7.1m EDA grant (281)	Nick Mascia	CP0309	--	--			64,000	1,195,000		
19	Riggins Widening - Shirk to Akers: Construct Riggins from Shirk to Akers including curb and gutter, pavement, medians, street lights, and other infrastructure such as fire hydrants and drainage inlets. Utility relocation also needed. Construction of this segment, along with others segments being proposed will help to complete the 4 lane arterial from Hwy 63 to Hwy 99 on Riggins Ave; providing a major East-West corridor along the North side of Visalia.	David Hernandez	CPNEW	--	--				10,655,000		
20	Shirk Widening - Goshen to Riggins: Widen Shirk from Goshen to Riggins including widening Shirk Road to full 110' 4 Lane Arterial, paving, curb, gutter, median curb, sidewalk, ADA ramps, street lights, landscaping and irrigation. Requires coordination with utilities to relocate poles, property owners to relocate and install drive approached and agricultural irrigation equipment, and coordination with the County to acquire ROW in current County Island. Improves traffic circulation and pedestrian accessibility. Widening will also have a positive impact on development for the industrial park and residential and commercial parcels within the area.	Mike Porter	CPNEW	--	--				250,000	2,250,000	
21	Ben Maddox Widening: Widen Ben Maddox from Center to Goshen including widening Ben Maddox to full 110 foot, 4 lane divided arterial, paving, curb, gutter, sidewalk, ADA ramps, street lights, landscaping and irrigation conduit. Requires coordination with utilities to relocate poles, property owners to relocate and install drive approaches, and acquire ROW. Note: Underground Utility District \$1.3M not included. Improves traffic circulation and pedestrian accessibility. Widening will also have a positive impact on development for the Civic Center and commercial parcels within the area.	Mike Porter	CPNEW	--	--				250,000	2,250,000	

Transportation Impact - 241 (Deferred Projects-Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
22	<p>ESRP Site Adjacent Infrastructure - Tower (Construction): This project will construct Tower Road between Mineral King and Houston Avenue adjacent to the East Side Regional Park (ESRP). Necessary infrastructure will be phased starting with Tower Road followed by Mineral King, Road 152, and then Houston. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multi funded total of \$10.1m from \$7.2m Transportation Impact Fee (241) and \$2.9m park Impact Fee (211).</p>	Frank Senteno	CRNEW	--	--						7,153,366
23	<p>Tulare Road Extension to Tower Road: Construct Tulare from Arroyo to Road 148 (Tower Road) and extend Tower Road from Tulare to just north of Harvard. The section of Tulare Avenue from Lovers Lane to McAuliff was completed in 2018. Improve traffic circulation. This project was intended to be constructed with the "NEW" project to extend Tulare Ave from Lovers Lane to McAuliff and will provide additional access to help alleviate congestion on Walnut Avenue and McAuliff. Additional subdivision development in this area will benefit greatly from this additional N/S access to Walnut Avenue.</p>	Mike Porter	CRNEW	--	--						1,030,000
24	<p>Tower St Alignments-Walnut to Ave 272: Preliminary Engineering for the future Tower Street, from Walnut Ave. to Ave 272 (2.0 mi). The project will analyze options for a 4-lane, north-south arterial along the Rd 148 alignment, in coordination with the existing SCE lowers, and the designed Greenway Trail and includes rough preliminary topographic survey as needed for preliminary alignments, development of geometric layout options, review of permitting requirements, preliminary identification of right of way needs, preliminary cost estimates, and recommended project phasing. Multi funded total of \$800k from \$500k Meas R Local (131) and \$300k Transportation Impact (241). <b>The 241 portion of this project is currently deferred.</b></p>	Mike Porter	CRNEW	--	--			14,171,000	23,799,300	13,750,000	300,000 8,483,366

**Waterways Capital - 261**  
**2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	1,613,474	1,117,974	881,374	654,374	437,274	280,274
<b>Waterways Impact Fee</b>	506,000	516,100	526,400	536,900	547,600	558,600
<b>Interest Earnings</b>	5,300	4,100	3,500	3,000	2,500	2,100
<b>Operating Expenditures</b>	(6,800)	(6,800)	(6,900)	(7,000)	(7,100)	(7,200)
<b>Capital Improvements</b>	(1,000,000)	(750,000)	(750,000)	(750,000)	(700,000)	(700,000)
<b>Total Resources Available for Future Projects</b>	1,117,974	881,374	654,374	437,274	280,274	133,774

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Acquire and Restore Riparian Area Right of Way (ROW): Work with developers to purchase Right-of-Way along waterways as part of development to preserve and restore native riparian vegetation.	Nick Mascia	CRNEW	--	N/A	1,000,000	750,000	750,000	750,000	700,000	700,000

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

**Transportation - 281**  
**2020/21 - 2025/26 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 (TCA/G), State Transportation Improvement Program (STIP), and Congestion Mitigation and Air Quality (CMAQ). These monies are to be used only for approved transportation projects.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Balance</b>	988,700	613,700	238,700	188,700	138,700	88,700
<b>LTD (Local Transportation Development Funds)</b>	-	-	275,000	275,000	275,000	275,000
<b>Other Grant Funding:</b>						
CMAQ (Congestion Mitigation Air Quality)		50,000	700,000	460,000		
EDA (Economic Development Administration)		3,000,000			3,036,000	3,036,000
State ATP (Active Transportation Program)	1,000,000					
Tulare County Contribution	200,000					
Other Grant Funding	-	218,800		620,000		470,000
<b>Capital Improvements</b>	(1,575,000)	(3,643,800)	(1,025,000)	(1,405,000)	(3,361,000)	(3,831,000)
<b>Total Resources Available for Future Projects</b>	<b>613,700</b>	<b>238,700</b>	<b>188,700</b>	<b>138,700</b>	<b>88,700</b>	<b>38,700</b>

Additional Information: This fund is also used to track all transportation related grant funding received by the City.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Greenway Trail - Mineral King to Mill Creek: Construct a Class 1 multi-use trail from Mineral King Avenue to Mill Creek. Project will install trail amenities including benches, trash receptacles, dog mitt dispensers, signage and solar lighting. Also includes landscaping and irrigation improvements. To improve the City trail system, implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. Multi Funded project total of \$1.14m with \$140k, including prior year funding, from Measure R Trailways (132) and \$1m from State Transportation (281-A TP).	Nick Mascia	CP0298	\$\$	B7	1,000,000					
2	Intersection Improvements - Signalization: Traffic Signal (TS) Installation at one intersection per year as identified by the data collected with the Annual Traffic Data Collection Contract according to traffic signal criteria as defined by the California Manual on Uniform Control Devices. Planned TS in 20/21: County Center at Riggin and Giddings at Riggin. Planned TS in 21/22: Mooney at Ferguson. Based on MUTCD warrant analysis and city of visalia ranking system, the identified intersections are the highest priority 4-way intersections that warrant a traffic signal. Multi Funded project with varying amounts allocated from LTF (281) and Measure R Local (131).	Diego Corvera	CP0038	--	B21	375,000	375,000	325,000	325,000	325,000	325,000

Transportation - 281 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Ave 288 Reconstruction: Ave 288 will be reconstructed from Rd 68 to the Water Reclamation Facility (WRF) incorporating two cost saving measures, the existing asphalt will be pulverized in place and reused as base material and Tensar geogrid will be installed to further strengthen the structural section, reducing material and trucking costs overall. The County will contribute \$200,000 towards the reconstruction of Ave 288; per an agreement, and the City will maintain Ave 288 moving forward. This is a critical road to maintain as the only paved access to the WRF. To be completed in conjunction with CF0314 Road Maintenance inside WWTP. Multi funded project total of \$653k from \$453k Meas N(141) and \$200k Tulare County contribution (281).	Diego Corvera	CF0319	--	C8	200,000					
4	Riggin Widening - Kelsey to Shirk: Widen Riggin Ave between Kelsey Street and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights and interconnect conduit. Project will move forward once EDA grant is received and bonding from TCA G is successful. Widening of Riggin Ave will improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion. Multi funded project total of \$11.15m from \$3.5m Meas R Regional(133), \$4.65m Transportation Impact (241), and \$3m EDA Grant (281).	Chantha Chap	CFNEW	--	A11		3,000,000				
5	Parking Management Plan: Prepare plan identifying current and projected parking needs for the downtown area, parks, airports, and other civic centers to help the City prepare for upcoming needs and identify costs, greenhouse reduction measures, bicycle parking, use of downtown parking in-lieu fees, and such parking matters. Parking is in demand in the downtown area. There are many state grants that could help the City further explore how to maintain and manage parking throughout the city. This would help the City be better prepared for growing development activity to better manage parking resources. Dependent upon receiving grant funds. (\$31,250 General Fund for 12.5% grant match).	David Hernandez	CFNEW	--	NA		218,800				

Transportation - 281 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
6	Ben Maddox Way Traffic Signal Interconnect: Install fiber optic cable in Ben Maddox Way between St. Johns Fwy and Main utilizing the existing signal interconnect conduit. Upsizing the existing conduit, fiber optic cable and communication equipment will be installed in Ben Maddox Way between Main Street and Noble Avenue. An additional fiber optic cable will be installed between the VECC and Noble Avenue in preparation to providing a communication link to the new Fire Station No. 56 near the intersection of Lovers Lane and Tulare Avenue. Project is contingent upon the receipt of requested Congestion Mitigation and Air Quality (CMAQ) funding. (Multi-funded: Total of \$750k funded from \$300k Meas R Regional and \$750k CMAQ grant (281).)	Eric Bons	CP0199	--	B26		50,000	700,000			
7	Signalized Pedestrian Crossing at Houston & Greenway: Construct a four-way pedestrian signalized crossing to allow for trail users to safely cross Houston Avenue while traveling along the Greenway Trail from the north of Houston Avenue to the south. Multi Funded project total of \$730K with \$110K from the Measure R Trailways and \$620K from State Transportation.	Manuel Molina	CPNEW	--	B9				620,000		
8	Houston Ave Traffic Signal Interconnect: Install fiber optic cable within the existing signal interconnect conduit in Houston Avenue from Demaree Street to Divisadero Street and install conduit with fiber optic cable in Divisadero Street from Houston Avenue to Goshen Avenue. To extend the existing traffic signal interconnection system to create a fiber optic cable back bone structure as part of the Intelligent Transportation Systems Strategic Plan. This will provide for the intersections along this corridor to be integrated into the traffic management system. <b>Contingent upon the receipt of Congestion Mitigation and Air Quality (CMAQ) grant.</b> Multi-funded: Project total of \$560k funded from \$100k Measure R Regional (133) and \$460k CMAQ grant (281).	Eric Bons	CP0201	--	B24				460,000		
9	American Street Extension - Goshen to Riggan: Full improvements of American Street from Goshen to Riggan including curb and gutter, sidewalk, curb ramps and extension of American Street from Ferguson to Riggan. The project will not move forward without award of an EDA grant or cost sharing with the County. FY 22/23 (Staff submit grant application), FY 23/24 (Design and ROW), FY 24/25 - FY 25/26 (Construction). Improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion and increase the level of service for the roadway. Multi funded project total of \$7.3m from \$1.3m Transportation Impact (241) and \$7.1m EDA grant (281)	Nick Mascia	CP0309	--	A14					3,036,000	3,036,000

**Transportation - 281 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
10	Intelligent Transportation System Conduit (ITS) Conduit: Install an ITS conduit in the County Center Drive alignment, connecting to existing facility at Caldwell Ave and County Center Drive to Visalia Police Department District 2 (VPD 2) at SE corner of County Center Drive and Cameron Ave. Future CMAQ funding of approx \$470k will be sought to install fiber optic lines. The ITS conduit will extend the traffic management network for future traffic signals. The VPD 2 facility is a remote location planned to serve as the Data Recovery location for the City of Visalia Information System network. Fiber optic install will not proceed without CMAQ awarded. Multi funded project total from \$55k Gas Tax (111, including prior year), \$470k CMAQ (281), and Information Services (511).	Nick Mascia	CF0284	D6	1,575,000	3,643,800	1,025,000	1,405,000	3,361,000	470,000
										<b>3,831,000</b>

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

\$\$\$ Project will result in savings as described in project description

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

**NE Capital - 291  
2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	647,500	622,300	118,600	204,100	291,800	381,700
<b>Revenues</b>	82,500	84,200	85,900	87,600	89,400	91,200
<b>Interest Earnings</b>	3,700	3,500	1,000	1,500	1,900	2,400
<b>Services Provided/Allocations</b>	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)
<b>Capital Improvements</b>	(110,000)	(590,000)	-	-	-	-
<b>Total Resources Available for Future Projects</b>	622,300	118,600	204,100	291,800	381,700	473,900

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	McAuliff Sidewalk Gap Improvements: Construct improvements to close a pedestrian gap along the west side of McAuliff Street from Mill Creek Drive to Douglas Avenue. Installing this portion of sidewalk will provide a pedestrian route from Mineral King Avenue to Houston Avenue providing a safer active transportation mode from the neighborhood south of Mill Creek Drive to the school complex on Houston Avenue. Improvements will also provide access for the neighborhood north of Douglas Avenue to the recreational facilities along Mill Creek Drive and also extend the off-street bike path on McAuliff Street. Among the improvements identified in the NE Specific plan is an off-street path along the west side of McAuliff Street that would serve for both pedestrian and bicycle use. This project will extend this shared path from Douglas Avenue to Mill Creek Drive.	Frank Senteno	CPNEW	--	B27	110,000	590,000	-	-	-	-

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



**Downtown Parking Trust - 611  
2020/21 - 2025/26 Capital Improvement Program**

This fund is derived from in-lieu fees paid by occupants within the central business district who do not provide the required number of off-street parking spaces. The in-lieu fee will be assessed in the amount of \$4,627 per required space at the time of building permit issuance, in the 2020/21 year. In addition to the in-lieu fees, this fund receives revenue from grants, contributions, and land sales.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	3,682,000	3,434,700	3,489,900	3,545,200	3,600,600	3,656,000
Revenues	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earnings	4,700	17,400	17,700	18,000	18,300	18,500
Capital Improvements	(290,000)	-	-	-	-	-
Allocations	(12,000)	(12,200)	(12,400)	(12,600)	(12,900)	(13,200)
<b>Total Resources Available for Future Projects</b>	<b>3,434,700</b>	<b>3,489,900</b>	<b>3,545,200</b>	<b>3,600,600</b>	<b>3,656,000</b>	<b>3,711,300</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Raw hide Parking Lot: Convert existing vacant City lot located at the NW corner of Center Avenue and Dudley Street to parking lot. Parking lot to contain approximately 25 new spaces. New parking lot will provide additional downtown parking and parking for Raw hide baseball games and other stadium events. Properties purchased under CP0271, Fund 611 Downtown Parking Trust.	Mike Porter	CPNEW		B29	290,000					

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 Deficiency - 222  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	(757,346)	(2,503,846)	(2,217,746)	(2,483,646)	(3,414,096)	(3,667,996)
<b>Storm Sewer Fees</b>	396,400	404,300	412,400	420,600	429,000	437,600
<b>Interest Earnings (Expense)</b>	(900)	(5,200)	(4,500)	(5,200)	(7,500)	(8,100)
<b>Operating Expenditures</b>	(37,300)	(38,000)	(38,800)	(39,600)	(40,400)	(41,200)
<b>Capital Improvements</b>	(2,104,700)	(75,000)	(635,000)	(1,306,250)	(635,000)	(635,000)
<b>Total Resources Available for Future Projects</b>	(2,503,846)	(2,217,746)	(2,483,646)	(3,414,096)	(3,667,996)	(3,914,696)
<b>Deferred Capital Improvements (Shaded Section Below)</b>	-	-	(245,900)	(206,000)	-	-
<b>Funding Deficit (Balance Available including Deferred Projects)</b>	(2,503,846)	(2,217,746)	(2,729,546)	(3,865,996)	(4,119,896)	(4,366,596)

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Lower Kaweah River and Mill Creek System (Prop 84 Grant); Flood Control Improvements to 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).	Fred Lampe	CP8334	\$\$	A4	2,029,700	-	-	-	-	-
2	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.	Chantha Chap	CP9170	--	N/A	30,000	30,000	30,000	30,000	30,000	30,000
3	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deficient throughout the city. To eliminate flooding caused by nuisance water and storm mains found to be possibly undersized. Multi funded project total of \$50k annually, with \$25k from Storm Sewer Deficiency (222) and \$25k from Storm Sewer Maintenance (481).	Jim Ross	CP8232	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000

Storm Sewer Deficiency - 222 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	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. Reimburse developers for necessary storm water deficiencies constructed by development. ( Annual Project)	Curtis Cannon	CP8143	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000
5	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.	Chantha Chap	CFNEW	\$	N/A	-	-	300,000	300,000	300,000	300,000
6	Eliminate Discharges into Mill Creek: Eliminate Discharges into Mill Creek - Ongoing program of evaluation of storm water discharge points into Mill Creek and implementing 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.	Chantha Chap	CFNEW	--	B16	-	-	260,000	260,000	260,000	260,000

**Storm Sewer Deficiency - 222 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget / Map Impact / Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Northside Scenic Corridor Park & Basin: Acquisition of 13.8-acre parcel and two parcels totaling 4.1-acres on Northside of Highway 198. Open Space Setback Area (east of Shirk) for future development as passive recreational open space and a naturally shaped drainage basin. Install 24" pipeline along Preston St as required to be utilized by the basin to receive water from Mill Creek for storm layoff and recharge purposes. Dig out 7 feet deep basin approximately 160 feet wide by 2,350 feet length east of Preston St. Basin will serve existing and planned development north of Highway 198. (Multi Funded: Total of \$1.97m funded from Parks (211) \$931k, Storm Sewer (221) \$370k and Storm Sewer (222) \$671k.)	Chantha Chap	CF9719	\$\$ A1	2,104,700.00	75,000.00	635,000.00	671,250.00	635,000.00	-
								1,306,250.00	635,000.00	635,000.00

Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".

grating 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

**Wastewater Trunk Line Construction - 231  
2020/21 - 2025/26 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 the Master Plan Improvements 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).

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	2,507,300	3,386,000	4,766,700	4,416,000	(855,800)	(929,000)
<b>Sanitary Sewer and Trunk Line Connection Fees</b>	945,400	964,300	983,600	1,003,300	1,023,400	1,043,900
<b>Sewer Master Plan Fees</b>	572,600	584,100	595,800	607,700	619,900	632,300
<b>Interest Earnings</b>	10,100	12,300	15,900	15,100	2,000	1,900
<b>Operating Expenditures (staff costs, allocations, etc.)</b>	(49,400)	(50,000)	(51,000)	(52,000)	(53,000)	(54,100)
<b>Capital Improvements</b>	(600,000)	(130,000)	(1,895,000)	(6,845,900)	(1,665,500)	(6,040,600)
<b>Total Resources Available for Future Projects</b>	<b>3,386,000</b>	<b>4,766,700</b>	<b>4,416,000</b>	<b>(855,800)</b>	<b>(929,000)</b>	<b>(5,345,600)</b>

Additional Information: The projected deficit would result in 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 of, and treatment of, sanitary and storm drain water.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Shirk Street and Walnut Ave traffic signal (TS): Construct TS to include extension of sanitary sewer trunk line north in Shirk Street for approximately 200 feet to prevent reopening the street for the future extension in Shirk Street and save in overall costs. Intersection meets the traffic signal criteria as defined in the California Manual on Uniform Traffic Control Devices. To be done in conjunction with the roadway improvement project (CP0196) to Shirk Street and Walnut Avenue adjacent to the intersection. Multi Funded: Project total of \$1.32m includes prior year amounts and is funded from \$540k Wastewater Trunkline (231) and \$782k Transportation Impact (241).	Eric Bons	CP0045	\$	C5	470,000	-	-	-	-	-
2	Sanitary Sewer Developer Reimbursement: Reimburse developers for additional costs incurred when constructing the required sanitary sewer with development. The additional cost is the difference between the "development requirement" and the requirement to accommodate for future development in the area. This is an annual project for implementation of the Sewer Line Master Plan.	Curtis Cannon	CP9318	--	N/A	110,000	110,000	110,000	110,000	110,000	110,000
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 for implementation of the Sewer Line Master Plan.	Chantha Chap	CP9234	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000

Wastewater Trunk Line Construction - 231 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	Shirk St Sanitary Sewer (SS) Trunkline -Walnut to Noble: Install a 48" SS trunk line in Shirk Street between Walnut Avenue and Noble Avenue to connect the existing sewer trunkline within Shirk Street south of Hwy -198 to the existing sewer trunkline in Walnut Avenue. Includes removal of the existing 6" sewer force main and the associated lift station located at Shirk Street and Noble Avenue to increase capacity and accommodate future development growth.	Chantha Chap	CFNEW	--	C3			1,765,000	5,700,000		
5	Visalia Parkway Trunkline-Santa Fe to Lovers Lane: Construct a new 30" Sanitary Sewer (SS) Trunkline along the Ave 276 alignment, between Santa Fe Street to Lovers Lane. Construction will occur through existing orchards and farmland requiring Right of Way acquisition. Includes installation of new main at a depth of approx. 17-feet, new 60" manholes, clearing and grubbing, demolition, sheeting and shoring, and some boring under existing creeks and ditches. Project was original planned for installation by 2010 but deferred due to the economic downturn in 2008. It is recommended the SS trunkline be installed soon to encourage Tier 2 development in the area.	Rebecca Keenan	CF0017	\$	D3	600,000	130,000	1,895,000	1,015,900	1,535,500	5,910,600
									<b>6,845,900</b>	<b>1,665,500</b>	<b>6,040,600</b>

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

**Sewer Connection -232  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	(121,100)	559,400	1,246,700	1,940,900	2,642,000	3,100,100
<b>Revenues</b>	680,600	687,400	694,300	701,200	708,200	715,300
<b>Operating Expenditures</b>	(100)	(100)	(100)	(100)	(100)	(100)
<b>Capital Expenditures</b>	-	-	-	-	(250,000)	(3,800,000)
<b>Total Resources Available for Future Projects</b>	<b>559,400</b>	<b>1,246,700</b>	<b>1,940,900</b>	<b>2,642,000</b>	<b>3,100,100</b>	<b>15,300</b>

**Additional Information:** The negative beginning 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 storm drain water. The internal loan balance is a combination of previous capital expenditures plus the early redemption of the 2002 Wastewater Bond, which occurred in FY 10/11. The negative balance projected at the end of FY 19/20 is on target to be repaid in FY 20/21, two years earlier than originally expected.

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Design Wastewater Reclamation Facility (WRF) Upgrades: Procure engineering and environmental services using the Request for Proposal (RFP) process. Includes a full evaluation of the capacity needs of the WRF and design of future improvements to WRF infrastructure which will be needed to meet the next level of demand created by growth in the city population as well as the future needs of the City Industrial Park. Estimated cost of \$11m will require additional funding for this project to move forward.	Jim Ross	CPNEW	\$\$\$ C2					250,000	3,800,000
					-	-	-	-	<b>250,000.00</b>	<b>3,800,000.00</b>

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

**Building Safety - 401  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	7,939,600	8,411,750	9,203,250	10,010,550	10,833,950	11,673,850
<b>Operating Revenues</b>	3,830,100	3,906,700	3,984,800	4,064,500	4,145,800	4,228,700
<b>Operating Expenditures</b>	(3,054,150)	(3,115,200)	(3,177,500)	(3,241,100)	(3,305,900)	(3,372,000)
<b>Capital Improvements</b>	(303,800)	-	-	-	-	-
<b>Total Resources Available for Future Projects</b>	<b>8,411,750</b>	<b>9,203,250</b>	<b>10,010,550</b>	<b>10,833,950</b>	<b>11,673,850</b>	<b>12,530,550</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Comprehensive Fee Study: The last fee study conducted by Zuckler Systems for the Building Safety Division was completed June of 2000, 20 years ago. No other fee studies were conducted within the other divisions of the department. Despite increases to the Consumer Price Index (CPI) and operating salaries and expenses, the Building Division has frozen permit fees over the past 3 fiscal years. The Building Safety Division currently maintains a positive fund balance. The fee study would include permit fees for plan check and inspection times. In addition, the Planning Division and Development Engineering Services will be included since both divisions directly support and affect the issuance of building permits to the general public, contractors and developers.	Shawn Huff	CPNEW	- -	N/A	110,000	-	-	-	-	-
2	Reports & Additional Licenses for Accela Permit System Additional reports and license will allow staff to become more efficient which will improve the speed of permitting. Site Plan Review staff from various departments will be enabled to perform pre-permit review faster with access to a paperless process. All 85 Accela Land Management / GIS licenses are currently assigned to city staff. An additional 25 licenses will allow Building, Code Enforcement and Public Works inspectors to be on the system at the same time instead of sharing. In addition, this will allow Plan Checkers and the inspectors to work strategically to facilitate inspections during the busy season.	Shawn Huff	CPNEW	\$	N/A	128,400	-	-	-	-	-



**Building Safety - 401 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Replace (2) Chevy s-10 pickups with Ford Escape compact crossovers equipped with hazard lighting for use by Building Inspectors at various job sites throughout the City. Both vehicles being replaced have exceeded their useful lives.  <b>Budget Year / Unit / Year / Miles</b> 2020-21 / 172221 / 2002 / 125.032 2020-21 / 172223 / 2003 / 132.390	Shawn Huff	VHNEW	- -	N/A	65,400	-	-	-	-	-
						<b>303,800</b>					

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

**Animal Services - 406  
2020/21 - 2025/26 Capital Improvement Program**

This fund was established to account for the operations of the City's animal control services. Revenue is provided by user fees for licensing, adoptions, vaccinations and shelter related services.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	-	-	-	-	-	-
General Fund Transfer	15,000	-	-	-	-	-
Capital Improvements	(15,000)	-	-	-	-	-
<b>Total Resources Available for Future Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Additional Information:** This fund receives an annual transfer from the General Fund which is used in combination with fees for services to operate this fund. Any capital projects funded will increase this annual transfer amount.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Shelter Buddy Online Licensing: To provide citizens the opportunity to pay for animal licensing online providing a thorough and complete process for the citizen. Current process can be confusing and difficult, as only license applications can be submitted online and staff must then reach out to those applicants by mail or phone. Online licensing would save both time and inconvenience, allowing an additional 4 hours each week for staff to pursue additional pet licensing. This option is expected to increase pet licensing by it's ease of use and accessibility, increasing revenue.	Ivy Ruiz	NEW	\$\$	N/A	15,000	-	-	-	-	-
						<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

**Airport - 411  
2020/21 - 2025/26 Capital Improvement Program**

This fund receives money from the Federal Aviation Administration Airport Improvement Program (FAA-AIP) and various grants. Grant funds 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	233,850	328,450	411,250	529,350	556,690	508,430
<b>Revenues</b>	2,033,500	2,066,900	2,108,200	2,150,400	2,193,400	2,237,300
<b>Operating Expenditures</b>	(1,868,100)	(1,902,100)	(1,940,100)	(1,978,900)	(2,018,500)	(2,058,900)
<b>FAA - Federal Aviation Administration Grant</b>	144,000	-	-	433,800	2,832,800	582,300
<b>CalTrans AIP</b>	7,200	-	-	21,940	141,640	29,000
<b>Capital Improvements</b>	(222,000)	(82,000)	(50,000)	(599,900)	(3,197,600)	(697,000)
<b>Total Resources Available for Future Projects</b>	<b>328,450</b>	<b>411,250</b>	<b>529,350</b>	<b>556,690</b>	<b>508,430</b>	<b>601,130</b>

**Additional Information:** All proposed Airport capital projects over \$100k 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 is to be paid with a combination of Caltrans Airport Improvement Program Matching Grant (AIP) revenues and 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Update Airport Layout Plan (ALP): Per FAA Airport Improvement Program (AIP) requirements airport Sponsors are required to update the ALP in accordance with Advisory Circular 150/5070-6B to accept grant funding. The current ALP is 19 years old and does not reflect the recent development at the airport. Update will incorporate recent projects including detailed inventory of existing facilities, aviation forecasts, facility requirements based on demand, capacity evaluation, development and possible alternatives, obstruction services, Runway Protection Zone, and a summary of environmental and wildlife hazard management considerations. Project total of \$160k funded with \$144k FAA, \$7k Cal Trans Aero and \$9k Airport Fund (411).	Katherine Bales	CPNEW	- -	N/A	160,000					
2	Maintenance of City leased Airport property such as office space in various buildings, hangars, and farm infrastructure. As these properties age, needs for various maintenance issues arise.	Katherine Bales	CPNEW	- -	N/A	25,000	25,000	25,000	25,000	25,000	25,000
3	Maintain City Owned/City Occupied Airport Property: As buildings and infrastructure age, needs for various maintenance issues arise and are critical. For example: Replacement of air conditioners, repair of storm and vandalism damage, etc.	Katherine Bales	CPNEW	- -	N/A	25,000	25,000	25,000	25,000	25,000	25,000

Airport - 411 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	Aviation Fuel Truck Hose Reel & Nozzle: Replace fuel hoses, reels, dispenser, and nozzles on the Jet-A and AVGas refueling truck. Hose reel systems are beginning to show signs of failure. Small leaks at the nozzle base and cracks along the hoses have been reported during daily inspections of equipment. At 14 years old with 300,000 and 480,000 gallons metered respectively, these systems have exceeded the standard useful life of 10 years or 300,000 gallons metered. The refueling trucks are vital to airport fueling operations and the main source of airport revenue.	Katherine Bales	EQNEW	--	N/A	12,000					
5	Aviation Fuel Island Hose & Registers: Replace hoses and registers. The self-serve fuel island hoses, last replaced in 2012, for one Jet-A pump and two 100LL pumps, are nearing the end of a 10-year useful life and showing weather cracking. The register pumps are responsible for correct meter readings and fuel load reporting to our computer systems were last replaced 36 years ago in 1984. Meter errors can result in loss of fuel revenues and citations from the San Joaquin County Environmental Health Department.	Katherine Bales	EQNEW	--	C1		32,000				
6	Reconstruct Taxiways/Taxilanes: Design and Reconstruction of Taxiways and Taxiways A and B in the Hangar H3 Row 10 section of the Visalia Airport. AC pavements were originally constructed in 1995 and have two years remaining life. Pavement condition is a critical measure of airport performance and reconstruction prior to failure is more cost effective. Maintenance of the runway, taxiways and apron is a large but important investment for continued airport growth and revenues. (Project total \$3.5m funded from \$3.13m FAA-90%, \$157k Caltrans DOA-5% and \$191k Airport Fund-5%.)	Katherine Bales	CF0022	--	C1				332,000	3,147,600	
7	Pavement Maintenance Management Plan (PMMP): Airport PMMP update per the FAA Airport Improvement Program (AIP) requirements for federally obligated airports and any grant funded projects and. Airport Sponsors are required to update their PMMP every ten (10) years as a part of the AIP. The PMMP outlines the inspection procedures, pavement condition assessment, maintenance protocols and procedures, and pavement lifespan. Project total of \$150k funded with \$135k FAA 90%, \$7k Cal Trans Aero and \$8k Airport Fund (411).	Katherine Bales	CFNEW	--	N/A				150,000		

**Airport - 411 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
8	Replace Two (2) Tractors with a single comparable tractor: 1986 Kubota and 2001 JD 5520 are out of compliance with new CA air emissions standards and must be replaced by 23/24. Tractors are used for grounds maintenance to comply with FAA/CalTrans airport standards. Staff will use CMAS program to purchase a single tractor with an engine size and specifications comparable to the existing equipment. This project is fully funded from Airport fund (411).	Katherine Bales	VHNEW	--	N/A				67,900		
9	West Side Access Road: Construct access road for future Hangar Development on West Side. Phase 1 includes construction of this road around the north end of the runway. All east end development sites have been exhausted. Access to the west end is required for hangar development to the west end. Inadequate space on the NE side limits proposals for new development to the SW side immediately southeast of the existing Cargo Apron. Project total of \$420k funded with \$378k FAA, \$19k Cal Trans Aero and \$23k Airport Fund (411).	Katherine Bales	CP0169	--	C1						420,000
10	Remove & Replace Asphalt Concrete on West Cargo Apron: Includes removal, replacement and seal of the joints in existing Portland cement concrete (PCC) pavements Apron A1 for the Visalia Airport. The pavement was constructed in 1981 and has center slab cracking, corner cracks, and moderate spalling. West Cargo Apron has significant transverse and longitudinal cracks resulting in the need for complete reconstruction. Visalia Airport carried approx. 2,877,435 lbs. of Cargo FY 18/19. The continued operation on the West Cargo Apron is essential for Airport revenues and growth and its maintenance is a critical measurement of Airport performance. Project total of \$227k funded with \$204k FAA, \$10k Cal Trans Aero and \$13k Airport Fund (411).	Katherine Bales	CPNEW	--	C1	222,000	82,000	50,000	599,900	3,197,600	227,000
											697,000

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.

**Convention Center - 413  
2020/21 - 2025/26 Capital Improvement Program**

This fund's revenue come from rental fees at the Convention Center and from a contribution from the General Fund. Funds are to be used for Convention Center projects only.

Cash Balance Summary						
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	-	-	-	225,000	525,000	775,000
General Fund Transfers In for Capital	-	-	300,000	300,000	300,000	300,000
Capital Improvements	-	-	(75,000)	-	(50,000)	-
<b>Total Resources Available for Future Projects</b>	<b>-</b>	<b>-</b>	<b>225,000</b>	<b>525,000</b>	<b>775,000</b>	<b>1,075,000</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	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	CP0222	\$	B28	-	-	75,000	-	-	-
2	Re-surface Kitchen Floor: Address the worn condition of the floor in the kitchen used by event caterers at the Convention Center. Resurfacing will improve cleanliness and mitigate any tripping hazards.	Mark Goff	CPNEW	- -	B28	-	-	75,000	-	50,000	-

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

**Wastewater - 431**  
**2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	48,066,800	2,196,800	994,000	727,500	921,800	1,078,400
<b>Depreciation Set Aside for Capital</b>	2,545,900	2,571,400	2,597,100	2,623,100	2,649,300	2,675,800
<b>Operating Set Aside for Capital</b>	9,463,100	9,557,700	9,653,300	9,749,800	9,847,300	9,945,800
<b>Debt Service Payment</b>	(4,365,400)	(4,365,400)	(4,347,400)	(4,347,400)	(4,347,400)	(4,347,400)
<b>Capital Improvements</b>	(3,513,600)	(3,966,500)	(3,169,500)	(2,831,200)	(2,992,600)	(2,584,200)
<b>Total Resources Available for Future Projects</b>	<b>52,196,800</b>	<b>5,994,000</b>	<b>5,727,500</b>	<b>5,921,800</b>	<b>6,078,400</b>	<b>6,768,400</b>
<b>Reserve for Regional Water Quality Control Board Requirements/Debt Prepayment*</b>	(45,000,000)	-	-	-	-	-
<b>Reserve for Repair and Replacement of Major WRF Components &amp; Wastewater Fund Assets*</b>	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
<b>Ending Cash available for Capital Projects</b>	<b>2,196,800</b>	<b>994,000</b>	<b>727,500</b>	<b>921,800</b>	<b>1,078,400</b>	<b>1,768,400</b>

**Additional Information:** The Wastewater Fund completed an upgrade of the Wastewater Reclamation Facility (WRF) in 2018. This project brought the WRF into compliance with discharge permit requirements from the Regional Water Quality Control Board. As the new plant equipment and infrastructure has been brought online and begun to age, new maintenance tasks have been required to ensure optimal function and preserve this investment. The 6-year capital plan for the Wastewater Fund includes changes to maintenance tasks and spare part purchases which are required for the maintenance of the upgraded WRF.

\* The reserve amounts in this fund will be set aside to fund any future Regional Water Quality Control Board requirements and for the timely repair and replacement of Wastewater Assets and WRF Plant major components. If not needed for these purposes, the available cash in this fund may be used for the early retirement of the Clean Water State Revolving (CWSR) Fund debt which funded the WRF upgrade, at the discretion of the City Council. The CWSR fund debt will have a principal balance of \$91,330,000 at the end of Fiscal Year 2019/20.

#	Project Description	Project Manager	Project #	Budget Map Impact	Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Water Reclamation Facility (WRF) Onsite Paving: Asphalt in two areas at the WRF has deteriorated and needs to be replaced. Four additional areas are unpaved and need to be paved for dust control, improved circulation, and increased safety. For efficiency, project will be completed in conjunction with Ave 288 paving project.	Jim Ross	CP0314	--	C2	76,900					
2	Demo Ben Maddox Parking Lot Buildings: Demolition of existing Adobe building which is located in the public ROW, and metal building easterly of Adobe building to allow for Ben Maddox administration parking lot improvements and expansion. Both buildings are of significant age and too costly to retrofit for the useful square footage that would result. This project will include demolition and ground prep only. Phase 2 (CP8216) is for the improvements/expansion to the parking lot. This project will demolish the existing buildings, providing room to reconstruct and expand the existing administration parking lot. Wastewater owns these buildings, therefore will fund the demo to allow for the parking lot improvements and expansion to be done.	Manuel Molina	CPNEW	--	B1		390,000				

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Ben Maddox Parking Lot Expansion: Improvements and expansion of the existing Ben Maddox Administration parking lot which includes new asphalt paving, vee gutter, storm drainage, lighting, wheel stops, striping and fencing. This project will reduce the impact for employee parking at the corporation yard and will eliminate the need for employees to park inside the corporation yard perimeter fence. It will improve the unsafe asphalt which has deteriorated beyond repair and will improve site drainage which now causes flooding within the corporation yard. Multi funded project total of \$585k from \$380k Corp Yard Impact Fee (103), \$117k Wastewater (431), and \$88k Solid Waste (441).	Manuel Molina	CP8216	\$	B1	-	46,900	70,100			
4	Water Reclamation Facility (WRF) Groundwater Monitoring: Construction of (6) groundwater monitoring wells surrounding the WRF and decommissioning of (6) dry groundwater monitoring wells. The WRF is required to replace any groundwater monitoring well after it has been deemed dry more than (4) consecutive semi-annual testing cycles. Of the total 18 monitoring wells, six have been dry during the last two consecutive semi-annual tests.	Jim Ross	NEW	--	C2		15,000	160,000			
5	Laboratory AC Replacement: The laboratory AC unit is an industrial scale environmental control system commissioned in 2000. The special air conditioning and exhaust system required by the laboratory, is complex to operate and maintain and is nearing the end of its useful life. System to be replaced with three conventional AC units. Project includes design work, demo of old system, installation of new ductwork, and two additional roof penetrations.	Jim Ross	NEW	--	C2			125,000			
<b>Projects for Construction and Maintenance of Sewer Lines throughout the City:</b>											
6	Replace and Relocate Sanitary Sewer Mains: Replace mains 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.	Chantha Chap	CP9456	--	NA	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000



Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget # Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Annexed Island Sanitary Sewer Install: Install sanitary sewers in county islands annexed into the City. Residents who chose to connect to the sewers pay connection fees that are used to reimburse the construction cost. Project is specifically for Area 16 (K Road & Burke Street) and Area 6 (Irma & Houston). Area 16 is projected for completion in FY 19/20. 20/21 funding requested is for Area 6.	Nick Mascia	CF9457	\$	N/A	680,400					
8	Sanitary Lift Station Rehab: All but two of the 13 sanitary lift stations have been rehabilitated over the past several years. The final two (located at Mooney @ Ave 272 and the golf course) will be fitted with new piping, valves, pump bases, and entry hatches, and the concrete surface will be rehabilitated and coated. Once a lift station has been rehabilitated, it should not need significant maintenance for approximately 20 years, pump work excluded.	Jim Ross	CF8266	--	B2	160,000					
9	Sanitary Pump Replacement: Provides for replacement of sanitary lift station pumps, with more efficient units, when they have exceeded their life expectancy.	Jim Ross	CF0324	--	N/A	150,000	150,000	150,000	150,000	150,000	150,000
10	Sewer Lateral Connections/Replacements/Installations: Provide customer-requested hookups to the sanitary sewer. Contract costs are reimbursed by the property owner. To allow connections to the sewer main.	Nick Mascia	CF9228	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
11	Sanitary Sewer Manhole Repair Citywide: Repair and raise manholes throughout the city's sanitary sewer system. Allow replacement of one brick and mortar sanitary manhole per year, as well as the purchase of frames, risers, and lids to repair damaged manholes.	Jim Ross	CF8238	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
<b>Projects for Routine Maintenance and Parts to keep the Wastewater Reclamation Facility (WRF) operating efficiently:</b>											
12	Activated Sludge Overhaul: Replacement or rebuilding of mixers, pumps, air piping, membranes and related air transfer equipment. To protect plant investment and ensure that the Activated Sludge Process removes the organic material and nitrogen removal prior to reaching the membrane tanks to ensure permit limits are met.		NEW	--	C2	200,000	200,000	200,000	200,000	200,000	200,000
13	Influent Pump/Motor Rebuild: Complete rebuild of two (2) influent pumps and motors. Two to three influent pumps run 24 hours 7 days a week and are the only source pumping wastewater that enters the plant to the treatment processes to clean the water. Currently there are six influent pumps and one to two pump units are rebuilt annually. The cost for a new influent pump is approximately \$120,000 with a 23-28 week delivery time making rebuilds an economic and efficient solution for upkeep in plant investment.	Jim Ross	CF8369	--	C2	130,900	130,900	130,900	130,900	130,900	130,900

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
14	Digester Gas Cleaning System: Purchase of Sulfatreat Media for replacement & removal of media in the H2S and siloxane vessels. The siloxane vessels (4) are cleaned annually and H2S vessels (2) bi-annually. To ensure that the digester gas meets the purity level that is specified by the Cummins engine manufacturer to protect and prolong the life of the co-gen engine. Also to meet the digester gas H2S limits set in the Air Board permit. The first year budget does not include replacement of the siloxane removal media, which is included in all other years. UV Disinfection Overhaul: Replacement of ultra-violet (UV) disinfection bulbs, quartz sleeves, wipers and electrical parts to ensure that the required permit UV Dose is maintained 24 hours, 7 days a week. Routine replacement ensures the disinfection of the final effluent meets the required permit limits and the UV Process is in compliance with the UV Operation Plan approved by the Division of Drinking Water.		NEW	--	C2	115,000	265,000	265,000	265,000	265,000	265,000
15	Headworks Influent Gates: Replacement of two influent gates and frames at headworks due to extensive corrosion and leaking. Requires extensive by-passing of influent flow. When shut, influent gates leak significantly, flooding headworks structure. When plant shutdowns are required, staff must drain a primary sediment basin in preparation to receive the discharge flow from the influent pumps due to the leaking gates. The gates are made of stainless steel but the gate frames were not. They have been in service since 2000 and are corroded beyond repair. The gate manufacturer inspected the gates and recommends replacement. Funding in 2021 for design.		NEW	--	C2	100,000	100,000	100,000	100,000	100,000	100,000
16	Neuros Blower - Purchase Shelf Spare: Four scour blowers are used for the membrane bio-reactor (MBR) system. One blower runs continuously, with additional blowers coming online as needed to meet demand. The blower cores have an expected lifecycle of 40,000 hours (approximately 5 years if running continuously). Obtaining a replacement blower core is a lengthy process. Purchase of a shelf spare will allow timely repair to prevent possible fouling of MBR Cassettes to the point of not being able to clean them. MBR must be kept in good running condition to meet State Water Board permit requirements and prevent violations.	Jim Ross	NEW	--	N/A	32,700	550,000				
17											

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
18	Aerzen Heat Inverter - Purchase Shelf Spare: Five heat inverters, one for each of the five aeration blowers are part of the blowers power system. Though this is not typically a component that fails, obtaining a replacement part is a lengthy process. Purchase of a shelf spare will allow the blower to be quickly repaired and brought back online in the event of failure. Aeration Blowers must be kept in good running condition to meet State Water Board permit requirements and prevent violations.	Jim Ross	NEW	N/A	22,900					
19	Primary clarifier overhaul: Replace wear shoes, wear strips, chains, sprockets, and flights. Equipment must be kept in top running condition in order to remove solids and scum from the treatment system.	Jim Ross	CF9362	C2	15,000	15,000	15,000	15,000	15,000	15,000
20	Rebuild Sludge Solids Grinder: Rebuild of one sludge solid grinder per year. The plant expansion installed five additional sludge grinders for a total of 7 sludge grinders in operation. The grinders reduce the larger objects in the sludge to smaller objects to reduce plugging of pumps, lines and digesters. The sludge grinders also make the biosolids more marketable and ensure the digesters are in top working condition, allowing the organic solids to decompose in order to produce digester gas. This process ensures the biosolids meet Federal and State requirements.	Jim Ross	CF0322	C2	14,500	14,500	14,500	14,500	14,500	14,500
21	Digester Cleaning and 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. Cleaning of the digester contents scheduled to begin in FY 22/23 (#1, #2, #3 & #4) and conclude in FY23/24(#5, #6 & #7), each with a cycle of 7 years. Digester units must be kept in top working condition in order to decompose organic solids to produce digester gas and to ensure the biosolids meet Federal and State requirements.	Jim Ross	CF9768	C2			284,000	247,000		
22	Cummins Engine Rebuild: 15,000 hour top end overhaul scheduled for FY 22/23 and 30,000 hour intermediate overhaul in FY 24/25 of Cummins internal combustion engine that powers a 1 meg watt generator. Cummins engine must be kept in top running condition to meet San Joaquin Valley Air Pollution Control District permit requirements and reduce the amount of electrical load that the treatment facility purchases.	Jim Ross	CF0323	C2			80,000		160,000	

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
23	<p><b>Aerzen Turbo Blower:</b> There are five aeraton blowers, and each blower core has an expected life cycle of 40,000 hour run time (about 5 years if running constantly). Two blowers usually run continuously, with additional units coming online to meet periods of high demand. Blow ers are rotated periodically. The first blower is expected to reach its service life in 23/24 followed by the second in 25/26. Aeriation Blow ers must be kept in good running condition to meet State Water Board permit requirements and prevent violations.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2023-24 / Blower #5 / 2014 / 16,100 hrs 2025-26 / Blower #2 / 2014 / 13,701 hrs</p>	Jim Ross		C2				22,900		22,900
24	<p><b>RAS Pump/Motor Rebuild:</b> Complete rebuild of one (1) Return Activated Sludge (RAS) pump and motor. There are 3 RAS pumps at the RAS Structure. One pump runs 24 hours 7 days a week and a second pump runs 12-15 hours 7 days a week. The pumps were placed in service in 2016 and have a 8-9 year life, after which time they can be rebuilt and function for another 8-9 years. Each pump can be rebuilt up to three times before replacement is necessary, making the life expectancy of each pump about 35 years. The RAS pumps are a critical component for the proper operation of the membrane bio-reactor (MBR) system. Project will rebuild one pump per year until all three are rebuilt.</p>		NEW	C2				20,000	20,000	20,000
25	<p><b>Interstage Pump/Motor Rebuild:</b> Complete rebuild of one (1) Interstage pump and motor. There are 3 interstage pumps at the Interstage Pump Structure. One pump runs 24 hours 7 days a week and on second pump will run when high influent flows occur. The pumps were placed in service in 2016 and have a 8-9 year life, after which time they can be rebuilt and function for another 8-9 years. Each pump can be rebuilt up to three times before replacement is necessary, making the life expectancy of each pump about 35 years. The pumps are critical to ensure flow s proceed through the plant. Project will rebuild one pump per year until all three are rebuilt.</p>		NEW	C2				20,000	20,000	20,000

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Projects for Vehicle and Equipment replacements or additions:</b>											
26	<p>Purchase New Portable Trailer Vacuum System: This equipment is used to remove floating debris from in-service basins where debris collects throughout the treatment process, including aeration basins, clarifiers, membrane channels, etc. When taken out of service, grit needs to be removed from the system to protect equipment. In addition, the vacuum system functions as a hydro-excavator, used to expose pipelines, duct banks, conduit, and other buried facilities in areas where use of conventional excavation methods would pose a risk of damaging those facilities. Current practice is to rent similar unit or to utilize Vac-Con trucks, causing delays which impact collection system maintenance operations and cause premature wear on equipment.</p> <p>WRF Operations Sample Truck: Replace existing 2007 F-150 with similar new, full size, half-ton, short-bed, single cab truck. Existing vehicle has reached the end of its useful life.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / 318212 / 2007 / 124,389</p>	Jim Ross	NEW	\$	N/A	109,000					
27	<p>Purchase new flatbed golf carts (2): Purchase two new 1500 lb capacity, 48 volt, flatbed golf carts equipped with tool boxes for use by recently hired mechanics. Flatbed carts equipped with tool boxes are used by maintenance staff to perform their daily duties in lieu of gas powered pick-up trucks. Carts have a life expectancy of 13-15 years.</p> <p>Replace passenger golf cart: Replace existing two-passenger, 800 lb capacity, 48 volt golf cart with similar. Cart used by staff to quickly move about the plant instead of walking or using gas powered vehicles. Current vehicle is 15 years old and has reached the end of its useful life.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / GC64 / 2005 / 26,500 hrs</p>	Jim Ross	NEW	--	N/A	43,600					
28	<p>Replace passenger golf cart: Replace existing two-passenger, 800 lb capacity, 48 volt golf cart with similar. Cart used by staff to quickly move about the plant instead of walking or using gas powered vehicles. Current vehicle is 15 years old and has reached the end of its useful life.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / GC64 / 2005 / 26,500 hrs</p>	Jim Ross	NEW	\$	N/A	28,400					
29	<p><b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / GC64 / 2005 / 26,500 hrs</p>	Jim Ross	NEW	--	N/A	9,300					

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
30	<p>Replace flatbed golf cart. Replace 1500 lb capacity, 48 volt, flatbed golf carts with similar. Flatbed carts equipped with tool boxes are used by maintenance staff to perform their daily duties in lieu of gas powered pick-up trucks. Carts have a life expectancy of 13-15 years and current cart is 17 years old and has reached the end of its useful life.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2021-22 / GC81 / 2003 / 23,000 hrs</p>	Jim Ross	NEW	N/A		14,200				
31	<p>Replace Vac-Con: Replace existing Vac-Con unit which has reached the end of its useful life. Equipment prevents sanitary and storm mains from becoming plugged which could cause property damage and health risks. Multi-funded total of \$542k from \$271k WRF (431) and \$271k Storm Sewer Maint (481).</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2022-23 / 318921 / 2013 / 47,766</p>	Jim Ross	VH-NEW	N/A					271,300	
32	<p>Replace various 1 ton 4x4 Pickup(s): Replace older Ford F-350 Utility Bed 4x4 extended cab with similar. Used to check ditches, ponding basins, pull equipment to job sites and to hold tools for sanitary and storm lift stations. (Multi funded from 50% WRF (431) and 50% Storm Sewer Maint (481).</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b> 2023-24 / 318218 / 2013 / 59,260 2023-24 / 318219 / 2013 / 71,962 2024-25 / 318220 / 2015 / 39,533 2024-25 / 318221 / 2015 / 64,024 2025-26 / 318223 / 2016 / 58,094 2025-26 / 318222 / 2015 / 34,848</p>	Jim Ross	VH-NEW	N/A				70,900	70,900	70,900

Wastewater - 431 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
33	<b>Farming Related Projects</b> Irrigation Well: Installation of new irrigation well for orchard near Water Reclamation Facility. As the newly planted trees mature, the existing wells will not provide adequate irrigation for the orchard.	Jim Ross	NEW	\$\$ C2	3,513,600	3,966,500	3,169,500	2,831,200	2,992,600	2,584,200

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 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  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	20,574,050	3,810,750	1,795,150	3,695,000	511,000	815,000
<b>Depreciation Set Aside for Capital</b>	946,400	955,900	965,500	975,200	985,000	994,900
<b>Contribution from Operating for New Capital</b>	2,491,800	2,516,700	2,541,900	2,567,300	2,593,000	2,618,900
<b>Capital Improvements</b>	(6,201,500)	(5,488,200)	(1,607,550)	(6,726,500)	(3,274,000)	(4,259,000)
<b>Total Resources Available for Future Projects</b>	<b>17,810,750</b>	<b>1,795,150</b>	<b>3,695,000</b>	<b>511,000</b>	<b>815,000</b>	<b>169,800</b>
<b>Reserve for Capital Replacement (Solid Waste Trucks)</b>	<b>(14,000,000)</b>					
<b>Ending Cash available for Capital Projects</b>	<b>3,810,750</b>	<b>1,795,150</b>	<b>3,695,000</b>	<b>511,000</b>	<b>815,000</b>	<b>169,800</b>

**Additional Information:** 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 #	Budget Im pact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Solid Waste Capital Projects for improvement of the Corporation Yard:</b>											
1	Solid Waste Admin Building: Design and Construct a new Solid Waste Administration office in one of the current Sonic buildings, tenant improvements. To include everything except the outer building shell. Exterior items include, fencing, landscape and irrigation. Construction of this new SW Administration building will accommodate solid waste managers and supervisors, as well as an employee locker room and breakroom. The cost to repair the existing SW building with the foundation settlement issue is approx. \$950,000.	Manuel Molina	3010 NEW	\$ \$	B3	1,134,500	-				
2	Solid Waste 2nd Wash Bay: There is a significant need for a second wash bay to be constructed at the Corp Yard. Approx. 26 SW refuse trucks must be washed daily. One existing bay services all the SW trucks, and any other maintenance vehicles/equipment that needs washing. The proposed wash bay will include a solid waste separator which will keep all solids and oils from entering the storm system. The new wash bay will also provide easier ingress and egress accessibility for the drivers.	Manuel Molina	CRNEW	\$	B1	400,000	420,000				



**Solid Waste - 441 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget # Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	New Solid Waste (SW) Maintenance Shop: New building will replace the existing SW building. To be constructed at the north end of the recently acquired SCE Pole Yard and east of the existing Sonic Building complex. The building will be approximately 10,000 Sq.Ft, which is the same square footage of the existing SW Building. The existing SW building is settling and estimated costs for repairs are high due to the uncertainty of what is causing the settlement. Repairs would be temporary unless the undermined cause is corrected therefore making a new building more feasible to construct.	Manuel Molina	NEW	--	B1	67,000	700,000				
4	Extend Canopy for Solid Waste Fleet Storage: Extend existing fleet building canopy that provides cover for the Solid Waste refuse truck hydraulic rams, new metal storage racks, scrap metal bin and fleet fork lift/ crane parking area. The extension will facilitate a canopy for the storage of Solid Waste truck tow bars and grabbers. Because this equipment can have an oil residue, storing them under a canopy prevents any oily run off during storm events.	Mike Morgantini	NEW	--	B1	30,000					
5	Ben Maddox Parking Lot Expansion: Improvements and expansion of the existing Ben Maddox Administration parking lot which includes new asphalt paving, vee gutter, storm drainage, lighting, wheel stops, striping and fencing. This project will reduce the impact for employee parking at the corporation yard and will eliminate the need for employees to park inside the corporation yard perimeter fence. It will improve the unsafe asphalt which has deteriorated beyond repair and will improve site drainage which now causes flooding within the corporation yard. Multi funded project total of \$585k from \$380k Corp Yard Impact Fee (103), \$117k Wastewater (431), and \$88k Solid Waste (441).	Manuel Molina	CF8216	\$	B1		40,200	47,550			
6	Solid Waste Cain Building Demolition: Project will demolish the existing solid waste maintenance building with the exception of the solid waste administration office. The building has continued to settle approximately three inches in the last several years and has proven to be too costly to repair the foundation and building properly.	Jim Ross	CFNEW	--	B1			262,000			

Solid Waste - 441 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Corporation Yard (CY) New Site Development: For property acquired from SCE at NW corner of the CY. Includes grading, NPDES permit requirements, paving, striping, utilities and lighting. Requires demolition of existing Streets Building located within this property, including relocation of utilities, removing the building and foundation, soil import, grading and compaction. Also includes installation of improvements to storm drainage system at the CY to provide grease & sediment treatment to the existing storm water drainage system. For compliance with state requirement to control site storm drainage and improved mobility of vehicular and pedestrian traffic within the CY. (Multi Funded: Project total of \$4m funded from \$1.4m Corp Yard Impact Fee (103), \$2.56m Solid Waste (441), and \$80k Storm Sewer (481).)	Nick Mascia	CF0047	\$ B1				2,557,500		
8	Solid Waste Yard Bin Storage Paving: Pave an existing area west of the solid waste building used to store large roll off trash bins. This project will reduce sediment draining into the storm sewer system and provide a clean storage area for trash bins.	Manuel Molina		\$ B1					38,000	486,000
9	Corporation Yard Paving Maintenance: Annually rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard including but not limited to dig outs, repaving as an overlay, slurry seal, or chip seal. The Corp Yard has other CIP paving projects to install new or perform a major rehab. This project is to establish ongoing maintenance moving forward. Pavement preservation and rehabilitation of the Corp Yard pavement is essential to ensure the asphalt does not become unsafe with trip and fall hazards and to preserve the life of the pavement. Multi-funded with \$10k General Fund (001), \$5k Solid Waste (441) and \$5k Storm Sewer (481) annually.	Nick Mascia	NEW	-- B1						5,000
<b>Other Solid Waste Capital Projects:</b>										
10	Dump On Us: Project provides annual funding to hold six "Dump on Us" events each year. The largest cost factor is personnel with about 40 employees, each working about 8 hours per event at overtime rates. Events allow residents to haul their trash to the city corporation yard where the city disposes of it for them at no cost to residents. Events are highly successful and provide an opportunity for residents to dispose of their unwanted items instead of dumping it illegally or storing it on their property. An average of about 750 vehicles are serviced at each event.	Jim Ross	CF9459	-- N/A	260,000	260,000	275,000	275,000	290,000	290,000

Solid Waste - 441 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
11	Right of Way Cleanup: Right of Way clean-up citywide. Provides annual funding for scheduled and unscheduled trash collection and alley clean-ups performed by contractors. Costs primarily for contractor and tipping fees. City equipment and personnel may be used on occasion.	Jim Ross	CP8159	--	100,000	100,000	100,000	100,000	100,000	100,000
12	Solid Waste Rate Study: The last rate study was conducted in 2012 and is the basis for the current solid waste rate structure. This project will provide funding for a consultant to evaluate the rates to ensure compliance with current regulations and that the cost to provide solid waste service is fairly distributed between user types. As a result of the 3 can conversion, staff is currently updating the routing software and recommends planning for this study after data has been received from the new software (if needed).	Jim Ross	NEW	N/A						300,000
<b>Vehicle Replacements and Equipment Purchases</b>										
	Replace Commercial Front-Loader Trucks that have reached the end of their useful lives: <b>Budget Year / Unit / Age at Replacement</b> 2020-21 / 255512 / 12 2020-21 / 255513 / 12 2020-21 / 255514 / 12				975,000					
13	Replace Residential Side-Loader Truck that has reached the end of its useful life: <b>Budget Year / Unit / Age at Replacement</b> 2020-21 / 253579 / 12 2020-21 / 253580 / 11	Jim Ross	VHNEW1	--	720,000					
14	Replace Commercial Roll-off Trucks (CNG) that has reached the end of its useful life: <b>Budget Year / Unit / Age at Replacement</b> 2020-21 / 254511 / 14 2020-21 / 254513 / 12	Jim Ross	VH0039	--	500,000					
15	Residential Container Purchase: Funding for the purchase of residential carts, as needed for replacement. There are currently 125,000 with 70,000 replaced last year (2019). Therefore, 55,000 carts are in need of replacement. Due to these bins having an unknown current life cycle, staff will replace damaged carts, as necessary, over the next 20 years. Additional carts will also need to be purchased due to growth at a rate of 2% per year. This averages out to the purchase of approximately 5,750 carts each year. The cost per cart is anticipated to increase over time and is factored into the estimated cost as well.	Jim Ross	EQ0012	--	420,000	430,000	440,000	450,000	460,000	470,000

Solid Waste - 441 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
17	Commercial Bin Purchases: Funding for the purchase of commercial bins, as needed. Bins are purchased to replace those that are damaged beyond repair and to provide on-hand bins for new accounts and allow for citywide growth. These bins have an expected service life of about 15 years. There are 5,000 bins estimated to be in service currently. Staff will replace these 5,000 bins over the next 15 years. Additional bins will be purchased at a rate of 2% to replenish on-hand bins and allow for growth. This averages out to the purchase of approx 445 carts each year.	Jim Ross	EQ0013	--	N/A	325,000	327,000	328,000	330,000	331,000	333,000
18	Roll off box Purchase: Funding for the purchase of roll off boxes, as needed. Boxes are purchased to replace those that are damaged beyond repair, provide on-hand bins for new accounts and allow for citywide growth. These boxes have an expected service life of about 15 years. There are 100 boxes estimated to be in service currently. Staff will replace 25 of those boxes immediately and the remaining 75 bins over the next 15 years. There are very few serviceable boxes on-hand to satisfy new accounts. Therefore, additional boxes will be purchased at a rate of 2% to allow for growth and to replenish those on-hand boxes. This averages out to the purchase of approx 8 boxes each year after the first year. See attached cost breakdown.	Jim Ross	NEW	--	N/A	275,000	75,000	75,000	75,000	75,000	75,000
19	Replace Ford F-350 1 ton pickup with similar. Vehicle is 16 years old and has reached the end of its useful life. <b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / 255905 / 2004 / 115,967 Replace Residential Side-Loader Trucks that have reached the end of their useful lives:			--	N/A	60,000					
20	<b>Budget Year / Unit / Age at Replacement</b> 2021-22 / 253581 / 11 2021-22 / 253582 / 11 2021-22 / 253583 / 11 2021-22 / 253584 / 11 2021-22 / 253585 / 11 2021-22 / 253586 / 11 Replace (2) Commercial Front Loader CNG Trucks that have reached the end of their useful lives:	Jim Ross	VH0023 VH0037	--	N/A		2,214,000				
21	<b>Budget Year / Unit / Age at Replacement</b> 2021-22 / 255515 / 11 2021-22 / 255516 / 11	Jim Ross	VH0031	--	N/A		666,000				

Solid Waste - 441 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
22	<p>Replace (1) Commercial Rolloff CNG Truck that has reached the end of its useful life:</p> <p>□ <b>Budget Year / Unit / Age at Replacement</b></p> <p>2021-22 / 254514 / 12</p> <p>Replace Ford F-550 Super Duty pickup with similar. Vehicle will be 12 years old in 22/23 and is projected to have reached the end of its useful life.</p> <p><b>Budget Year / Unit / Year / Miles or Hours</b></p> <p>2020-21 / 255906 / 2008 / 81,813</p>	Jim Ross	VH0042	--	N/A		256,000	80,000			
23	<p>Replace Residential Side-Loader Trucks that have reached the end of their useful lives:</p> <p><b>Budget Year / Unit / Age at Replacement</b></p> <p>2023-24 / 253587 / 10</p> <p>2023-24 / 253588 / 10</p> <p>2023-24 / 253589 / 10</p> <p>2023-24 / 253590 / 10</p> <p>2023-24 / 253591 / 10</p>	Jim Ross	VHNEW	--	N/A				1,935,000		
24	<p>Replace Residential Side-Loader Trucks that have reached the end of their useful lives:</p> <p><b>Budget Year / Unit / Age at Replacement</b></p> <p>2024-25 / 253592 / 9</p> <p>2024-25 / 253593 / 9</p> <p>2024-25 / 253594 / 9</p> <p>2024-25 / 253595 / 9</p> <p>2024-25 / 253596 / 9</p>	Jim Ross	VHNEW5	--	N/A					1,980,000	
25	<p>Replace (2) Commercial Front Loader CNG Trucks</p> <p>□ <b>Budget Year / Unit / Age at Replacement</b></p> <p>2025-26 / 255517 / 10</p> <p>2025-26 / 255518 / 10</p> <p>2025-26 / 255519 / 10</p> <p>2025-26 / 255520 / 10</p> <p>2025-26 / 255521 / 10</p> <p>2025-26 / 255522 / 10</p>	Jim Ross	VHNEW3	--	N/A						2,190,000
26		Jim Ross	VHNEW4	--	N/A						

**Solid Waste - 441 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>27</b>	<b>Growth Vehicles - Additions to the Fleet</b> Solid Waste Residential Single Body Trucks for growth. Residential new growth needs are based upon 1,600 additional accounts per route. Residential new starts are projected to reach that point in 2020/21 and 2023/24.	Jim Ross	V/HNEW	\$	N/A	360,000			387,000		
<b>28</b>	Solid Waste Commercial Front Load Trucks for growth. Front Load new growth needs are based upon 160 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 and 2023/24.	Jim Ross	V/HNEW	\$	N/A	325,000			349,000		
<b>29</b>	Solid Waste Commercial Roll-Off Trucks for growth. Roll-Off new growth needs are based upon average boxes per driver, per shift. Roll-Off drivers should average 1 box per hour, and are currently averaging 1.25. The need for a new Roll-Off is projected in 2020/21 and 2023/24.	Jim Ross	V/HNEW	\$	N/A	250,000			268,000		
						<b>6,201,500</b>	<b>5,488,200</b>	<b>1,607,550</b>	<b>6,726,500</b>	<b>3,274,000</b>	<b>4,259,000</b>

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

**Transit Capital - 452**  
**2020/21 - 2025/26 Capital Improvement Program**

This capital fund is separate from the Transit Operating fund and includes monies from State Transportation Funds, Federal grants, and other capital grants received by the City of Visalia for transit capital projects. All revenues in this fund are to be used for transit capital expenditures, such as buses and bus shelters. State and Federal grant funds are to be used for major projects such as the operations and maintenance facility.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	2,317,400	4,258,200	5,328,600	2,505,600	3,558,150	1,517,650
<b>(LTF) Local Transportation Funds (one-quarter percent state sales tax)</b>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Grant Funding for Capital Projects:</b>						
FTA - Federal Transit Administration Grant (5339)	597,300	597,300	597,300	597,300	597,300	597,300
SB1 (Road Repair and Accountability Act)	218,500	218,500	218,500	218,500	218,500	218,500
National Park Service Contract Funding	270,000	270,000	270,000	270,000	270,000	270,000
Other Grant Funding to be determined			20,000			
<b>Capital Improvements</b>	(645,000)	(1,515,400)	(5,428,800)	(1,533,250)	(4,626,300)	(3,694,000)
<b>Total Resources Available for Future Projects</b>	<b>4,258,200</b>	<b>5,328,600</b>	<b>2,505,600</b>	<b>3,558,150</b>	<b>1,517,650</b>	<b>409,450</b>

**Additional Information:** Some grant funding is received in full at the beginning of a project, and other funding is received on a reimbursement basis. Cash balances projected at the end of a fiscal year may reflect funding programmed in future years.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Transit Center Doors: Replace or repair twelve (12) wooden doors with commercial grade steel doors due to excessive wear from daily high volume use. Includes replacement of door jambs and the installation of two ADA compliant door opening devices on the North and South main doors. Doors are difficult to lock, have rotting wood and are requiring frequent replacement of parts which are difficult to locate causing doors to remain out of order for months while parts are on order. Includes \$47k prior year funding for project total of \$147k. New funding requested is result of better cost estimation and necessary carpentry work not included in initial budget. 100% funded from LTF.	Angelina Soper	CP0331	--	B4	100,000					
2	Bus Stop & Shelter Improvements: Installation and repair of bus stops and bus stop equipment, including but not limited to concrete pads, signs, information panels, shelter refurbishing, and movement of stops due to route changes. These frequently require concrete pads and signs. 100% funded with LTF.	Angelina Soper	CP9635	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
3	Consultant Feasibility Study: Hire consultant to study feasibility of bringing the transit maintenance portion of the operations contract in-house in an effort to reduce costs long-term. The existing operations contract is extremely expensive making savings from this option a real possibility. Staff has conducted an initial assessment and believes this to be a viable alternative worth serious consideration. 100% funded with LTF.	Angelina Soper	CPNEW	--	N/A	50,000					

Transit Capital - 452 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
4	Repair Transit Center (TC) and Operations Facility (Ops) Concrete - Repair TC concrete joints, cracking curb and gutter, and portions of bus lanes to restore proper drainage, prevent further damage and eliminate a tripping hazard. Repair Ops concrete curbing around fuel island which is cracking due to settling of pavement sections installed during various upgrades. Includes tree well expansion at TC to accommodate growth of existing palm trees which requires irrigation and paver work and is best performed in conjunction with concrete repairs. 100% funded with LTF.	Angelina Soper	CP0332	--	B4 B5	80,000					
5	Replace 4-Post Lift: This bus maintenance lift has reached the end of its useful life. This lift which is used for smaller cutaway bus maintenance at Transit Ops is aging and beginning to fail. Failure of a lift with a bus in the air is dangerous for staff and risks damage to the bus and facility. This 4-post lift is 11 years old, and has undergone significant repairs in the past. Further repairs exceed the value of the equipment and are not expected to extend the useful life significantly.	Caleb Bowman	EQNEW	--	N/A	20,000					
6	Install Fall Protection in Maintenance Bays: Contractor personnel working on bus maintenance and repair from a high position are at risk of serious injury from a fall. Currently our Operations Facility has a mobile lift unit that Maintenance Technicians will use to climb on top of the buses when accessing the CNG tanks, performing HVAC repairs, and accessing Radio Equipment. During a Safety Audit performed by First Transit's corporate safety team it was determined that this mobile lift is unsafe due to the large two foot gap that technicians need to step over to climb onto the roof of the bus. This project is to install a permanent harness metal beam in one of the maintenance bays so that Maintenance staff can harness each and every time they access the roof of the bus.	Caleb Bowman	CPNEW	--	N/A	20,000					
7	Satellite Bus Transfer Facility - Construct satellite bus transfer facilities as recommended in the Short Range Transit Plan. Funding is for design, property acquisition and construction. This project must be ready to compete for any available grant funding, but could eventually move forward with the use of Local Transportation Funds. This project will allow passengers to transfer to other routes to complete their trip without the need to travel out of their way through the Transit Center. The City will apply for any grant funding available. As currently shown, this project is 100% funded from LTF. Any grants awarded will offset the use of LTF.	Angelina Soper	CP9572	\$\$\$	N/A		500,000	2,000,000			



Transit Capital - 452 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Vehicle Replacements and Equipment Purchases</b>											
8	<p>Planning Studies: The City is required to complete both Short-Range (SRTP, 5-year) and Long-Range (LRTP, 10-year) Transit plans. The next SRTP is due for completion in 2022, and the next LRTP is due in 2026. The City will apply for any planning grant funding available, but must move forward with these plans regardless of whether any grants are awarded. As currently shown, this project is 100% funded from LTF. Any grants awarded will offset the use of LTF.</p> <p>Transit Bicycle Lockers: Transit will complete a customer survey to investigate and identify the possible need for bike lockers at transit locations. Staff plans to seek grant funding to be programmed in 22/23 for a pilot program to install up to two (2) bicycle lockers at the Visalia Transit Center (TC) providing safer bicycle parking for riders who wish to commute from the TC. Protects bicycles against vandalism to incentivize the use of the transit system. Will not proceed without an award of grant funding.</p>	Angelina Soper	CP9259	--	N/A		125,000	25,000		200,000	25,000
9	<p>Replace Sequoia Internal Shuttle buses. Includes both cutaways and large buses. Funding for these replacements is received from the annual contract for Sequoia Internal Shuttle services with the National Park Service (NPS). This project is 100% funded with NPS contract revenues.</p>	David Hernandez	CPNEW	\$	B4			20,000			
10	<p>Radio Antenna &amp; Repeater: To upgrade remainder of fleet to existing digital standards (12 buses). With analog radios and antennae becoming harder to repair and replace parts for, updating the remaining 12 buses in the fleet from analog to digital has become a high priority.</p>	Angelina Soper	EQNEW1	--	N/A	250,000	250,000	250,000	250,000	250,000	250,000
11	<p>New propane Forklift: Per the recommendation of the Fleet Manager, replace the existing diesel forklift in use at the Operations facility which has reached the end of its useful life. This is a necessity for the operations yard and is used for the loading, unloading, stocking and hoisting of large bus parts and components for replacement. Current forklift is a "ghost" vehicle purchased from another City fund which has become unreliable. The daily need for this equipment has been demonstrated adequately to justify the purchase of a new forklift.</p>	Caleb Bowman	VHNEW4	--	N/A	25,000					
12											

Transit Capital - 452 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
13	<p>Replace 2 Trailers annually for Sequoia Shuttle (SEK) - Purchase 2 travel trailers each year for housing of shuttle contract employees during the SEK. Trailers are used due to insufficient housing in the Sequoia National Park and the lengthy commute. Trailers are repaired annually and replaced at the end of their useful lives (typically 12-15 years). Funding for these replacements is received from the annual contract for Sequoia Internal Shuttle services with the National Park Service (NPS). This project is 100% funded with NPS contract revenues.</p> <p>□ <b>Budget Year / Unit / Age</b> 2018-19 / 32' Forest River / 12 □ 2018-19 / 32' Forest River / 12</p>	Angelina Soper	VH0187	--	N/A	20,000	20,000	20,000	20,000	20,000	20,000
14	<p>Replace CNG Fixed Route Buses which have reached the end of their useful lives, with Battery Electric Buses, including charging stations. Bus replacements are prioritized by bus age, condition, and CNG tank expiration dates. Project includes prior year funding of \$6.3m for total of \$6.79m funded from CMAQ, FTA and LTF. A total of 7 buses will be replaced, including 4 purchases underway from prior year.</p> <p>□ <b>Budget Year / Unit / Year / CNG Tank Expiration</b> 2021-22 / 6267 / 2008 / 2028 2021-22 / 6268 / 2008 / 2028 2021-22 / 6269 / 2008 / 2028</p>	Angelina Soper	VH0135	--	N/A	-	505,400				
15	<p>Transit Operations Facility Large Bus Lifts: Transit Ops has three sets of bus lifts for large buses which equip three maintenance bays. The large lifts are heavy duty hydraulic lifts that require constant maintenance to ensure their integrity and safety features are in working order. Routine and minor maintenance and repair is the responsibility of the transit maintenance contractor. This project will fully evaluate the condition of the lifts in each of the three years to either completely replace one lift, or provide major overhaul for 1-3 of the existing lifts if necessary.</p>						65,000		68,250		71,500

Transit Capital - 452 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Replace CNG Fixed Route Buses which have reached the end of their useful lives, with Battery Electric Buses, including charging stations. Bus replacements are prioritized by bus age, condition, and CNG tank expiration dates.										
	<b>Budget Year / Unit / Year / CNG Tank Expiration</b> 2022-23 / 6270 / 2008 / 2028 2022-23 / 6271 / 2008 / 2028 2022-23 / 6272 / 2008 / 2028										
16	2023-24 / 6273 / 2008 / 2028 Expand charging infrastructure: Develop plan for additional charging station infrastructure as the electric bus fleet grows. This could include expansion of the Operation Yard to the west which would require that area to be paved. Plan & Design in 23/24 Construct & Install 24/25		VHNEW1	--	N/A			3,063,800	1,045,000		
17	Replace CNG Fixed Route Buses which have reached the end of their useful lives, with Battery Electric Buses, including charging stations. Bus replacements are prioritized by bus age, condition, and CNG tank expiration dates.		CPNEW	\$	B5				100,000	900,000	
	<b>Budget Year / Unit / Year / CNG Tank Expiration</b> 2024-25 / 6274 / 2008 / 2028 2024-25 / 6276 / 2008 / 2028 2024-25 / 6292 / 2009 / 2029 2025-26 / 6283 / 2010 / 2030 2025-26 / 6283 / 2010 / 2030 2025-26 / 6293 / 2009 / 2029										
18			VHNEW2	--	N/A	645,000	1,515,400	5,428,800	1,533,250	3,206,300	3,277,500
										4,626,300	3,694,000

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 Maintenance - 481  
2020/21 - 2025/26 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 square foot. Also, 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. Funds are to be used only for operation, maintenance, and improvements, including equipment and vehicle acquisitions related to collection and disposal of storm runoff.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	412,020	302,920	86,820	(1,464,180)	(2,798,580)	(4,334,280)
<b>Storm Sewer User Fees</b>	1,498,600	1,512,300	1,542,500	1,573,400	1,604,900	1,637,000
<b>Kaweah Lake Enlargement and Local Storm Water Maintenance Fee</b>	300,000	300,000	300,000	300,000	300,000	300,000
<b>Operating Set Aside for Capital (Depreciation)</b>	644,500	644,500	644,500	644,500	644,500	644,500
<b>Operating Expenditures</b>	(1,999,500)	(2,007,900)	(2,048,100)	(2,089,100)	(2,130,900)	(2,173,500)
<b>Capital Improvements</b>	(552,700)	(665,000)	(1,989,900)	(1,763,200)	(1,954,200)	(1,687,900)
<b>Total Resources Available for Future Projects</b>	302,920	86,820	(1,464,180)	(2,798,580)	(4,334,280)	(5,614,180)

**Additional Information:** The Storm Water rate has not been increased since 1994. Staff reviews fee based funds regularly to make recommendations for any necessary rate increases. The Storm Sewer User Fees are estimated to grow at an annual rate of 2%, based upon estimates of new accounts.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Rehabilitate Storm Lift Stations: Rehabilitate storm lift stations that are in need with pumps and rails. Replace all pumps with interchangeable parts for the Sanitary Lift stations and there will always be a supply of pumps on hand.	Jim Ross	CP0337	--	N/A	144,500	150,000	150,000	190,000	190,000	190,000
2	Storm Pump Replacement: Provide replacement of storm lift station pumps to replace older pumps that have exceeded their life expectancy with more efficient units.	Jim Ross	CP0339	--	N/A	144,500	150,000	150,000	150,000	150,000	150,000
3	Evans Ditch Outflow Siphon at Combs Park: Remove the existing siphon outflow structure and install an accessible open box structure. Evans Ditch flows in an underground pipeline for a half mile before it daylight into an open channel at Combs Park. Sediment in this pipeline builds up at the siphon outflow structure. This structure does not provide full access to remove sedimentation. The replacement of this structure with an accessible open box structure will allow full sedimentation removal.	Chantha Chap	CFNEW	--	N/A			130,000			
4	Ponding Basin Rehabilitation: Remove weeds, trees and debris from ponding basins throughout the city.	Jim Ross	CP0190	--	N/A	95,000	100,000	100,000	100,000	100,000	100,000
5	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	CP8245	--	N/A	40,000	40,000	40,000	40,000	40,000	40,000

Storm Sewer Maintenance - 481 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
6	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deficient throughout the city. To eliminate flooding caused by nuisance water and storm mains found to be possibly undersized. Multi funded project total of \$50k annually, with \$250k from Storm Sewer Deficiency (222) and \$25k from Storm Sewer Maintenance (481).	Jim Ross	CP8232	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
7	Storm Drain Manhole Repairs: Repair and raise manholes throughout the city's storm drain system. Allows replacement of one brick and mortar storm drain manhole per year, as well as the purchase of frames, risers, and lids to repair damaged manholes.	Jim Ross	CPNEW	--	N/A	25,000	25,000	25,000	25,000	25,000	25,000
8	Storm Water Management Plan (SWMP) - MS4 Permit: Provides project management oversight in preparation of the Citywide SWMP for compliance with the General Permit requirements (MS4) as issued by the State Water Board for Water Quality regulating storm water discharges from municipal Separate Storm Sewer Systems (MS4s). The City of Visalia is mandated to develop this MS4 plan, which will include City efforts to ensure the capture of storm water on City owned parcels as well as compliance for privately owned parcels.	Manuel Melina	CP0227	--	N/A	10,000					
9	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.	Chantha Chap	CPNEW	--	N/A			455,000	455,000	455,000	455,000
10	Replace tier 3 portable pumps: Replace five existing tier 3 portable pumps that no longer comply with CARB emission standards. The pumps can be used citywide as needed to prevent sewer overflows and localized flooding during storm events.	Jim Ross	CP0341	--	N/A			217,000			

Storm Sewer Maintenance - 481 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
11	Citywide Stormwater Compliance (MS4): This Permit regulates the discharge of pollutants to waters of the United States from any point source. The Permit requires permittees, such as the City of Visalia, to implement a series of program elements focused on education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, pollution prevention/good housekeeping, post-construction stormwater management, water quality monitoring, program effectiveness assessment and improvement, Total Maximum Daily Loads (TMDLs) compliance, and annual reporting. This CIP hinges upon adoption of new stormwater masterplan.	Manuel Molina	CF0338	--	N/A		175,000	627,000	627,000	627,000	627,000
12	Corporation Yard (CY) New Site Development: For property acquired from SCE at NW corner of the CY. Includes grading, NPDES permit requirements, paving, striping, utilities and lighting. Requires demolition of existing Streets Building located within this property, including relocation of utilities, removing the building and foundation, soil import, grading and compaction. Also includes installation of improvements to storm drainage system at the CY to provide grease & sediment treatment to the existing stormwater drainage system. For compliance with state requirement to control site storm drainage and improved mobility of vehicular and pedestrian traffic within the CY. (Multi Funded: Project total of \$4m funded from \$1.4m Corp Yard Impact Fee (103), \$2.56m Solid Waste (441), and \$80k Storm Sewer (481).)	Nick Mascia	CF0047	\$	B1				80,300		
13	Corporation Yard Paving Maintenance: Annually rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard including but not limited to dig outs, repaving as an overlay, slurry seal, or chip seal. (Multi Funded: Project total of \$120k funded from \$60k General Fund (001), \$30k Solid Waste (441) and \$30k Storm Sewer Maintenance (481).)	Nick Mascia	CFNEW	--	B1						5,000

**Storm Sewer Maintenance - 481 (Continued)**  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Vehicle Replacements and Equipment Purchases</b>											
	Replace 3/4 ton Pickup with Spray Rig: Current vehicle is approaching 10 years old and requiring frequent maintenance. Used to spray weeds along ditches and ponding basins which cause hazards, provide places for transients to camp and hide, and water ways to become clogged causing possible ditch overflows.										
14	<b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / 318213 / 2011 / 42,056	Jim Ross	VHNEW	--	NA	68,700					
	Replace Vac-Con: Replace existing Vac-Con unit which has reached the end of its useful life. Equipment prevents sanitary and storm mains from becoming plugged which could cause property damage and health risks. Multi-funded total of \$542k from \$271k WRF (431) and \$271k Storm Sewer Maint (481).										
15	<b>Budget Year / Unit / Year / Miles or Hours</b> 2022-23 / 318921 / 2013 / 47,766	Jim Ross	VHNEW	--	NA					271,300	
	Replace older Ford F-350 4x4 one ton dump with a newer one ton dump to check ditches, ponding basins, pull equipment to job sites, remove debris, and check storm lift stations.										
16	<b>Budget Year / Unit / Year / Miles or Hours</b> 2020-21 / 318920 / 2010 / 66,398	Jim Ross	VHNEW	--	NA			70,900			
	Replace various 1 ton 4x4 Pickup(s): Replace older Ford F-350 Utility Bed 4x4 extended cab similar. Used to check ditches, ponding basins, pull equipment to job sites and to hold tools for sanitary and storm lift stations. Multi funded from 50% WWTP (431) and 50% Storm Sewer Maint (481).										
17	<b>Budget Year / Unit / Year / Miles or Hours</b> 2023-24 / 318218 / 2013 / 59,260 2023-24 / 318219 / 2013 / 71,962 2024-25 / 318220 / 2015 / 39,533 2024-25 / 318221 / 2015 / 64,024 2025-26 / 318223 / 2016 / 58,094 2025-26 / 318222 / 2015 / 34,848	Jim Ross	VHNEW	--	NA	552,700	665,000	1,989,900	70,900	70,900	70,900
								1,763,200	1,954,200	1,687,900	

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 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

**Fleet Maintenance - 501  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	-	14,100	28,200	(57,700)	(43,600)	(249,500)
<b>Operating Revenue</b>	6,297,900	6,423,900	6,552,400	6,683,400	6,817,100	6,953,400
<b>Operating Expenditures</b>	(6,297,900)	(6,423,900)	(6,552,400)	(6,683,400)	(6,817,100)	(6,953,400)
<b>Depreciation</b>	14,100	14,100	14,100	14,100	14,100	14,100
<b>Capital Improvements</b>	-	-	(100,000)	-	(220,000)	-
<b>Total Resources Available for Future Projects</b>	<b>14,100</b>	<b>28,200</b>	<b>(57,700)</b>	<b>(43,600)</b>	<b>(249,500)</b>	<b>(235,400)</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	<p>Refurbish/Upgrade Fleet Wash Bay: Refurbish or upgrade the wash rack at East end of Fleet building. One existing bay services all the SW trucks, and any other maintenance vehicles/equipment. The lube rack is also located inside the wash bay, taking longer to wash &amp; lube each truck per the post trip requirements.</p> <p>Vehicle Island Software: Upgrade the existing software with a vehicle fuel tracking system for all vehicles and equipment to include fire stations and the Wastewater Reclamation Facility. Requested amount is in addition to the prior year amount of \$28k which was not enough to fund the full purchase amount of the system to accomplish the needs as stated below:</p> <ol style="list-style-type: none"> <li>1. Improve accountability for consumable assets</li> <li>2. Lower overall fuel expenditures</li> <li>3. Reduce "shrinkage" (waste and abuse) through automated fuel dispensing and pumps</li> <li>4. Enhance safety through monitoring of fuel storage tanks and pumps</li> <li>5. Address environmental concerns</li> <li>6. Eliminate duplicate data entry and redundant data</li> <li>7. Provide timely fuel consumption data</li> <li>8. Shorten fueling time and increase productivity</li> <li>9. Monitor &amp; track remote locations</li> <li>10. Reduce admin data entry</li> </ol>	Mike Morgantini	NEW	--	B1			100,000			
2		Norm Goldstrom	EQ0137	--	B1					220,000	

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



**Vehicle Replace - 502  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	4,398,400	4,435,600	3,600,100	3,161,800	3,332,900	3,115,800
<b>Reimbursements for Vehicle Replacements</b>	966,400	976,100	985,900	995,800	1,005,800	1,015,900
<b>Interest Earnings</b>	13,400	40,600	34,400	31,200	32,500	31,000
<b>Services Provided/Allocations</b>	(29,900)	(30,500)	(31,100)	(31,700)	(32,300)	(32,900)
<b>Capital Improvements</b>	(912,700)	(1,821,700)	(1,427,500)	(824,200)	(1,223,100)	(327,400)
<b>Total Resources Available for Future Projects</b>	<b>4,435,600</b>	<b>3,600,100</b>	<b>3,161,800</b>	<b>3,332,900</b>	<b>3,115,800</b>	<b>3,802,400</b>

**Additional Information:** All vehicles included in the budget will be required to undergo an evaluation prior to replacement to determine whether the full useful life has actually been reached. Some vehicles which may have reached the end of their useful life for the current assignment, could be reassigned if they are determined to be useful for less demanding service.

This depreciation received by this fund is not adjusted for the increased replacement costs of vehicles and equipment. As a result, this fund can be expected to require a cash infusion at some point in the future.

#	Project Description	Project Manager	Project #	Budget Map Impact	Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Parks Vehicle Replacements:</b>											
	Replace Parks Bobcat Skid Steer Tractor with similar										
1	<b>Budget Year / Unit / Year / Age / Hours</b> 2021-22 / 312772 / 2005 / 15 years / 1,390 Replace Parks Chevy 3/4 ton Truck with similar	Tim Skobel	VHNEW	--	N/A		54,500				
2	<b>Budget Year / Unit / Year / Age / Miles</b> 2021-22 / 312948 / 2002 / 18 years / 124,406 Replace Parks Ford Ranger Utility Truck with similar	Tim Skobel	VHNEW	--	N/A		42,000				
3	<b>Budget Year / Unit / Year / Age</b> 2023-24 / 312254 / 2007 / 13 years Replace Parks Chevy 3/4 ton Truck with 1/2 ton with similar	Tim Skobel	VHNEW	--	N/A				44,100		
4	<b>Budget Year / Unit / Year / Age</b> 2024-25 / 312942 / 1994 / 26 years	Tim Skobel	VHNEW	--	N/A					45,200	
<b>Fire Vehicle Replacements:</b>											
5	Replace 75' Aerial Fire Truck with a 105' Aero XT including required equipment and mounting. This apparatus has proven to be too short multiple times in fire attack, roof operations, palm tree rescues and other access scenarios. This apparatus would be better suited to be replaced with 105' ladder.  Budget Year / Unit / Year / Age 2021-22 / 222433 / 2004 / 17 years	Herlthy	VHNEW	--	N/A		1,509,200				

Vehicle Replace - 502 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Impact Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Fire Vehicle Replacements (Continued):</b>										
	Replacement of Fire Engine									
6	Budget Year / Unit / Year / Age 2022-23 / 222434 / 2005 / 17 years Replacement of Fire Tahoe with similar	Herithy	VHNEW	--			894,400			
7	Budget Year / Unit / Year / Age 2022-23 / 222125 / 2009 / 11 years 2025-26 / 222129 / 2009 / 11 years	Herithy	VHNEW	--			80,800			86,900
<b>Police Vehicle Replacements:</b>										
	Replace fully equipped Marked Police Units (13): Vehicles include 9 Crown Victoria and 4 Chargers. All will be replaced with Chargers.									
	<b>Budget Year / Unit / Year / Age / Current Miles</b>									
	2020-21 / 212513 / 2010 / 10 years / 112,885									
	2020-21 / 212517 / 2010 / 10 years / 110,163									
	2020-21 / 212518 / 2010 / 10 years / 115,474									
	2020-21 / 212519 / 2010 / 10 years / 116,516									
	2020-21 / 212520 / 2010 / 10 years / 114,470									
	2020-21 / 212521 / 2010 / 10 years / 117,917									
	2020-21 / 212522 / 2010 / 10 years / 118,764									
	2020-21 / 212523 / 2010 / 10 years / 110,624									
	2020-21 / 212524 / 2010 / 10 years / 111,210									
	2020-21 / 212529 / 2010 / 10 years / 98,201									
	2020-21 / 212531 / 2010 / 10 years / 101,785									
	2020-21 / 212533 / 2010 / 10 years / 96,652									
8	2021-22 / 212535 / 2011 / 9 years / 101,889 Replace (2) Fully Equipped HOPE Team Marked Patrol Crown Victorias with similar	Dexter Valencia	VHNEW	--		700,700				
9	<b>Budget Year / Unit / Year / Age / Current Miles</b> 2020-21 / 212514 / 2010 / 10 years / 114,905 2020-21 / 212515 / 2010 / 10 years / 110,095	Dexter Valencia	VHNEW	--		107,800				

**Vehicle Replace - 502 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Police Vehicle Replacements (Continued):</b>											
	Replace CSO Pickup with Fully Marked Truck with Tommy Lift and Hitch										
10	<b>Budget Year / Unit / Year / Age / Miles</b> 2020-21 / 215221 / 2004 / 169 years / 128,277	Dexter Valencia	VHNEW	--	N/A	52,600					
	Replace Fully equipped unmarked Investigations unit										
11	<b>Budget Year / Unit / Year / Age / Current Miles</b> 2020-21 / 215230 / 2010 / 10 years / 122,788	Dexter Valencia	VHNEW	--	N/A	51,600					
	Replace various Un-Marked Detective Units with similar										
12	<b>Budget Year / Unit / Year / Age / Current Miles</b> 2021-22 / 211901 / 2008 / 12 years / 83,058 2021-22 / 215926 / 2009 / 11 years / 102,300 2021-22 / 215226 / 2010 / 11 years / 106,282 2021-22 / 215233 / 2010 / 11 years / 94,448	Dexter Valencia	VHNEW	--	N/A		160,000				
	Replace Fully Equipped Marked K9 Patrol Charger										
13	<b>Budget Year / Unit / Year / Age / Current Miles</b> 2021-22 / 212572 / 2014 / 6 years / 68,857	Dexter Valencia	VHNEW	--	N/A		56,000				
	Replace fully equipped Marked Police Units (6): Current vehicle is a Charger										
14	<b>Budget Year / Unit / Year / Age</b> 2022-23 / 212532 / 2010 / 10 years 2022-23 / 212534 / 2011 / 9 years 2022-23 / 212540 / 2012 / 8 years 2022-23 / 212543 / 2012 / 8 years 2022-23 / 212544 / 2012 / 8 years 2022-23 / 212545 / 2012 / 8 years	Dexter Valencia	VHNEW	--	N/A			339,600			
	Replace Fully Equipped Marked K9 Patrol Charger										
15	<b>Budget Year / Unit / Year / Age</b> 2022-23 / 212590 / 2015 / 5 years	Dexter Valencia	VHNEW	--	N/A			57,400			
	Replace (1) Fully Equipped HOPE Team Marked Patrol Chargers with similar										
16	<b>Budget Year / Unit / Year / Age</b> 2022-23 / 212526 / 2010 / 10 years	Dexter Valencia	VHNEW	--	N/A			55,300			

Vehicle Replace - 502 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Police Vehicle Replacements (Continued):</b>											
	Replace fully equipped Marked Police Units (9) All Chargers										
	<b>Budget Year / Unit / Year / Age</b>										
	2023-24 / 212541 / 2012 / 8 years										
	2023-24 / 212548 / 2012 / 8 years										
	2023-24 / 212550 / 2013 / 7 years										
	2023-24 / 212551 / 2013 / 7 years										
	2023-24 / 212552 / 2013 / 7 years										
	2023-24 / 212553 / 2013 / 7 years										
	2023-24 / 212555 / 2013 / 7 years										
	2023-24 / 212557 / 2013 / 7 years										
17	2023-24 / 212558 / 2013 / 7 years	Dexter Valencia	VHNEW	--	N/A				521,500		
	Replace various Un-Marked Detective Units w th similar										
	<b>Budget Year / Unit / Year / Age</b>										
	2023-24 / 172228 / 2006 / 14 years										
	2023-24 / 215927 / 2009 / 11 years										
	2023-24 / 215928 / 2010 / 11 years										
	2023-24 / 215933 / 2013 / 7 years										
	2024-25 / 215238 / 2010 / 10 years										
	2024-25 / 215934 / 2013 / 7 years										
	2025-26 / 101104 / 2012 / 8 years										
	2025-26 / 215943 / 2015 / 5 years										
18	2025-26 / 215945 / 2015 / 5 years	Dexter Valencia	VHNEW	--	N/A				168,000	86,100	132,300
	Replace (5) Fully Marked Patrol Motorcycles										
	<b>Budget Year / Unit / Year / Age</b>										
	2023-24 / 213339 / 2015 / 5 years										
	2023-24 / 213342 / 2015 / 5 years										
	2024-25 / 213340 / 2015 / 5 years										
	2024-25 / 213343 / 2015 / 5 years										
19	2025-26 / 213344 / 2015 / 5 years	Dexter Valencia	VHNEW	--	N/A				90,600	92,800	47,600

**Vehicle Replace - 502 (Continued)**  
**2020/21 - 2025/26 Capital Improvement Program**

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Police Vehicle Replacements (Continued):</b>											
	Replace fully equipped Marked Police Units (13) All Chargers										
	<b>Budget Year / Unit / Year / Age</b>										
	2024-25 / 212536 / 2011 / 9 years										
	2024-25 / 212539 / 2012 / 8 years										
	2024-25 / 212546 / 2012 / 8 years										
	2024-25 / 212565 / 2014 / 6 years										
	2024-25 / 212566 / 2014 / 6 years										
	2024-25 / 212567 / 2014 / 6 years										
	2024-25 / 212568 / 2014 / 6 years										
	2024-25 / 212569 / 2014 / 6 years										
	2024-25 / 212570 / 2014 / 6 years										
	2024-25 / 212571 / 2014 / 6 years										
	2024-25 / 212577 / 2014 / 6 years										
	2024-25 / 212579 / 2014 / 6 years										
20	2024-25 / 212581 / 2014 / 6 years	Dexter Valencia	VHNEW	--	N/A					770,800	
	Replace PD Investigations Tahoe with similar										
	<b>Budget Year / Unit / Year / Age</b>										
21	2024-25 / 215240 / 2014 / 6 years	Dexter Valencia	VHNEW	--	N/A					57,600	
	Replace PAL Yukon with similar										
	<b>Budget Year / Unit / Year / Age</b>										
22	2024-25 / 215222 / 2011 / 9 years	Dexter Valencia	VHNEW	--	N/A					57,600	
	Replace Fully Marked PD Truck with similar										
	<b>Year / Unit / Year / Age</b>										
23	2024-25 / 215239 / 2011 / 9 years	Dexter Valencia	VHNEW	--	N/A					56,500	
	Replace CSO Pickup with Fully Marked Truck with Tommy Lift and Hitch										
	<b>Budget Year / Unit / Year / Age</b>										
24	2024-25 / 215237 / 2011 / 9 years	Dexter Valencia	VHNEW	--	N/A					56,500	
	Replace fully equipped Marked Police Unit (1) Charger										
	<b>Budget Year / Unit / Year / Age</b>										
25	2025-26 / 212575 / 2014 / 6 years	Dexter Valencia	VHNEW	--	N/A						60,600
						912,700	1,821,700	1,427,500	824,200	1,223,100	327,400

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



**Fire Measure T - 504  
2020/21 - 2025/26 Capital Improvement Program**

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

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	709,600	776,500	849,100	923,600	109,400	181,200
<b>Reimbursements for Vehicle Replacements</b>	66,000	67,300	68,600	70,000	71,400	72,800
<b>Interest Earnings</b>	1,900	6,300	6,900	7,500	1,400	1,900
<b>Services Provided/Allocations</b>	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Capital Improvements</b>	-	-	-	(890,700)	-	-
<b>Total Resources Available for Future Projects</b>	<b>776,500</b>	<b>849,100</b>	<b>923,600</b>	<b>109,400</b>	<b>181,200</b>	<b>254,900</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Replacement of Pierce Dash Fire Engine Budget Year / Unit / Year / Age 1 / 2023-24 / 222435 / 2006 / 17 years	Dan Griswold	VHNEW	- -	N/A	-	-	-	890,700	-	-
									<b>890,700</b>		

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  
 \$\$\$\$ Project will result in savings as described in project description

**Information Services - 511  
2020/21 - 2025/26 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**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Cash Balance	496,400	764,100	538,200	255,800	320,900	1,004,700
Reimbursements from Departments	3,549,900	3,585,400	3,621,300	3,657,500	3,694,100	3,731,000
Depreciation Set Aside for Future Replacements	1,082,000	1,092,800	1,103,700	1,114,700	1,125,800	1,137,100
Operating Expenditures	(3,518,200)	(3,728,100)	(3,785,400)	(3,803,100)	(3,841,100)	(3,879,500)
Capital Improvements	(846,000)	(1,176,000)	(1,242,000)	(904,000)	(295,000)	(420,000)
<b>Total Resources Available for Future Projects</b>	<b>764,100</b>	<b>538,200</b>	<b>255,800</b>	<b>320,900</b>	<b>1,004,700</b>	<b>1,573,300</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Fiber optic network build out to various City facilities: Fiber optic network build out to various City facilities: FY20/21 Fire 53 (Wainut/Akers) to Airport (Airport Dr) to connect Airport, Animal Control, Water Conservation Plant, FY21/22 VECC (Burke St) to PD D2 (County Center/Cameron), FY 22/23 VECC (Burke St) by old Cal Trans yard and up to Police District 1 (NW Pearl), FY23/24 VECC (Burke/Goshen) to Manuel Hernandez and Fire 54 (Dinuba/Fergusen), FY25/26 VECC (Burke/Goshen) to Fire 52 (Mooney/Whitendale). Continue connection of City facilities to the City network for voice and data communications. In the event that any of these fall in line with a future (currently unsecured CMAQ grant) for Traffic Fiber Optic Interconnect, these cost will decrease due to cost sharing of proposed facilities (conduit, pull boxes, etc.).	John Howison	CP0225	--	N/A	250,000	150,000	150,000	150,000	150,000	150,000
2	Microsoft Office Upgrade/Office 365: Replace Citywide office productivity software suite (Microsoft Office; Outlook, Word, Excel, PowerPoint) with latest software version and annual software license maintenance/updates for office and Windows operating system. Office was not replaced during the 2018 computer replacement. City is currently using Office 2010 for daily core productivity with emails, document creation and spreadsheets. Mainstream support for Office 2010 ended on October 13, 2015, and extended support and security updates from Microsoft will end on October 13, 2020. Continuing to stay with the old version of office will become a data security risk after 2020 and is past current replacement cycle.	John Howison	CRNEW	--	N/A	201,000					



Information Services - 511 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
3	Comm Netw ork Replacement: Routine replacement of core communications netw ork equipment, 20 in 20/21 and 100 in 22/23. 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. The core netw ork equipment has a 7-year replacement cycle, last replaced in 2012. Our goal would be to make it to the 10-year mark, but may need some replacements due to equip failures.	John How ison	CF8246	--	N/A	100,000	-	507,000	-	-	-
4	Fiber Optic Cable Installation-Caldwell: The fiber optic cable will connect the existing Intelligent Transportation System (ITS) fiber optic cable in Caldwell Ave from County Center St. to Santa Fe Street. FOC will be installed in County Center St. between Caldwell Ave. and the South Visalia Police Department, District #2 building located at Cameron Ave. and County Center St. to provide connectivity to an additional ten existing traffic signals and provide for future extension of the ITS netw ork. This fiber optic connectivity will provide an essential connection between the VEOC and VPD District #2 which will serve as a Disaster Data Recovery center for the City's digital netw ork system. Multi funded total of \$800k from \$650k Meas R Local (131) and \$150k Information Systems (511).	Eric Bons	CPNEW	--	D6	90,000	60,000				
5	Netw ork Backup Replacement: Routine replacement of netw ork backup equipment. 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. The core netw ork backup equipment has a 5-year replacement cycle, last replaced in 2009.	John How ison	CPNEW	--	N/A	75,000					75,000
6	Netw ork Access Control/Security: Implementation of a netw ork access control system to restrict netw ork access to designated devices and scan the netw ork and systems for vulnerabilities. New threats and malw are take advantage of physical netw ork access and exploit vulnerabilities in hardw are and softw are. Additional systems are required to isolate infected devices, automate scans that identify problems and remediate issues.	John How ison	CPNEW	--	N/A	75,000					

Information Services - 511 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
7	Patch Management: Implementation of a complete computer and network patch management system. The City currently has a system in place from Microsoft to install Microsoft Windows and Office patches. It does not however install patches for 3rd party products such as Google Chrome, Firefox, Adobe Acrobat/Reader, etc. Staff spends a lot of time trying to update and maintain these systems. These 3rd party systems are a ripe target for malware and other attacks and keeping these systems and applications up to date is critical.	John Howison	CPNEW	--	N/A	25,000					
8	Intelligent Transportation System Conduit (ITS) Conduit: Install an ITS conduit in the County Center Drive alignment, connecting the existing facility at Caldwell Ave and County Center Drive to Visalia Police Department District 2 (VPD 2) at SE corner of County Center Drive and Cameron Ave. Future CMAQ funding of approx \$470k will be sought to install fiber optic lines. The ITS conduit will extend the traffic management network for future traffic signals. The VPD 2 facility is a remote location planned to serve as the Data Recovery location for the City of Visalia Information System network. Fiber optic install will not proceed without CMAQ awarded. Multi funded project total from \$55k Gas Tax (111, including prior year), \$470k CMAQ (281), and Information Services (511).	Diego Convera	CP0284	--	D6	15,000					
9	Historical Finance System Upgrade: Upgrade of the HP 3000 (Lumpy) system that runs the old financial system. The HP 3000 is over 20 years and it is getting increasingly difficult to keep it running. An upgrade to newer hardware will allow it to run 5-10 more years.	John Howison	CPNEW	--	N/A	15,000					
10	Replace 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.	John Howison	CP8381	--	N/A		396,000				
11	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 112 (21/22) and 90 (22/23) mobile computers utilized in vehicles for Police and Fire. Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle (Standard Laptop MDTs) and a 5 year cycle (Rugged MDTs). Funds have been set aside to replace these devices which were last replaced in August 2016 and August 2017.	John Howison	CP8172	--	N/A		300,000	142,000			

Information Services - 511 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
12	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.	John Howison	CF9998	--	NA	-	150,000	-	-	-	-
13	Telephone 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, 250 phones were purchased in 2001, and another 250 in 2012. Replace 500 phones in 21/22 and 300 in 25/26.	John Howison	CF8247	--	NA	-	75,000	-	-	-	150,000
14	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 2020 through 2026). 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.	John Howison	CF9997	--	NA	-	45,000	45,000	45,000	45,000	45,000
15	Replacement 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 65 of these devices. These devices are covered under the 511 replacement fund and were last replaced in Spring 2018. No additional impact on operating costs beyond what is currently incurred.	John Howison	EQ0067	--	NA	-	-	278,000	-	-	-
16	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.	John Howison	CF8248	--	NA	-	-	60,000	-	-	-

Information Services - 511 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
17	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 2018.	John Howison	CF8378	--	N/A	-	-	60,000	-	-	-
18	Desktop PC & MS Replacement: Routine replacement of desktop PCs, laptops, and softw are. 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 Spring 2018. Microsoft Office 18 was not purchased with the last replacement.	John Howison	CF9799	--	N/A	-	-	-	545,000	-	-
19	Additional Server 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.	John Howison	EQ0069	--	N/A	-	-	-	164,000	-	-
20	IS Strategic Plan Refresh: 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 (5-10 year) planning horizon, due to changing organizational priorities and technology. Scheduled for Summer 2024 for refresh. This plan has a history of prior plans (2002, 2014) and covers a limited (5-10 year) planning horizon due to changing organizational priorities and technology. By restarting the process in 2024, a fresh plan will be in place for the future planning cycle.	John Howison	CF8164	--	N/A	-	-	-	-	100,000	-
						846,000	1,176,000	1,242,000	904,000	295,000	420,000

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

\$\$\$\$ Project will result in savings as described in project description

**Multi-Funded - 301  
2020/21 - 2025/26 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.

**Cash Balance Summary**

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Beginning Cash Balance</b>	-	-	-	-	-	-
<b>Capital Expenditures</b>	(15,662,700)	(11,569,600)	(4,497,950)	(12,762,100)	(18,564,566)	(7,767,800)
<b>Transfer out of Project Expenditures to Funding Source funds</b>	15,662,700	11,569,600	4,497,950	12,762,100	18,564,566	7,767,800
<b>Total Resources Available for Future Projects</b>	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1	Intersection Improvements - Signalization: Traffic Signal (TS) Installation at one intersection per year as identified by the data collected with the Annual Traffic Data Collection Contract according to traffic signal criteria as defined by the California Manual on Uniform Control Devices. Planned TS in 2021: County Center at Rigin and Giddings at Rigin. Planned TS in 21/22: Mooney at Ferguson. Based on MUTCD warrant analysis and city of visalia ranking system, the identified intersections are the highest priority 4-way intersections that warrant a traffic signal. Multi Funded project with varying amounts allocated from LTF (281) and Measure R Local (131).	Diego Corvera	CP0038	--	B21	988,000	800,000	750,000	750,000	750,000	750,000
2	Shirk Street and Walnut Ave traffic signal (TS): Construct TS to include extension of sanitary sewer trunk line north in Shirk Street for approximately 200 feet to prevent reopening the street for the future extension in Shirk Street and save in overall costs. Intersection meets the traffic signal criteria as defined in the California Manual on Uniform Traffic Control Devices. To be done in conjunction with the roadway improvement project (CP0196) to Shirk Street and Walnut Avenue adjacent to the intersection. Multi Funded: Project total of \$1,32m includes prior year amounts and is funded from \$540k Wastewater Trunkline (231) and \$782k Transportation Impact (241).	Eric Bons	CP0045	\$	C5	1,220,000	-	-	-	-	-
3	Corporation Yard (CY) New Site Development: For property acquired from SCE at NW corner of the CY. Includes grading, NPDES permit requirements, paving, striping, utilities and lighting. Requires demolition of existing Streets Building located within this property, including relocation of utilities, removing the building and foundation, soil import, grading and compaction. Also includes installation of improvements to storm drainage system at the CY to provide grease & sediment treatment to the existing storm water drainage system. For compliance with state requirement to control site storm drainage and improved mobility of vehicular and pedestrian traffic within the CY. Multi Funded: Project total of \$4m funded from \$1.4m Corp Yard Impact Fee (103), \$2.56m Solid Waste (441), and \$80k Storm Sewer (481).	Nick Mascia	CP0047	\$	B1	-	-	-	4,001,300	-	-
4	Mill Creek Bridge on Greenway Trail: Design and construct a pedestrian bridge crossing of Mill Creek along Greenway Trail, north of Murray Avenue. Includes design and installation of a pre-manufactured bridge and 8' wide concrete trail connecting to existing Mill Creek Trail along Murray Avenue, minor landscaping modifications, and installing an all-way stop at Mill Creek and McAuliff St. Bridge to allow trail users to cross McAuliff safely, connecting the existing Mill Creek Trail to the proposed Greenway Trail. Contingent upon receiving Measure R funds and/or State/Federal funds. Project total of \$473k includes prior year Meas R Trails funding of \$50k.	Nick Mascia	CP0189	\$	B6	423,000	-	-	-	-	-

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget # Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
5	Houston Ave Traffic Signal Interconnect: Install fiber optic cable within the existing signal interconnect conduit in Houston Avenue from Demaree Street to Divisadero Street and install conduit with fiber optic cable in Divisadero Street from Houston Avenue to Goshen Avenue. To extend the existing traffic signal interconnection system to create a fiber optic cable backbone structure as part of the Intelligent Transportation Systems Strategic Plan. This will provide for the intersections along this corridor to be integrated into the traffic management system. <b>Contingent upon the receipt of Congestion Mitigation and Air Quality (CMAQ) grant.</b> Multi-funded: Project total of \$560k funded from \$100k Measure R Regional (133) and \$460k CMAQ grant (281).	Eric Bons	CF0201	--	B24	100,000	460,000				
6	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. The use of reclaimed water in public parks requires posting of signage, conversion to purple capped sprinklers, purple valve boxes, and purple tags. With the availability of reclaimed water, the City can expand further reclaimed water irrigation to Plaza Park. A prior project converted irrigation at the golf course to reclaimed irrigation. This project would expand these efforts to Plaza Park. The City is intending to apply for a grant for this project. Up to a 20% match fund may be required. Project is contingent on receiving grant funding. Multi funded project total of \$1.3m: \$326k General Fund (001) prior year funding and \$1.0m Transportation (281).	David Hernandez	CF0210	--	C10	30,500	979,400				
7	Storm Water Management Plan (SWMP) - MS4 Permit: Provides project management oversight in preparation of the Citywide SWMP for compliance with the General Permit requirements (MS4) as issued by the State Water Board for Water Quality regulating storm water discharges from municipal Separate Storm Sewer Systems (MS4s). The City of Visalia is mandated to develop this MS4 plan, which will include City efforts to ensure the capture of storm water on City owned parcels as well as compliance for privately owned parcels. Multi funded project total of \$169.5k with \$159.5k of prior year funding from the General Fund (001), Gas Tax (111), Measure R Local (131), Storm Sewer Construction (221), Storm Sewer Deficiency (222), Transportation (241) and \$10k of current funding from Storm Sewer Maintenance (481).	Manuel Molina	CF0227	--	N/A	10,000	-	-	-		
8	Intelligent Transportation System Conduit (ITS) Conduit: Install an ITS conduit in the County Center Drive alignment, connecting the existing facility at Caldwell Ave and County Center Drive to Visalia Police Department District 2 (VPD 2) at SE corner of County Center Drive and Cameron Ave. Future CMAQ funding of approx \$470k will be sought to install fiber optic lines. The ITS conduit will extend the traffic management network for future traffic signals. The VPD 2 facility is a remote location planned to serve as the Data Recovery location for the City of Visalia Information System network. Fiber optic install will not proceed without CMAQ awarded. Multi funded project total from \$55k Gas Tax (111, including prior year), \$470k CMAQ (281), and Information Services (511).	Diego Corvera	CF0284	--	D6	20,000	-				470,000

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget #	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
9	Shirk Interchange at SR 198: Prepare Caltrans Project Initiation Document (PID) to identify overall interchange geometric layout and control to plan phased long-term improvement to this Caltrans Interchange including additional analysis to incorporate updated vehicle counts from COV capacity project to be constructed in 2020 and COV striping reconfiguration project planned for 2021. 2016 Caltrans State Route 198 Corridor Study identified this interchange at Levels of Service (LOS) between B - E. Implementation of a short term project (Caltrans Encroachment Permit) is recommended to address needs resulting from Shirk Capacity Enhancement project from Riggins to Hillsdale. Intersection Control Evaluation (ICE) feasibility study, is complete. Multi funded total of \$448k including prior year funding from \$280k Meas R Local (131) and \$168k Transportation Impact (241).	Nick Mascia	CR0295	--	A7		305,000	50,000			
10	Enhanced School Crosswalk at Ferguson and Denton: High visibility crosswalk for VUSD Denton Elementary School across Ferguson will shorten crossing distance by constructing bulbouts and median refuge island, and installing school flashing beacons to warn motorists of pedestrians in crosswalk. City park also located on north side Ferguson across street from school site. Due to high number of school pedestrians crossing Ferguson, CA MUTCD criteria met for a school flashing beacon. Staff will continue to pursue funding from the Active Transportation Program if Measure R Local funds are not available.	Leslie Blair	CR0297	--	A6	150,300					
11	Greenway Trail - Mineral King to Mill Creek: Construct a Class 1 multi-use trail from Mineral King Avenue to Mill Creek. Project will install trail amenities including benches, trash receptacles, dog mit dispensers, signage and solar lighting. Also includes landscaping and irrigation improvements. To improve the City trail system, implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. Multi Funded project total of \$1,140k with \$140k, including prior year funding, from Measure R Trails (132) and \$1m from State Transportation (281-ATP).	Nick Mascia	CR0298	\$\$	B7	1,045,700					
12	Shirk St Widening over Mill Creek: Construct a 330-foot extension of the existing Shirk Street culvert crossing at South Mill Creek located between Hillsdale Avenue and School Avenue including rehabilitation of existing roadway connection. Also includes 1) Raise the street grade to the top of the South Mill Creek Culvert. 2) Add paving and striping to connect to the 198 interchange. This culvert extension is a necessary component to complete the widening Shirk Street to a 4-lane arterial. Shirk Street is designated a major arterial street in the General Plan Circulation Element. Multi-funded project total of \$4.7m including prior year funding from \$4.52m Transportation Impact Fee (241) and \$171k Measure N Road Rehab (141).	Fred Larpe	CR0305	--	A12	2,764,600					
13	American Street Extension - Goshen to Riggins: Full improvements of American Street from Goshen to Riggins including curb and gutter, sidewalk, curb ramps and extension of American Street from Ferguson to Riggins. The project will not move forward without award of an EDA grant or cost sharing with the County. FY 22/23 (Staff submit grant application), FY 23/24 (Design and ROW), FY 24/25 - FY 25/26 (Construction). Improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion and increase the level of service for the roadway. Multi funded project total of \$7.3m from \$1.3m Transportation Impact (241) and \$7.1m EDA grant (281). The 241 portion of this project is currently deferred.	Chantha Chap	CR0309	--	A14					3,036,000	3,036,000

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget # Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
14	Ave 288 Reconstruction: Ave 288 will be reconstructed from Rd 68 to the Water Reclamation Facility (WRF) incorporating two cost saving measures, the existing asphalt will be pulverized in place and reused as base material and Tensar geogrid will be installed to further strengthen the structural section, reducing material and trucking costs overall. The County will contribute \$200,000 towards the reconstruction of Ave 288; per an agreement, and the City will maintain Ave 288 moving forward. This is a critical road to maintain as the only paved access to the WRF. To be completed in conjunction with CP0314 Road Maintenance Inside WWTP. Multi funded project total of \$653k from \$453k Meas N (141) and \$200k Tulare County contribution (281).	Diego Corvera	CP0319	--	C8	653,000					
15	Shirk Capacity Enhancement: Widening section along east side of Shirk to accommodate four lanes and center two-way left turn lane. Includes installation of approx. 8,200 lf of 48" diameter sewer main and associated infrastructure in the existing street, modification of traffic signal at Goshen Ave, new traffic signal at Doe Ave, Driveway access relocation just south of Doe (due to proximity to intersection), and ROW purchase along the corridor. Increases vehicle capacity on Shirk Street to improve traffic flow and support new development. Also increases capacity of existing sewer to accommodate future development projects. Shirk/Doe intersection met signal warrants supporting need for new signal. Multi Funded: Project total of \$12.8m funded from prior year \$2.4m Gas Tax (111), \$1.9m Measure R Local (131) and \$8.5m Wastewater Trunkline (231).	Charantha Chap	CP0369	--	A5	1,900,000					
16	Cameron Creek & McAuliff St Park/Basin: Cameron Creek & K Avenue 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. Geotechnical testing will be required to determine soil infiltration characteristics for ground water recharge purposes and eligibility for ground water recharge funding. (Multi-funded: Project total \$1M from Recreation (211) \$375k and Storm Sewer (221) \$375k and GW Recharge (224) \$250k).	Charantha Chap	CP8103	--	D4				1,000,000		
17	Ben Maddox Parking Lot Expansion: Improvements and expansion of the existing Ben Maddox Administration parking lot which includes new asphalt paving, curb gutter, storm drainage, lighting, wheel stops, striping and fencing. This project will reduce the impact for employee parking at the corporation yard and will eliminate the need for employees to park inside the corporation yard perimeter fence. It will improve the unsafe asphalt which has deteriorated beyond repair and will improve site drainage which now causes flooding within the corporation yard. Multi funded project total of \$585k from \$380k Corp Yard Impact Fee (103), \$117k Wastewater (431), and \$88k Solid Waste (441).	Manuel Molina	CP8216	\$	B1		174,200	410,800			
18	Ben Maddox Parking Lot Expansion: Improvements and expansion of the existing Ben Maddox Administration parking lot which includes new asphalt paving, curb gutter, storm drainage, lighting, wheel stops, striping and fencing. This project will reduce the impact for employee parking at the corporation yard and will eliminate the need for employees to park inside the corporation yard perimeter fence. It will improve the unsafe asphalt which has deteriorated beyond repair and will improve site drainage which now causes flooding within the corporation yard. Multi funded project total of \$585k from \$380k Corp Yard Impact Fee (103), \$117k Wastewater (431), and \$88k Solid Waste (441).	Manuel Molina	CP8216	\$	B1		40,200	47,550			



Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
19	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deficient throughout the city. To eliminate flooding caused by nuisance water and storm mains found to be possibly undersized. Multi funded project total of \$50k annually, with \$250k from Storm Sewer Deficiency (222) and \$25k from Storm Sewer Maintenance (481).	Jim Ross	CP8232	--	N/A	50,000	50,000	50,000	50,000	50,000	50,000
20	Caldwell Widening - Santa Fe to Lovers Lane: Widen from undivided two-lane road to four-lane divided road with median. Install sidewalks, curb and gutters, street lights and traffic signals. Major Investment Study (MIS) identified need to widen this location and traffic studies indicate additional turn lanes needed at Santa Fe Street and Lovers Lane. Intersection widening at Lovers Lane is recommended and design, RW, and construction of multi-use trail has been added. Budget updated to meet current standards and cover updated cost estimates. Multi funded total of \$20.2m from \$19.4m Measure R Regional, including prior year funding (133) and \$783k Meas R Local (131).	Fred Lampe	CP8268	--	D2	783,300					
21	Lower Kaweah River and Mill Creek System (Prop 84 Grant): Flood Control Improvements to increase stormwater layoff capacity through two non-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).	Fred Lampe	CP8334	\$\$	A4	2,029,700					
22	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter on Caldwell Ave. between Akers St. and Shady St. Major Investment Study (MIS) was performed for Caldwell Ave. from State Route 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. In addition to the original scope, two needs have been identified: 1. Pavement reconstruction to support the City Standard Traffic Index (TI) of eleven (11) within the project boundaries. 2. Traffic signal interconnect and fiber optic connection to the Southwest Precinct. (Multi-Funded: Project total of \$10.5 million including prior year appropriations funded from \$350k Meas R Local (131), \$4.2m Meas R Regional (133), \$3.8m Meas N (141) and \$2.2m SB1 (113).	Fred Lampe	CP9485	--	C6	2,880,400					
23	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). The General Fund portion is deferred.	Diego Corveira	CP9531			50,000	50,000	50,000	50,000	50,000	50,000

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Northside Scenic Corridor Park & Basin: Acquisition of 13.8-acre parcel and two parcels totaling 4.1-acres on Northside of Highway 198 Open Space Seaback Area (east of Shirk) for future development as passive recreational open space and a naturally shaped drainage basin. Install 24" pipeline along Preston St as required to be utilized by the basin to receive water from Mill Creek for stormflow and recharge purposes. Dig out 7 feet deep basin approximately 160 feet wide by 2,350 feet length east of Preston St. Basin will serve existing and planned development north of Highway 198. Multi Funded: Total of \$1.97m funded from Parks (211) \$931k, Storm Sewer (221) \$370k and Storm Sewer (222) \$671k.	Chantha Chap	CP3719	\$\$	A1	510,000			1,342,500		
24	Highland Ave Storm Drain: Install a storm drain line along Highland St alignment from Ferguson Ave to connect to an existing 48" storm main in front of Highland Gardens development and connect the line into Fairview Park/Basin. In addition, expand the storage capacity of the Park/Basin. This project includes design, construction, and additional excavation to provide additional storage capacity. Multi Funded: Total of \$796k funded from Storm Sewer (221) \$590k and Storm Sewer (222) \$206. The Storm Sewer portion is currently deferred.	Chantha Chap	CP3796						590,300		
25	Oak Avenue Extension: Extend Oak Avenue from Tipton Street to Burke Street. Includes installing street lights, pavement, curb, gutter and sidewalk on both sides of the existing RR tracks on Oak Avenue. The RR tracks will remain in an open median with barrier curb on both sides. (Note: Burke & Oak intersection is scheduled for completion in 2020). Project will improve east downtown circulation from Administration and Transit Center to the new VECC. This project also provides pedestrian access from west to east downtown and the VECC. Multi Funded: Previous year funding from Gas Tax (111) and Measure R Local (131). Current funding of \$1,070,200 from Measure R Local (131).	Mike Porter	CP9924	--	B22			365,200	705,000		
26	Caldwell Ave Fiber Optic Cable Installation: The fiber optic cable will connect the existing Intelligent Transportation System (ITS) fiber optic cable in Caldwell Ave from County Center St. to Santa Fe Street. FOC will be installed in County Center St. between Caldwell Ave. and the South Visalia Police Department, District #2 building located at Cameron Ave. and County Center St. to provide connectivity to an additional ten existing traffic signals and provide for future extension of the ITS network. This fiber optic connectivity will provide an essential connection between the VECC and VPD District #2 which will serve as a Disaster Data Recovery center for the City's digital network system. Multi funded total of \$800k from \$650k Meas R Local (131) and \$150k Information Systems (511).	Eric Bons	CPNEW	--	D6	180,000	620,000				
27	Chinoweth and Goshen At-Grade Crossing over Railroad (SJVRR): Install new street crossing to improve traffic flow in the NW quadrant of the City. Includes new pavement, curb, gutter, sidewalk, and a traffic signal. Also includes upgrade of railroad tracks, installation of new railroad warning devices, related signage, and striping. Phase 1: (2021-21/22) Preliminary Engineering and Environmental requirements. Phase 2: (22/23-23/24) includes PS&E, ROW, and permitting. Construction planned for FY 25/26. The SJVRR will require elimination of an existing at-grade crossing in exchange. Multi funded total of \$3.4m from \$2.4 Meas R Local (131) and \$1m Transportation Impact (241).	Rebecca Keenan	CPNEW	--	A8			314,400	500,000	1,600,000	1,030,000

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
29	Corporation Yard Paving Maintenance: Annually rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard including but not limited to dig outs, repaving as an overlay, slurry seal, or chip seal. The Corp Yard has other CIP paving projects to install new or perform a major rehab. This project is to establish ongoing maintenance moving forward. Pavement preservation and rehabilitation of the Corp Yard pavement is essential to ensure the asphalt does not become unsafe with trip and fall hazards and to preserve the life of the pavement. Multi-funded with \$10k General Fund (001), \$5k Solid Waste (441) and \$5k Storm Sewer (481) annually.	Nick Mascia	CRNEW	--	B1						20,000
30	East Side Regional Park (ESRP) Site Adjacent Infrastructure Design: This project will develop a plan for necessary infrastructure adjacent to the East Side Regional Park masterplan (ESRP) including roadways, sanitary sewer, runoff drainage, bus stops, and other infrastructure typical of site development. This plan will include the engineering design for Tower Road from Mineral King to Houston Avenue. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multi funded total of \$2.1m from \$1.6m Transportation Impact Fee (241) and \$500k park Impact Fee (211).	Frank Senteno	CRNEW	--	Off Map				1,051,200	1,051,200	
31	East Side Regional Park (ESRP) Site Adjacent Infrastructure - Tower Construction: This project will construct Tower Road between Mineral King and Houston Avenue adjacent to the East Side Regional Park (ESRP). Necessary infrastructure will be phased starting with Tower Road followed by Mineral King, Road 152, and then Houston. The City has obtained state and federal grants for various phases of the ESRP including Basin F, Basin G, and Basin D. However, some infrastructure improvements are not eligible for grant funding such as parking or roadway improvements which must be provided for access to the park, runoff drainage, sanitary sewer, street lighting, and appurtenant improvements. Multi funded total of \$10.1m from \$7.2m Transportation Impact Fee (241) and \$2.9m park Impact Fee (211). The Transportation Impact Fee (241) portion of funding is deferred.	Frank Senteno	CRNEW	--	Off Map					10,062,966	
32	Main-Center One-Way Conversion: Main Street & Center Avenue one-way conversion between Santa Fe Street and Ben Maddox Way. This project is for the conversion of Main St and Center Ave between Santa Fe St and Ben Maddox Way from two-way streets to a one-way couplet. Project includes design engineering and construction based off the recently developed Traffic Study for Main/Center One-Way Conversion project (CR0296).	Leslie Blair	CRNEW	--	B18					1,280,000	870,000
33	Parking Management Plan: Prepare plan identifying current and projected parking needs for the downtown area, parks, airports, and other civic centers to help the City prepare for upcoming needs and identify costs, greenhouse reduction measures, bicycle parking, use of downtown parking in-lieu fees, and such parking matters. Parking is in demand in the downtown area. There are many state grants that could help the City further explore how to maintain and manage parking throughout the city. This would help the City be better prepared for growing development activity to better manage parking resources. Dependent upon receiving grant funds. (\$31,250 General Fund for 12.5% grant match).	David Hernandez	CRNEW	--	NA		250,000				

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Riggin Widening - Kelsey to Shirk: Widen Riggin Ave between Kelsey Street and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights and interconnect conduit. Project will move forward once EDA grant is received and bonding from TCA G is successful. Widening of Riggin Ave will improve mobility of traffic for the industrial park and the surrounding businesses while reducing congestion. Multi funded project total of \$11,15m from \$3.5m Meas R Regional (133), \$4.65m Transportation Impact (241), and \$3m EDA Grant (281).	Chantha Chap	CPNEW	--	A11		5,400,000	2,250,000			
34	Signalized Pedestrian Crossing at Houston & Greenway: Construct a four-way pedestrian signalized crossing to allow for trail users to safely cross Houston Avenue while traveling along the Greenway Trail from the north of Houston Avenue to the south. Multi Funded project total of \$730K with \$110K from Measure R Trailways and \$620K from State Transportation.	Manuel Molina	CPNEW	--	B9			110,000	620,000		
35	Southside Scenic Corridor Basin: This basin is located on the south side of SR-198 to the east of Shirk St to be developed as a linear, landscaped basin with functional passive open space to receive City storm water flows from Mill Creek through either Persian-Watson Ditch or through a pipeline to the north under SR-198. Phase 1 to be implemented with the Sierra Village development expansion that will relocate an existing City basin. Requires acquisition of 20 acres to the east of the Phase 1 improvements. Included in the 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. Multi funded project total of \$2.4m from \$750k Park Impact Fee (211) and \$1.6m Storm Sewer (221).	Chantha Chap	CPNEW	\$	C4				1,500,000		850,000
36	Tower St Alignments-Walnut to Ave 272: Preliminary Engineering for the future Tower Street, from Walnut Ave. to Ave 272 (2.0 mi). The project will analyze options for a 4-lane, north-south arterial along the Rd 148 alignment, in coordination with the existing SCE lowers, and the designed Greenway Trail and includes rough preliminary topographic survey as needed for preliminary alignments, development of geometric layout options, review of permitting requirements, preliminary identification of right of way needs, preliminary cost estimates, and recommended project phasing. Multi funded total of \$600k from \$500k Meas R Local (131) and \$300k Transportation Impact (241). The 241 portion of this project is currently deferred.	Rebecca Keenan	CPNEW	--	D10						500,000
37	Visalia Parkway Widening at Mooney Blvd (SR-63): Widen to ultimate ROW width (110') to accommodate 300' left turn pocket on east and west bound approaches to Mooney Blvd to reduce delays. Relocate traffic signal poles to their ultimate locations. Roadway will transition to existing lane configuration after left turn pockets. Requires acquisition of ROW along the south side of Visalia Pkwy for approximately 1,000 feet east and west of Mooney Blvd for appropriate vehicle storage and the separation of the various vehicle movements through the intersection. Multi funded project total of \$2.87m from \$1.9m Meas R Local (131) and \$935k Transportation Impact (241).	Eric Bons	CPNEW	--	D7	757,500	2,117,500				
38											

Multi-Funded - 301 (Continued)  
2020/21 - 2025/26 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Map Ref	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Replace various 1 ton 4x4 Pickup(s): Replace older Ford F-350 Utility Bed 4x4 extended cab w th similar. Used to check ditches, ponding basins, pull equipment to job sites and to hold tools for sanitary and storm lift stations. (Multi funded from 50% WRF (431) and 50% Storm Sewer Maint (481). <b>Budget Year / Unit / Miles or Hours</b> 2023-24 / 318218 / 2013 / 59,260 2023-24 / 318219 / 2013 / 71,962 2024-25 / 318220 / 2015 / 39,533 2024-25 / 318221 / 2015 / 64,024 2025-26 / 318223 / 2016 / 58,094 2025-26 / 318222 / 2015 / 34,848									
39	Replace Vac-Con: Replace existing Vac-Con unit w hich has reached the end of it's useful life. Equipment prevents sanitary and storm mains from becoming plugged w hich could cause property damage and health risks. Multi-funded total of \$542k from \$271k WRF (431) and \$271k Storm Sewer Maint (481). <b>Budget Year / Unit / Miles or Hours</b> 2022-23 / 318921 / 2013 / 47,766	Jim Ross	VHNEW	NA		141,800	4,497,950	12,762,100	141,800	141,800
40		Jim Ross	VHNEW	NA		11,569,600	4,497,950	12,762,100	542,600	7,767,800

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

### Directory of Map Points

Map Point	Project/Description	Fund	Fund Description
A1	Northside Scenic Corridor Park & Basin	211	Recreational Facilities
		221	Storm Sewer Construction
		222	Storm Sewer Deficiency
A2	Auto Plaza Basin Expansion	221	Storm Sewer Construction
A3	North Shirk Strom Drain Line Extension	221	Storm Sewer Construction
A4	Lower Kaweah River and Mill Creek System	222	Storm Sewer Deficiency
A5	Shirk Capacity Enhancement	131	Measure R Local
A6	Enhanced School Crosswalk at Ferguson and Denton	131	Measure R Local
A7	Shirk Interchange at SR 198	131	Measure R Local
		241	Transportation Impact Fee
A8	Chinowth and Goshen At-Grade Crossing over Railroad	131	Measure R Local
		241	Transportation Impact Fee
A9	Akers Street Traffic Signal Interconnect	131	Measure R Local
A10	Not used		
A11	Riggin Widening-Kelsey to Shirk	241	Transportation Impact Fee
		281	Transportation
A12	Shirk St Widening over Mill Creek	241	Transportation Impact Fee
A13	Riggin Widening-Shirk to Akers	241	Transportation Impact Fee
A14	American Street Extension	281	Transportation
B1	Ben Maddox Parking Lot Expansion	103	Corporation Yard Impact
		431	Wastewater
		441	Solid Waste
	Corporation Yard New Site Development	103	Corporation Yard Impact Fee
		441	Solid Waste
		481	Storm Sewer Maintenance
	Corporation Yard Paving Maintenance	441	Solid Waste
		481	Storm Sewer Maintenance
	Demo Ben Maddox Parking Lot Buildings	431	Wastewater
	Extend Canopy for Solid Waste Fleet Storage	441	Solid Waste
	Fleet Shop Improvements	103	Corporation Yard Impact Fee
	New Solid Waste Maintenance Shop	441	Solid Waste
Refurbish/Upgrade Fleet Wash Bay	501	Fleet	
Solid Waste 2nd Wash Bay	441	Solid Waste	
Solid Waste Bin Yard Storage Paving	441	Solid Waste	
Solid Waste Cain Building Demolition	441	Solid Waste	
B2	Sanitary Lift Station Rehab	431	Wastewater
B3	Solid Waste Admin Building	441	Solid Waste
B4	Bus Stop & Shelter Improvements	452	Transit
	Consultant Feasibility Study		
	Repair Transit Center and Operations Facility Concrete		
	Transit Bicycle Lockers Transit Center Doors		
B5	Repair Transit Center and Operations Facility Concrete	452	Transit
B6	Mill Creek Bridge on Greenway Trail	132	Measure R Trailways
B7	Greenway Trail - Mineral King to Mill Creek	132	Measure R Trailways
		281	Transportation
B8	Not used		
B9	Signalized Pedestrian Crossing at Houston & Greenway	132	Measure R Trailways
		281	Transportation
B10	Greenway Trail - Mill Creek to St Johns	132	Measure R Trailways
B11	Riverway Sports Park - North Conceptual Plan	211	Recreational Facilities
B12	Goshen Ave Strom Drain Line - Burke St to Ben Maddox	221	Storm Sewer Construction
B13	Jennings Basin Storm Drain Connection	221	Storm Sewer Construction

### Directory of Map Points (Continued)

Map Point	Project/Description	Fund	Fund Description
B14	Highland Ave Storm Drain	221	Storm Sewer Construction
B15	Not used		
B16	Eliminate Discharges into Mill Creek	222	Storm Sewer Deficiency
B17	Pedestrian Ramps & Intersection Improvements	111	Gas Tax
B18	Main-Center One-Way Conversion	111	Gas Tax
		131	Measure R Local
B19	Downtown Pavement Rehabilitation	113	SB1-RMRA
B20	Pavement Rehabilitation on sections of Walnut and Murray	113	SB1-RMRA
B21	Intersection Improvements-Signalization	131	Measure R Local
		281	Transportation
B22	Oak Avenue Extension	131	Measure R Local
B23	Traffic Signal (TS) Modification at Giddings & Mineral King	131	Measure R Local
B24	Houston Ave Traffic Signal Interconnect	133	Measure R Regional
		281	Transportation
B25	Santa Fe Environmental Cleanup	241	Transportation Impact Fee
B26	Ben Maddox Way Traffic Signal Interconnect	281	Transportation
B27	McAuliff Sidewalk Gap Improvements	291	N/E Capital Improvements
B28	Digital Directional /Informational Signage Re-Surface Kitchen Floor	413	Convention Center
B29	Rawhide Parking Lot	611	Parking In-Lieu
C1	Aviation Fuel Island Hose & Registers Reconstruction Taxiways/Taxilanes Remove & Replace Asphalt Concrete on West Cargo Apron West Side Access Road	411	Airport
C2	Design Wastewater Reclamation Facility Upgrades	232	Sewer Connection
	Aerzen Turbo Blower	431	Wastewater
	Activated Sludge Overhaul		
	Cummins Engine Rebuild		
	Digester Cleaning & Equipment Repairs		
	Digester Gas Cleaning System		
	Headworks Influent Gates		
	Influent Pump/Motor Rebuild		
	Interstage Pump/Motor Rebuild		
	Irrigation Well for Orchard		
	Laboratory AC Replacement		
	Primary Clarifier Overhaul		
	Rebuild Sludge Solids Grinder		
	RAS Pump/Motor Rebuild		
UV Disinfection Overhaul			
Water Reclamation Facility (WRF) Groundwater Monitoring			
Water Reclamation Facility (WRF) Onsite Paving			
C3	Shirk Sanitary Sewer Trunkline	231	Wastewater Trunkline
C4	Southside Scenic Corridor Basin	211	Recreational Facilities
		221	Storm Sewer Construction
C5	Shirk Street and Walnut Traffic Signal (and Trunk Line)	231	Wastewater Trunkline
		241	Transportation Impact Fee
	Shirk and Walnut Roadway Improvements	241	Transportation Impact Fee
C6	Not used		
C7	Traffic Signal Modification at Chinowth and Whitendale	111	Gas Tax
C8	Ave 288 Reconstruction	281	Transportation
C9	Not used		

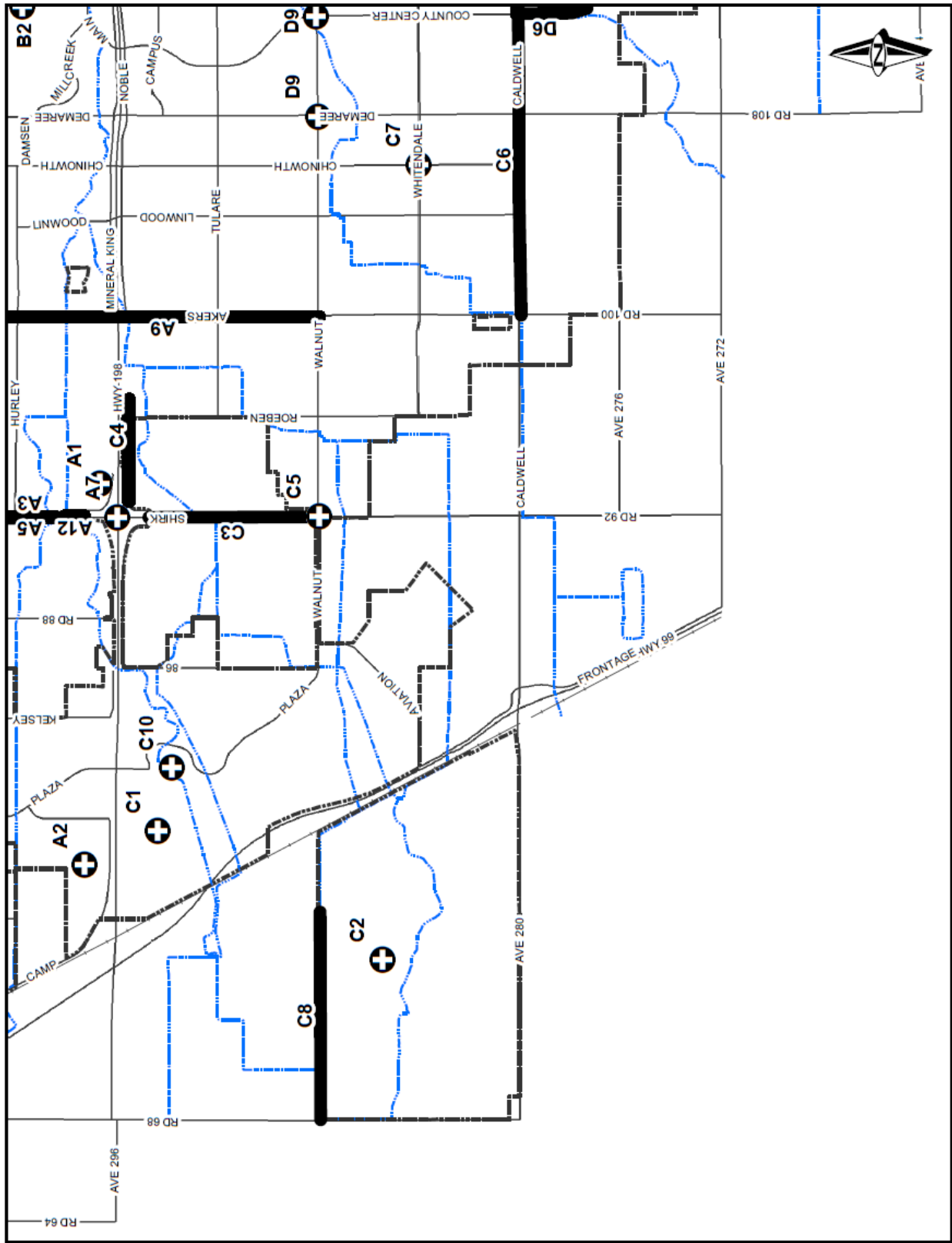
### Directory of Map Points *(Continued)*

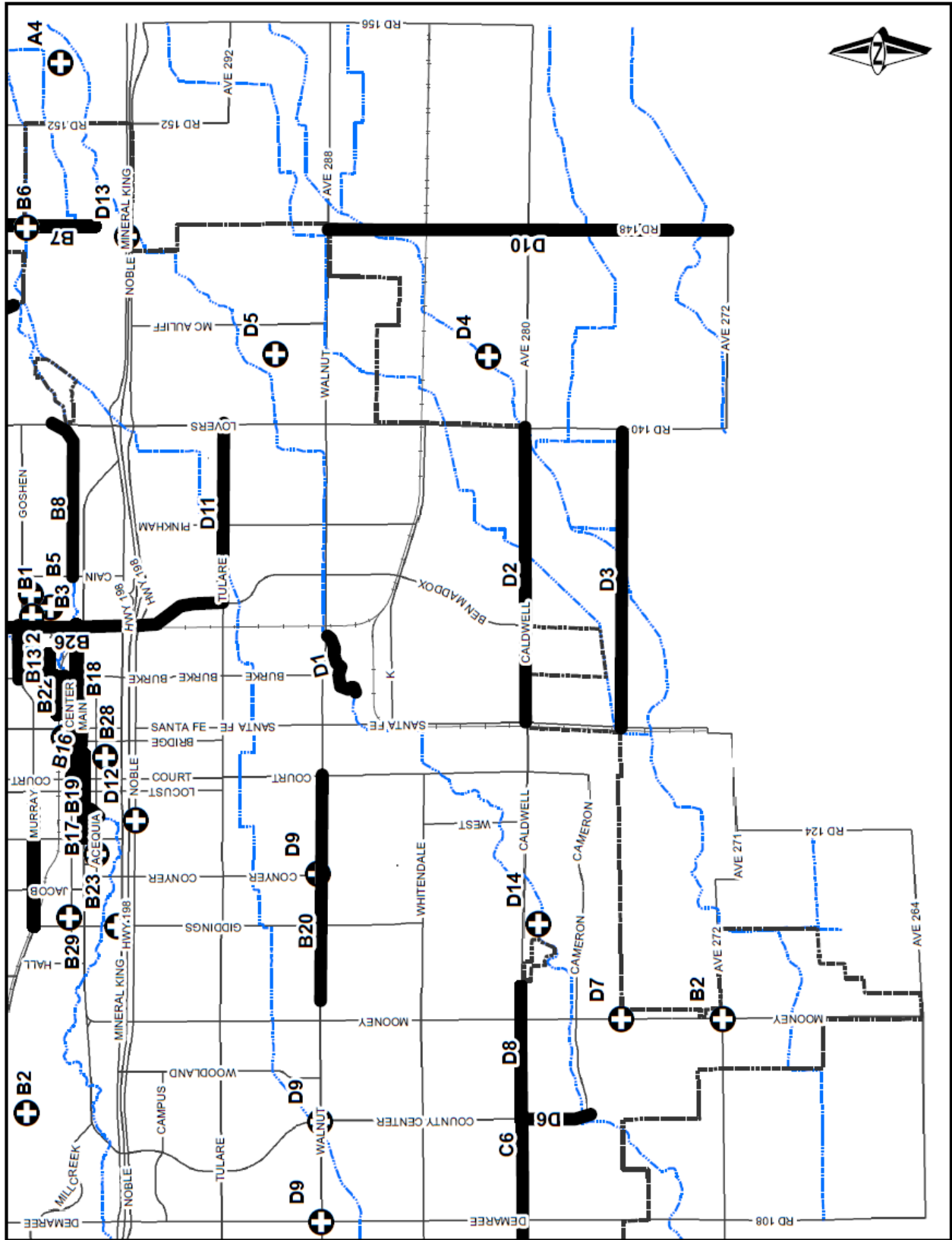
Map Point	Project/Description	Fund	Fund Description
D1	Packwood Creek at Willow Springs	132	Measure R Trailways
D2	Caldwell Widening-Santa Fe to Lovers Lane	131	Measure R Local
	Caldwell Ave Fiber Optic Install Santa Fe-Lovers Lane	131	Measure R Local
D3	Visalia Parkway Trunkline-Santa Fe to Lovers Lane	231	Wastewater Trunkline
D4	Cameron Creek & McAuliff St Park/Basin	211	Recreational Facilities
		221	Storm Sewer Construction
		224	Ground Water Recharge
D5	Paradise Sinkhole	111	Gas Tax
D6	Intelligent Transportation System Conduit	111	Gas Tax
		281	Transportation
		511	Information Services
	Fiber Optic Cable Installation-Caldwell	131	Measure R Local
		511	Information Services
D7	Visalia Parkway Widening at Mooney Blvd (SR-63)	131	Measure R Local
		241	Transportation Impact Fee
D8	Caldwell Ave Tracing Wire Installation	131	Measure R Local
D9	Install Traffic Monitoring Cameras	131	Measure R Local
D10	Tower St Alignments-Walnut to Ave 272	131	Measure R Local
D11	Not used		
D12	SR-198 Watson East Bound Off-Ramp	133	Measure R Regional
D13	Tower Street Road (148) Interchange PID	133	Measure R Regional
D14	Stonebrook Crossing of Packwood Creek	241	Transportation Impact Fee











## Appendix

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## **Personnel Summary**

<b>PERSONNEL ALLOCATION SUMMARY BY FUND</b>				
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
<b>General Fund</b>				
Administration	18	15	15	15
Community Development	45	15	15	15
Community Services	0	36	36	36
Finance	16	19	19	19
Fire	66	66	67	67
General Services	0	1	1	1
Parks & Recreation	12	0	0	0
Police	181	181	181	181
Public Works	39	41	41	41
<b>TOTAL</b>	<b>377</b>	<b>374</b>	<b>375</b>	<b>375</b>
<b>Enterprise Fund</b>				
Animal Control	11	11	11	11
Convention Center	20	20	20	20
Transit	10	11	11	11
Airport	5	5	5	5
Building Safety & Code Inspection	19	19	19	19
Solid Waste	55	56	56	56
Storm Sewer Maintenance	5	6	6	6
Utility Services	14	14	14	14
Wastewater Treatment Plant	31	30	30	30
<b>TOTAL</b>	<b>170</b>	<b>172</b>	<b>172</b>	<b>172</b>
<b>Internal Service Fund</b>				
Risk Management	2	3	3	3
Information Services	10	10	10	10
Fleet Maintenance	12	12	12	12
<b>TOTAL</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>25</b>
<b>Special Revenue Funds</b>				
Successor Agency	1	1	1	1
Code Enforcement	2	2	2	2
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Measure I</b>				
Fire	15	13	13	13
Police	23	23	23	23
<b>TOTAL</b>	<b>38</b>	<b>36</b>	<b>36</b>	<b>36</b>
<b>COPS Grants Funds</b>				
COPS	6	6	6	6
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Measure N</b>				
Finance (IT)	0	0	1	1
Fire	4	6	6	6
Police	23	27	29	31
Parks	3	3	3	3
Recreation	1	1	1	1
<b>TOTAL</b>	<b>31</b>	<b>37</b>	<b>40</b>	<b>42</b>

<b>PERSONNEL ALLOCATION SUMMARY BY DEPARTMENT</b>					
<b>DEPARTMENTS</b>		<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Administration		64.00	18.00	18.00	18.00
Community Development		78.00	35.00	35.00	35.00
Community Services		0.00	39.00	39.00	39.00
Finance		34.00	51.00	52.00	52.00
Fire		85.00	85.00	86.00	86.00
General Services		0.00	46.00	46.00	46.00
Parks & Recreation		13.00	0.00	0.00	0.00
Police		231.00	235.00	237.00	239.00
Public Works		144.00	144.00	144.00	144.00
<b>TOTAL</b>		<b>649.00</b>	<b>653.00</b>	<b>657.00</b>	<b>659.00</b>
<b>ADMINISTRATION</b>					
<b>ADMINISTRATION</b>	<b>DIVISION</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
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
Communications Manager	1023	1.00	1.00	1.00	1.00
Conservation Technician	1041	1.00	0.00	0.00	0.00
Deputy City Manager	1026	1.00	0.00	0.00	0.00
Economic Dev Manager	1809	1.00	1.00	1.00	1.00
Water Resources Manager/Analyst	1041	1.00	1.00	1.00	1.00
Natural Res Conserv Analyst	1041	1.00	0.00	0.00	0.00
Office Assistant	1041	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>12.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>CONVENTION CENTER</b>					
Convention Center Mgr	4131	1.00	0.00	0.00	0.00
Convention Cntr Sales Rep	4132	1.00	0.00	0.00	0.00
Convention Cntr Crew Leader	4135	6.00	0.00	0.00	0.00
Convention Cntr Oper Super	4135	1.00	0.00	0.00	0.00
Events Coordinator	4135	1.00	0.00	0.00	0.00
Lead Conv Ctr Crew Ldr	4135	3.00	0.00	0.00	0.00
CC Tech (Lead)	4135	1.00	0.00	0.00	0.00
Maintenance Service Worker	4135	1.00	0.00	0.00	0.00
On-Site Sales Rep	4132	2.00	0.00	0.00	0.00
Sr Maintenance Electrician	4135	1.00	0.00	0.00	0.00
Sr Admin Assistant	4132	1.00	0.00	0.00	0.00
Office Assistant/Sr	4133	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HUMAN RESOURCES</b>					
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
Sr Office Assistant	1125/1536	1.00	1.00	1.00	1.00
Senior Payroll Specialist	1125	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>



<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
<b>AIRPORT</b>					
Airport Maint Worker	4041	1.00	0.00	0.00	0.00
Airport Oper Worker	4041	1.00	0.00	0.00	0.00
Airport Superintendent	4041	1.00	0.00	0.00	0.00
Sr Airport Operations Worker	4041	1.00	0.00	0.00	0.00
Sr. Office Assistant	4041	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>ANIMAL CONTROL</b>					
Office Assistant/Sr	4061	2.00	0.00	0.00	0.00
Animal Care Worker/Sr	4061	5.00	0.00	0.00	0.00
Animal Control Officer/Sr	4061	3.00	0.00	0.00	0.00
Animal Services Supervisor	4061	0.00	0.00	0.00	0.00
Animal Services Superintendent	4061	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>11.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>RISK MANAGEMENT</b>					
Administrative Svs. Tech.	5512	1.00	1.00	1.00	1.00
Benefit & Insurance Mgr.	5512	1.00	1.00	1.00	1.00
Management Analyst	5513	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TRANSIT</b>					
Office Assistant /Sr	4551	4.00	0.00	0.00	0.00
Accounting Assistant	4551	1.00	0.00	0.00	0.00
Building Maintenance Technician/Sr	4551	1.00	0.00	0.00	0.00
Transit Analyst (Management Analyst)	4551	1.00	0.00	0.00	0.00
Transit Manager	4551	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>8.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>		<b>64.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>COMMUNITY DEVELOPMENT</b>					
<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Accounting Assistant/Sr.	1851	1.00	0.00	0.00	0.00
Administrative Analyst/Sr.	3305/4014	1.00	1.00	1.00	1.00
Community Development Director	3305	1.00	1.00	1.00	1.00
Office Asst/Sr	1851	1.00	0.00	0.00	0.00
Rev & Code Comp Spec	1851	1.00	0.00	0.00	0.00
Administrative Analyst/Sr.	3305	1.00	0.00	0.00	0.00
Administrative Assistant/Sr.	3308	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>7.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>INFORMATION SERVICES</b>					
Computer Services Tech	5141	1.00	0.00	0.00	0.00
Information Services Mgr	5141	1.00	0.00	0.00	0.00
Information Systems Analyst	2101	1.00	0.00	0.00	0.00
Information Systems Analyst	4551	1.00	0.00	0.00	0.00
Information Systems Analyst	5141	5.00	0.00	0.00	0.00
Information Systems Analyst	4391/4418	1.00	0.00	0.00	0.00
Information Systems Analyst	5141/4014	1.00	0.00	0.00	0.00
Information Services Supervisor	5141	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

COMMUNITY DEVELOPMENT	DIVISION	2018-19	2019-20	2020-21	2021-22
<b>G.I.S.</b>					
G.I.S. Supervisor	5142	1.00	0.00	0.00	0.00
G.I.S. Analyst	5142	1.00	0.00	0.00	0.00
TOTAL		2.00	0.00	0.00	0.00
<b>PLANNING DIVISION</b>					
Associate Planner	1821	0.00	2.00	2.00	2.00
City Planner	1821	1.00	1.00	1.00	1.00
Principal Planner	1821	2.00	2.00	2.00	2.00
Sr Admin Assistant	1821	1.00	1.00	1.00	1.00
Senior Planner	1821	2.00	0.00	0.00	0.00
TOTAL		6.00	6.00	6.00	6.00
<b>BUILDING SAFETY &amp; CODE INSPECTION</b>					
Building Inspector*	4014	3.00	1.00	1.00	1.00
Building Inspector	4014	0.00	2.00	2.00	2.00
Building Official	4014	1.00	1.00	1.00	1.00
Combined Bldg Inspector	4014	4.00	2.00	2.00	2.00
Combined Bldg Inspector*		0.00	2.00	2.00	2.00
Permit Technician	4014	2.00	2.00	2.00	2.00
Plan Checker	4014	3.00	2.00	2.00	2.00
Sr Comb Bldg Inspector	4014	1.00	1.00	1.00	1.00
Office Asst/Sr	4014	1.00	1.00	1.00	1.00
Plans Examiner/Sr	4014	2.00	3.00	3.00	3.00
TOTAL		17.00	17.00	17.00	17.00
<b>CODE ENFORCEMENT</b>					
Administrative Assistant/Sr	1861	1.00	1.00	1.00	1.00
Code Enforcement Technician	1861	2.00	3.00	3.00	3.00
Code Enforcement Technician	6611	1.00	0.00	0.00	0.00
Code Enforcement Technician	6122	1.00	1.00	1.00	1.00
Neighborhood Pres Mgr	1861	1.00	1.00	1.00	1.00
Vehicle Abatement Officer*	6811	1.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00
<b>ENGINEERING &amp; TRAFFIC SAFETY</b>					
Associate Engineer	3312	4.00	0.00	0.00	0.00
Associate Engineer	3311	2.00	0.00	0.00	0.00
Associate Engineer	3311/4014	1.00	0.00	0.00	0.00
Associate Engineer	1865/4014	0.00	1.00	1.00	1.00
Associate Engineer	1865	0.00	2.00	2.00	2.00
City Engineer	3308	1.00	0.00	0.00	0.00
Civil Engineer	3312	1.00	0.00	0.00	0.00
ITS Specialist	3313	1.00	0.00	0.00	0.00
Professional Land Surveyor	3312	1.00	0.00	0.00	0.00
Public Works Inspector/Sr	3311	4.00	0.00	0.00	0.00
Sr Civil Engineer	3312	5.00	0.00	0.00	0.00
Sr CAD Technician	3312	2.00	0.00	0.00	0.00
Engineering Technician/Sr	3312	2.00	0.00	0.00	0.00
Engineering Technician/Sr	3313	1.00	0.00	0.00	0.00
Sr. Civil Engineer - Traffic	3313	1.00	0.00	0.00	0.00
Traffic Engineering Spec.	3313	1.00	0.00	0.00	0.00
TOTAL		27.00	3.00	3.00	3.00
* = contract position					
<b>TOTAL</b>		<b>78.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>

<b>COMMUNITY SERVICES</b>					
<b>ADMINISTRATION</b>	<b>DIVISION</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Admin Assistant/Sr	1605	0.00	1.00	1.00	1.00
Accounting Assistant/Sr	1605	0.00	1.00	1.00	1.00
Community Services Director	1601	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>RECREATION</b>					
Administrative Assistant/Sr	3514	0.00	2.00	2.00	2.00
Recreation Coordinator	3514	0.00	4.00	4.00	4.00
Recreation Coordinator	1414	0.00	1.00	1.00	1.00
Management Analyst	3514	0.00	1.00	1.00	1.00
Recreation Supervisor	3514	0.00	4.00	4.00	4.00
<b>TOTAL</b>		<b>0.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>BUILDING MAINTENANCE</b>					
Facilities Maintenance Superintendent	1623	0.00	1.00	1.00	1.00
Lead Custodial Service Worker	1623	0.00	2.00	2.00	2.00
Sr. Bldg Maint Tech	1623	0.00	2.00	2.00	2.00
Sr. Maintenance Electrician	1623	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>PARK MAINTENANCE</b>					
Landscape and Irrigation Technician	1621	0.00	1.00	1.00	1.00
Landscape Inspector	1412	0.00	1.00	1.00	1.00
Landscape Inspector	1621	0.00	1.00	1.00	1.00
Parks & Facilities Mgr	3131	0.00	1.00	1.00	1.00
Park Maint Technician/Sr	1622	0.00	3.00	3.00	3.00
Park Maint Technician/Sr	1412	0.00	1.00	1.00	1.00
Park Maint Worker/Sr	1622	0.00	6.00	6.00	6.00
Park Maint Worker/Sr	1412	0.00	1.00	1.00	1.00
Park Maintenance Supv	1622	0.00	1.00	1.00	1.00
Park Ranger	1622	0.00	1.00	1.00	1.00
Urban Forestry Supv	1621	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>TOTAL</b>		<b>0.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>

<b>FINANCE</b>					
		<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>FINANCE</b>					
Accounting Assistant/Sr.	1532	4.00	4.00	4.00	4.00
Accounting Assistant/Sr.	1537	0.00	1.00	1.00	1.00
Accounting Technician	4391	1.00	1.00	1.00	1.00
Admin Analyst/Sr	1535	1.00	1.00	1.00	1.00
Admin Analyst/Sr	4391	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	5.00	5.00	5.00	5.00
Financial Analyst	3106	1.00	0.00	0.00	0.00
Financial Analyst	1605	0.00	1.00	1.00	1.00
Financial Analyst	3308	1.00	1.00	1.00	1.00
Financial Analyst	2101	1.00	1.00	1.00	1.00
Financial Analyst	4551	1.00	1.00	1.00	1.00
Financial Analyst	1531/4391	1.00	1.00	1.00	1.00
Housing Specialist	6484	1.00	1.00	1.00	1.00
Management Analyst	1535	1.00	1.00	1.00	1.00
Office Assistant/Sr	1536	1.00	1.00	1.00	1.00
Office Assistant/Sr	4391	10.00	10.00	10.00	10.00
Office Asst/Sr	1537	0.00	1.00	1.00	1.00
Rev & Code Comp Spec	1537	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>34.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>
<b>INFORMATION SERVICES</b>					
Computer Services Tech	5141	0.00	2.00	2.00	2.00
Information Services Mgr	5141	0.00	1.00	1.00	1.00
Information Systems Analyst	2101	0.00	1.00	1.00	1.00
Information Systems Analyst	4551	0.00	1.00	1.00	1.00
Information Systems Analyst	5141	0.00	4.00	4.00	4.00
Information Systems Analyst	4391/4418	0.00	1.00	1.00	1.00
Information Systems Analyst	5141/4014	0.00	1.00	1.00	1.00
Information Systems Analyst	1411	0.00	0.00	1.00	1.00
Information Services Supervisor	5141	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>
<b>G.I.S.</b>					
G.I.S. Supervisor	5142	0.00	1.00	1.00	1.00
G.I.S. Analyst	5142	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>TOTAL</b>		<b>34.00</b>	<b>51.00</b>	<b>52.00</b>	<b>52.00</b>

FIRE					
<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Administrative Analyst/Sr	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	1413	1.00	1.00	1.00	1.00
Fire Chief	2221	1.00	1.00	1.00	1.00
EMS Coordinator	1413	0.00	1.00	1.00	1.00
Office Assistant/Sr.	2223	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>OPERATIONS</b>					
Fire Captain	2222	14.00	16.00	16.00	16.00
Fire Captain	2231	3.00	3.00	3.00	3.00
Fire Captain - Paramedic	2231	1.00	1.00	1.00	1.00
Fire Captain - Paramedic	2222	3.00	1.00	1.00	1.00
Fire Captain	1413	1.00	1.00	1.00	1.00
Fire Engineer	2222	3.00	4.00	4.00	4.00
Fire Engineer	2231	2.00	1.00	1.00	1.00
Fire Engineer/Paramedic	2222	14.00	13.00	13.00	13.00
Fire Engineer/Paramedic	2231	2.00	3.00	3.00	3.00
Firefighter/Paramedic	2222	22.00	22.00	22.00	22.00
Firefighter/Paramedic	2231	5.00	5.00	5.00	5.00
Firefighter/Paramedic	1413	4.00	0.00	0.00	0.00
Fire Marshal	2223	1.00	1.00	1.00	1.00
Fire Prevention Inspector/Sr	2223	2.00	2.00	3.00	3.00
Paramedic	1413	0.00	3.00	3.00	3.00
<b>TOTAL</b>		<b>77.00</b>	<b>76.00</b>	<b>77.00</b>	<b>77.00</b>
<b>TOTAL</b>		<b>85.00</b>	<b>85.00</b>	<b>86.00</b>	<b>86.00</b>

<b>GENERAL SERVICES</b>					
<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
General Services Director		0.00	1.00	1.00	1.00
		0.00	1.00	1.00	1.00
<b>AIRPORT</b>					
Airport Maint Worker	4041	0.00	1.00	1.00	1.00
Airport Oper Worker	4041	0.00	1.00	1.00	1.00
Airport Superintendent	4041	0.00	1.00	1.00	1.00
Sr Airport Operations Worker	4041	0.00	1.00	1.00	1.00
Sr. Office Assistant	4041	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>ANIMAL CONTROL</b>					
Office Assistant/Sr	4061	0.00	2.00	2.00	2.00
Animal Care Worker/Sr	4061	0.00	4.00	4.00	4.00
Animal Control Officer/Sr	4061	0.00	4.00	4.00	4.00
Animal Services Superintendent	4061	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>CONVENTION CENTER</b>					
Accounting Assistant	4133	0.00	1.00	1.00	1.00
Administrative Assistant/Sr	4132	0.00	1.00	1.00	1.00
Convention Center Mgr	4131	0.00	1.00	1.00	1.00
Convention Cntr Sales Rep	4132	0.00	1.00	1.00	1.00
Convention Cntr Crew Leader	4135	0.00	6.00	6.00	6.00
Convention Cntr Oper Super	4135	0.00	1.00	1.00	1.00
Events Coordinator	4135	0.00	2.00	2.00	2.00
Lead Conv Ctr Crew Ldr	4135	0.00	3.00	3.00	3.00
CC Tech (Lead)	4135	0.00	1.00	1.00	1.00
Maintenance Service Worker	4135	0.00	1.00	1.00	1.00
Sales Supervisor	4132	0.00	1.00	1.00	1.00
Sr Maintenance Electrician	4135	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
<b>TRANSIT</b>					
Office Assistant /Sr	4551	0.00	4.00	4.00	4.00
Accounting Assistant	4551	0.00	1.00	1.00	1.00
Building Maintenance Technician/Sr	4551	0.00	1.00	1.00	1.00
Community Outreach Coordinator	4551	0.00	1.00	1.00	1.00
Transit Analyst (Management Analyst)	4551	0.00	1.00	1.00	1.00
Transit Manager	4551	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>TOTAL</b>		<b>0.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>
<b>PARKS &amp; RECREATION</b>					
<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Parks & Recreation Director	3501	1.00	0.00	0.00	0.00
Sr Administrative Assistant	3501	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>RECREATION</b>					
Administrative Assistant/Sr	3514	1.00	0.00	0.00	0.00
Recreation Coordinator	3514	4.00	0.00	0.00	0.00
Recreation Coordinator	1414	1.00	0.00	0.00	0.00
Management Analyst	3514	1.00	0.00	0.00	0.00
Recreation Supervisor	3514	4.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>11.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>		<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

POLICE					
<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Admin Assistant/Sr	2101	1.00	1.00	1.00	1.00
Admin. Technician	2101	1.00	1.00	1.00	1.00
Ass't Communications Operator	2101	2.00	5.00	5.00	5.00
Communications Operator	2101	20.00	17.00	17.00	17.00
Communications Supervisor	2101	1.00	1.00	1.00	1.00
Community Outreach Coordinator	2102	1.00	1.00	1.00	1.00
Crime Analysis Techician	2101	2.00	2.00	2.00	2.00
Digital Evidence Technician	1411	1.00	1.00	1.00	1.00
Duty Officer	2101	1.00	1.00	1.00	1.00
ID Technician/Sr. ID Tech	2104	2.00	2.00	2.00	2.00
ID Technician/Sr. ID Tech	1411	1.00	1.00	1.00	1.00
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 Agent	2104	1.00	1.00	1.00	1.00
Police Captain	2101	1.00	1.00	1.00	1.00
Police Chief	2101	1.00	1.00	1.00	1.00
Police Lieutenant	2101	1.00	1.00	1.00	1.00
Police Lieutenant	2104	1.00	1.00	1.00	1.00
Police Officer	2104	23.00	24.00	24.00	24.00
Police Officer	6324	2.00	2.00	2.00	2.00
Police Officer	6340	3.00	3.00	3.00	3.00
Police Officer	6341	1.00	1.00	1.00	1.00
Police Records Spec	2101	8.00	9.00	9.00	9.00
Police Records Spec	1411	1.00	1.00	1.00	2.00
Police Records Supervisor	2101	1.00	1.00	1.00	1.00
Police Sergeant	2101	2.00	2.00	2.00	2.00
Police Sergeant	2104	3.00	3.00	3.00	3.00
Police Specialist	2101	1.00	1.00	1.00	1.00
Police Technician	2101	2.00	2.00	2.00	2.00
Sr. Comm Operator	2101	5.00	5.00	5.00	5.00
Sr Police Records Specialist	2101	5.00	5.00	5.00	5.00
Sr Police Technician	2101	1.00	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
<b>TOTAL</b>		<b>104.00</b>	<b>106.00</b>	<b>106.00</b>	<b>107.00</b>
<b>OPERATIONS</b>					
Community Service Officer	2102	2.00	2.00	2.00	2.00
Community Service Officer	1411	2.00	2.00	2.00	2.00
Community Resource Specialist	2102	1.00	1.00	1.00	1.00
Parking Enforcement Officer	2103	1.00	2.00	2.00	2.00
Police Agent	2102	4.00	2.00	2.00	2.00
Police Agent	2103	0.00	1.00	1.00	1.00
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	48.00	47.00	47.00	47.00
Police Officer/Recruit	1411	18.00	21.00	23.00	24.00
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	13.00	13.00	13.00	13.00
Police Sergeant	2103	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>127.00</b>	<b>129.00</b>	<b>131.00</b>	<b>132.00</b>
<b>TOTAL</b>		<b>231.00</b>	<b>235.00</b>	<b>237.00</b>	<b>239.00</b>

<b>PUBLIC WORKS</b>					
<b>ADMINISTRATION</b>	<b>DIVISION</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
Admin Assistant/Sr	3106/4421	1.00	0.00	0.00	0.00
Administrative Assistant/Sr.	3106	0.00	1.00	1.00	1.00
Administrative Analyst/Sr.	3108	0.00	1.00	1.00	1.00
Accounting Assistant/Sr	3106	1.00	0.00	0.00	0.00
Conservation Technician	1041	0.00	1.00	1.00	1.00
Management Analyst	3130	1.00	0.00	0.00	0.00
Public Works Director	3106	1.00	1.00	1.00	1.00
Office Assistant/Sr	3106	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>ENGINEERING &amp; TRAFFIC SAFETY</b>					
Associate Engineer	3312	0.00	4.00	4.00	4.00
City Engineer	3308	0.00	1.00	1.00	1.00
Civil Engineer	3312	0.00	2.00	2.00	2.00
ITS Specialist	3313	0.00	1.00	1.00	1.00
Professional Land Surveyor	3312	0.00	1.00	1.00	1.00
Public Works Inspector/Sr	3317	0.00	4.00	4.00	4.00
Sr Civil Engineer	3312	0.00	5.00	5.00	5.00
Sr CAD Technician	3312	0.00	2.00	2.00	2.00
Engineering Technician/Sr	3312	0.00	2.00	2.00	2.00
Sr. Civil Engineer - Traffic	3313	0.00	1.00	1.00	1.00
Traffic Engineering Spec.	3313	0.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>0.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>
<b>BUILDING MAINTENANCE</b>					
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
<b>TOTAL</b>		<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>PARKS &amp; URBAN FORESTRY</b>					
Parks & Urban Forestry Mgr	3131	1.00	0.00	0.00	0.00
<b>TOTAL</b>		<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>PARK MAINTENANCE</b>					
Landscape and Irrigation Technician	3121	1.00	0.00	0.00	0.00
Landscape Inspector	1412	1.00	0.00	0.00	0.00
Landscape Inspector	3121	1.00	0.00	0.00	0.00
Park Maint Technician/Sr	3122	3.00	0.00	0.00	0.00
Park Maint Technician/Sr	1412	1.00	0.00	0.00	0.00
Park Maint Worker/Sr	3122	5.00	0.00	0.00	0.00
Park Maint Worker/Sr	3121	1.00	0.00	0.00	0.00
Park Maint Worker/Sr	1412	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
<b>TOTAL</b>		<b>17.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



<u>SOLID WASTE</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Lead Solid Waste Operator	4443	3.00	3.00	3.00	3.00
Lead Solid Waste Operator	4445	2.00	2.00	2.00	2.00
Maintenance Service Worker	4443	1.00	0.00	0.00	0.00
Public Works Manager	4418	1.00	1.00	1.00	1.00
Solid Waste Equip Worker	4445	2.00	0.00	0.00	0.00
Solid Waste Operator	4443	22.00	23.00	23.00	23.00
Solid Waste Operator	4444	2.00	3.00	3.00	3.00
Solid Waste Operator	4445	16.00	15.00	15.00	15.00
Solid Waste Supervisor	4443	2.00	2.00	2.00	2.00
Solid Waste Supervisor	4445	1.00	1.00	1.00	1.00
SW Maint & Delivery Wrkr	4443	2.00	3.00	3.00	3.00
SW Maint & Delivery Wrkr	4445	1.00	3.00	3.00	3.00
<b>TOTAL</b>		<b>55.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>
<b><u>Traffic Safety</u></b>					
Senior Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
Traffic Safety Worker	3126	1.00	1.00	1.00	1.00
Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><u>FLEET MAINTENANCE</u></b>					
Equipment Mechanic	5012	2.00	1.00	1.00	1.00
Fleet Maint Supervisor	5012	1.00	1.00	1.00	1.00
Lead Equip. Mechanic	5012	2.00	1.00	1.00	1.00
Mechanic Welder	5012	1.00	1.00	1.00	1.00
Sr Equipment Mechanic	5012	5.00	7.00	7.00	7.00
Sr Parts & Inventory Spec.	5013	1.00	1.00	1.00	1.00
<b>TOTAL</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b><u>STREET MAINTENANCE</u></b>					
Heavy Equipment Operator	3124	3.00	3.00	3.00	3.00
Lead Street Maintenance Worker	3124	2.00	2.00	2.00	2.00
Street Maintenance & Traffic Control Supervisor	3124	1.00	1.00	1.00	1.00
Public Works Manager	3106	1.00	1.00	1.00	1.00
Street Maintenance Worker	3124	2.00	2.00	2.00	2.00
<b>TOTAL</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b><u>WASTEWATER TREATMENT PLANT</u></b>					
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	1.00	1.00	1.00
Maintenance Mechanic	4334	5.00	6.00	6.00	6.00
Public Works Manager	4331	1.00	1.00	1.00	1.00
Sr Office Assistant	3108/4331	1.00	1.00	1.00	1.00
Sr WWTP Operator	4332	1.00	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	1.00	1.00	1.00	1.00
W.W.T.P. Superintendent	4331	1.00	1.00	1.00	1.00
WWTP Operator (I,II,III)	4332	7.00	6.00	6.00	6.00
<b>TOTAL</b>		<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

<u>WASTEWATER COLLECTION</u>	<u>DIVISION</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
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
Pretreatment Program Coordinator	4333	1.00	1.00	1.00	1.00
Industrial WW Inspector/Sr	4333	1.00	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	2.00	2.00	2.00
Waste Water Maint. Wkr.	4335	3.00	2.00	2.00	2.00
WW Collections Supervisor	4335	1.00	1.00	1.00	1.00
TOTAL		14.00	14.00	14.00	14.00
* = contract position					
<b>TOTAL</b>		<b>144.00</b>	<b>144.00</b>	<b>144.00</b>	<b>144.00</b>
<b>TOTAL POSITIONS</b>		<b>649.00</b>	<b>653.00</b>	<b>657.00</b>	<b>659.00</b>

## **Salary Schedule**

### JOB CLASSIFICATIONS AND SALARY RANGES FY 2019-2020

#### Citywide Classification by Monthly Salary

BARGAIN UNIT	FLSA STATUS <sup>1</sup>	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31495	MAINTENANCE SERVICE WORKER	124.3	2739.85	3444.43
M	NE	31960	WASTE WATER TREATMENT PLANT OPERATOR TRAINEE	124.3	2739.85	3444.43
M	NE	31205	CONVENTION CENTER CREW LEADER	136.3	3088.99	3883.36
M	NE	31445	LEAD CUSTODIAL SERVICE WORKER	136.3	3088.99	3883.36
M	NE	31510	OFFICE ASSISTANT	136.3	3088.99	3883.36
M	NE	31540	PARKING ENFORCEMENT OFFICER	136.3	3088.99	3883.36
M	NE	31595	POLICE RECORDS SPECIALIST	136.3	3088.99	3883.36
M	NE	31053	ANIMAL CARE WORKER	141.3	3247.29	4082.36
M	NE	31490	MAINTENANCE MECHANIC ASSISTANT	141.3	3247.29	4082.36
M	NE	31535	PARK MAINTENANCE WORKER	141.3	3247.29	4082.36
M	NE	31885	STREET MAINTENANCE WORKER	141.3	3247.29	4082.36
M	NE	31915	TRAFFIC SAFETY WORKER	141.3	3247.29	4082.36
M	NE	31935	WASTE WATER MAINTENANCE WORKER	141.3	3247.29	4082.36
M	NE	31175	COMMUNITY SERVICE OFFICER	143.2	3309.54	4160.63
	NE	31929	VEHICLE ABATEMENT OFFICER (CONTRACT)	143.2	3309.54	4160.63
M	NE	31055	ANIMAL CONTROL OFFICER	143.2	3309.54	4160.63
M	NE	31001	ACCOUNTING ASSISTANT	148.2	3479.14	4373.84
M	NE	31233	COMMUNITY OUTREACH COORDINATOR	148.2	3479.14	4373.84
M	NE	31615	POLICE TECHNICIAN	148.2	3479.14	4373.84
M	NE	31742	SENIOR ANIMAL CONTROL OFFICER	148.2	3479.14	4373.84
M	NE	31795	SENIOR OFFICE ASSISTANT	148.2	3479.14	4373.84
M	NE	31820	SENIOR POLICE RECORDS SPECIALIST	148.2	3479.14	4373.84
M	NE	31060	ASSISTANT COMMUNICATIONS OPERATOR	151.2	3585.04	4506.97
M	NE	31025	ADMINISTRATIVE ASSISTANT	153.2	3657.43	4597.97
M	NE	31050	AIRPORT MAINTENANCE WORKER	153.2	3657.43	4597.97
M	NE	31046	AIRPORT OPERATIONS WORKER	153.2	3657.43	4597.97
M	NE	31302	EQUIPMENT MECHANIC TRAINEE	153.2	3657.43	4597.97
M	NE	31855	SOLID WASTE DELIVERY & MAINTENANCE WORKER	153.2	3657.43	4597.97
M	NE	31865	SOLID WASTE OPERATOR	153.2	3657.43	4597.97
CONF	NE	20025	ADMINISTRATIVE ASSISTANT (Confidential)	154.9	3720.10	4676.77
M	NE	31190	COMPUTER TECHNICIAN	156.2	3768.76	4737.93
M	NE	31950	WASTE WATER TREATMENT PLANT OPERATOR I	156.2	3768.76	4737.93
M	NE	31170	COMMUNITY RESOURCE SPECIALIST	158.2	3844.85	4833.59
M	NE	31224	CRIME ANALYSIS TECHNICIAN	158.2	3844.85	4833.59
M	NE	31280	DUTY OFFICER	158.2	3844.85	4833.59
M	NE	31410	INVESTIGATION TECHNICIAN	158.2	3844.85	4833.59
M	NE	31518	ON-SITE SALES REPRESENTATIVE	158.2	3844.85	4833.59
M	NE	31730	SENIOR ACCOUNTING ASSISTANT	158.2	3844.85	4833.59
M	NE	31740	SENIOR ADMINISTRATIVE ASSISTANT	158.2	3844.85	4833.59
M	NE	31810	SENIOR PARTS & INVENTORY SPECIALIST	158.2	3844.85	4833.59
CONF	NE	20740	SENIOR ADMINISTRATIVE ASSISTANT (Confidential)	159.9	3910.74	4916.43

BARGAIN UNIT	FLSA STATUS¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31255	DIGITAL EVIDENCE TECHNICIAN	160.2	3922.48	4931.19
M	NE	31455	LEAD POLICE RECORDS SPECIALIST	160.2	3922.48	4931.19
M	NE	31825	SENIOR POLICE TECHNICIAN	160.2	3922.48	4931.19
M	NE	31115	BUILDING MAINTENANCE TECHNICIAN	161.2	3961.89	4980.72
M	NE	31405	INDUSTRIAL WASTE INSPECTOR	161.2	3961.89	4980.72
M	NE	31428	LANDSCAPE INSPECTOR	161.2	3961.89	4980.72
M	NE	31530	PARK MAINTENANCE TECHNICIAN	161.2	3961.89	4980.72
M	NE	31741	SENIOR AIRPORT OPERATIONS WORKER	161.2	3961.89	4980.72
M	NE	31744	SENIOR BUILDING MAINTENANCE WORKER	161.2	3961.89	4980.72
M	NE	31805	SENIOR PARK MAINTENANCE WORKER	161.2	3961.89	4980.72
M	NE	31835	SENIOR STREET MAINTENANCE WORKER	161.2	3961.89	4980.72
M	NE	31840	SENIOR TRAFFIC SAFETY WORKER	161.2	3961.89	4980.72
M	NE	31845	SENIOR WASTE WATER MAINTENANCE WORKER	161.2	3961.89	4980.72
M	NE	31860	SOLID WASTE EQUIPMENT SERVICE WORKER	161.2	3961.89	4980.72
M	NE	31953	WASTE WATER TREATMENT PLANT OPERATOR II	161.2	3961.89	4980.72
G	NE	51340	FIREFIGHTER TRAINEE	162.0	3993.69	5020.71
G	NE	51350	FIREFIGHTER PARAMEDIC TRAINEE	162.0	3993.69	5020.71
M	NE	31010	ACCOUNTING TECHNICIAN	163.2	4041.88	5081.29
M	NE	31040	ADMINISTRATIVE SERVICES TECHNICIAN	163.2	4041.88	5081.29
M	NE	31035	ADMINISTRATIVE TECHNICIAN	163.2	4041.88	5081.29
M	NE	31130	C.A.D. TECHNICIAN	163.2	4041.88	5081.29
M	NE	31160	COMMUNICATIONS OPERATOR	163.2	4041.88	5081.29
M	NE	31300	EQUIPMENT MECHANIC	163.2	4041.88	5081.29
M	E	31305	EVENTS COORDINATOR	163.2	4041.88	5081.29
M	NE	31380	HEAVY EQUIPMENT OPERATOR	163.2	4041.88	5081.29
M	NE	31480	MAINTENANCE ELECTRICIAN	163.2	4041.88	5081.29
M	NE	31485	MAINTENANCE MECHANIC	163.2	4041.88	5081.29
M	NE	31522	PARAMEDIC	163.2	4041.88	5081.29
M	E	31715	SALES REPRESENTATIVE	163.2	4041.88	5081.29
M	NE	31910	TRAFFIC ENGINEERING SPECIALIST	163.2	4041.88	5081.29
M	NE	31918	TRAFFIC SIGNAL TECHNICIAN	163.2	4041.88	5081.29
M	NE	31460	LEAD SOLID WASTE OPERATOR	166.1	4160.75	5230.73
M	NE	31470	LEAD STREET MAINTENANCE WORKER	166.1	4160.75	5230.73
M	NE	31955	WASTE WATER TREATMENT PLANT OPERATOR III	166.1	4160.75	5230.73
E	NE	30020	ADMINISTRATIVE ANALYST	167.8	4232.05	5320.37
M	NE	31135	CODE ENFORCEMENT TECHNICIAN	168.1	4244.76	5336.34
M	NE	31195	CONSERVATION TECHNICIAN	168.1	4244.76	5336.34
M	NE	31430	LANDSCAPE AND IRRIGATION TECHNICIAN	168.1	4244.76	5336.34
M	NE	31442	LEAD CONVENTION CENTER CREW LEADER	168.1	4244.76	5336.34
M	NE	31444	LEAD CONVENTION CENTER TECHNICIAN	168.1	4244.76	5336.34
M	NE	31525	PARK RANGER	168.1	4244.76	5336.34
M	NE	31544	PERMIT TECHNICIAN	168.1	4244.76	5336.34
M	NE	31555	PLANNING TECHNICIAN	168.1	4244.76	5336.34
M	NE	31710	REVENUE & CODE COMPLIANCE SPECIALIST	168.1	4244.76	5336.34
M	NE	31745	SENIOR BUILDING MAINTENANCE TECHNICIAN	168.1	4244.76	5336.34
M	NE	31780	SENIOR INDUSTRIAL WASTE WATER INSPECTOR	168.1	4244.76	5336.34
M	NE	31790	SENIOR MAINTENANCE MECHANIC	168.1	4244.76	5336.34
M	NE	31800	SENIOR PARK MAINTENANCE TECHNICIAN	168.1	4244.76	5336.34
E	E	30680	RECREATION COORDINATOR	169.8	4317.50	5427.79

BARGAIN UNIT	FLSA STATUS¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31295	ENGINEERING TECHNICIAN	170.1	4330.47	5444.09
M	NE	31541	PAYROLL SPECIALIST	170.1	4330.47	5444.09
M	NE	31635	PUBLIC WORKS INSPECTOR	170.1	4330.47	5444.09
M	NE	31560	POLICE OFFICER RECRUIT	173.1	4462.28	5609.80
M	NE	31750	SENIOR COMMUNICATION OPERATOR	173.1	4462.28	5609.80
M	NE	31475	LEAD WASTE WATER MAINTENANCE TECHNICIAN	175.1	4552.38	5723.07
M	NE	31505	MECHANIC / WELDER	175.1	4552.38	5723.07
M	NE	31765	SENIOR EQUIPMENT MECHANIC	175.1	4552.38	5723.07
M	NE	31785	SENIOR MAINTENANCE ELECTRICIAN	175.1	4552.38	5723.07
M	NE	31842	SENIOR TRAFFIC SIGNAL TECHNICIAN	175.1	4552.38	5723.07
M	NE	31746	SENIOR C.A.D. TECHNICIAN	176.1	4598.11	5780.56
M	NE	31760	SENIOR ENGINEERING TECHNICIAN	176.1	4598.11	5780.56
M	NE	31453	LEAD EQUIPMENT MECHANIC	177.1	4644.30	5838.63
M	NE	31850	SENIOR WASTE WATER TREATMENT PLANT OPERATOR	178.1	4690.95	5897.28
E	NE	30080	ASSISTANT PLANNER	178.7	4719.17	5932.75
M	NE	31105	BUILDING INSPECTOR	179.1	4738.07	5956.52
M	NE	31340	FIRE PREVENTION INSPECTOR	179.1	4738.07	5956.52
M	NE	31545	PLAN CHECKER	179.1	4738.07	5956.52
E	NE	30575	POLICE SPECIALIST	180.7	4814.45	6052.54
E	NE	30735	SENIOR ADMINISTRATIVE ANALYST	180.7	4814.45	6052.54
E	NE	30665	PRETREATMENT PROGRAM COORDINATOR	180.7	4814.45	6052.54
M	NE	31815	SENIOR PAYROLL SPECIALIST	181.0	4828.91	6070.72
M	NE	31477	LEAD WASTEWATER TREATMENT PLANT OPERATOR	183.1	4931.34	6199.48
M	NE	31830	SENIOR PUBLIC WORKS INSPECTOR	186.1	5081.45	6388.19
E	E	30170	COMMUNICATIONS SUPERVISOR	186.7	5112.01	6426.62
E	NE	30345	FLEET MAINTENANCE SUPERVISOR	186.7	5112.01	6426.62
E	NE	30525	PARK MAINTENANCE SUPERVISOR	186.7	5112.01	6426.62
E	NE	30925	PARKS & URBAN FORESTRY SUPERVISOR	186.7	5112.01	6426.62
E	E	30670	POLICE RECORDS SUPERVISOR	186.7	5112.01	6426.62
E	E	30700	RECREATION SUPERVISOR	186.7	5112.01	6426.62
E	E	30720	SALES SUPERVISOR	186.7	5112.01	6426.62
E	NE	30875	SOLID WASTE SUPERVISOR	186.7	5112.01	6426.62
E	NE	30882	STREET MAINTENANCE & TRAFFIC CONTROL SUPERVISOR	186.7	5112.01	6426.62
E	NE	30935	WASTEWATER COLLECTIONS SUPERVISOR	186.7	5112.01	6426.62
E	NE	30940	WASTEWATER TREATMENT PLANT MAINT SUPERVISOR	186.7	5112.01	6426.62
E	NE	30945	WASTEWATER TREATMENT PLANT OPERATIONS SUPERVISOR	186.7	5112.01	6426.62
E	NE	30430	IDENTIFICATION TECHNICIAN	187.7	5163.36	6491.17
E	NE	30560	PLANS EXAMINER	188.7	5215.23	6556.38
M	NE	31140	COMBINED BUILDING INSPECTOR	189.0	5230.89	6576.06

BARGAIN UNIT	FLSA STATUS¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
E	E	30045	AIRPORT SUPERINTENDENT	190.7	5320.53	6688.76
E	E	30051	ANIMAL SERVICES SUPERINTENDENT	190.7	5320.53	6688.76
E	E	30215	CONV. CTR OPERATIONS SUPERINTENDENT	190.7	5320.53	6688.76
E	E	30295	FACILITIES MAINTENANCE SUPERINTENDENT	190.7	5320.53	6688.76
G	NE	51335	FIREFIGHTER	NR	5390.65	6763.99
M	NE	31748	SENIOR COMBINED BUILDING INSPECTOR	195.0	5554.18	6982.50
M	NE	31775	SENIOR FIRE PREVENTION INSPECTOR	195.0	5554.18	6982.50
E	NE	30820	SENIOR IDENTIFICATION TECHNICIAN	195.6	5587.59	7024.50
B	NE	41585	POLICE OFFICER	NR	5734.51	7169.52
E	E	30810	SENIOR PLANS EXAMINER	196.6	5643.72	7095.06
E	E	30065	ASSISTANT ENGINEER	198.6	5757.67	7238.32
E	NE	30090	ASSOCIATE PLANNER	198.6	5757.67	7238.32
G	NE	51345	FIREFIGHTER / PARAMEDIC	NR	5929.70	7440.38
G	NE	51330	FIRE ENGINEER	NR	5949.33	7466.58
E	NE	30890	SUPERVISING IDENTIFICATION TECHNICIAN	202.3	5974.59	7511.01
B	NE	41565	POLICE AGENT	NR	6185.48	7720.86
G	NE	51333	FIRE ENGINEER - PARAMEDIC	NR	6246.82	7839.92
CONF	E	20300	COMMUNICATIONS MANAGER	207.6	6299.61	7919.62
E	E	30310	FINANCIAL ANALYST	207.6	6299.61	7919.62
E	E	30375	GIS ANALYST	207.6	6299.61	7919.62
E	E	30400	HOUSING SPECIALIST	207.6	6299.61	7919.62
E	E	30450	INFORMATION SYSTEMS ANALYST	207.6	6299.61	7919.62
E	E	30500	MANAGEMENT ANALYST	207.6	6299.61	7919.62
E	E	30928	WATER RESOURCES ANALYST	207.6	6299.61	7919.62
CONF	E	20250	CHIEF DEPUTY CITY CLERK	209.6	6426.81	8079.53
CONF	E	20500	MANAGEMENT ANALYST - HR / RISK	209.6	6426.81	8079.53
E	E	30085	ASSOCIATE ENGINEER	210.6	6491.37	8160.69
E	E	30815	SENIOR PLANNER	210.6	6491.37	8160.69
E	E	30150	CIVIL ENGINEER	215.5	6817.20	8570.31
E	E	30320	FIRE MARSHAL	215.5	6817.20	8570.31
E	E	30360	GIS SUPERVISOR	215.5	6817.20	8570.31
E	E	30025	ADMINISTRATIVE SERVICES MANAGER	216.6	6892.56	8665.06
E	E	30600	POLICE SUPPORT SERVICES MANAGER	216.6	6892.56	8665.06
E	E	30685	RECREATION MANAGER	216.6	6892.56	8665.06
E	E	30955	WASTEWATER TREATMENT PLANT SUPERINTENDENT	216.6	6892.56	8665.06
G	NE	50315	FIRE CAPTAIN	NR	5957.84	8746.60
A	NE	40600	POLICE SERGEANT	NR	7294.26	9107.76

BARGAIN UNIT	FLSA STATUS <sup>1</sup>	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
CONF	E	20410	FINANCE MANAGER	224.5	7458.87	9376.99
CONF	E	20435	HUMAN RESOURCES MANAGER	224.5	7458.87	9376.99
CONF	E	20714	INSURANCE AND BENEFITS MANAGER	224.5	7458.87	9376.99
E	E	30195	CONVENTION CENTER MANAGER	225.5	7533.79	9471.19
E	E	30275	ECONOMIC DEVELOPMENT MANAGER	225.5	7533.79	9471.19
E	E	30285	EMERGENCY MEDICAL SERVICES COORDINATOR	225.5	7533.79	9471.19
E	E	30785	INFORMATION SYSTEMS SUPERVISOR	225.5	7533.79	9471.19
E	E	30520	NEIGHBORHOOD PRESERVATION MANAGER	225.5	7533.79	9471.19
E	E	30530	PARKS & FACILITIES MANAGER	225.5	7533.79	9471.19
E	E	30620	PRINCIPAL PLANNER	225.5	7533.79	9471.19
E	E	30623	PROFESSIONAL LAND SURVEYOR	225.5	7533.79	9471.19
E	E	30645	PUBLIC WORKS MANAGER	225.5	7533.79	9471.19
E	E	30740	SENIOR CIVIL ENGINEER	225.5	7533.79	9471.19
E	E	30920	TRANSIT MANAGER	225.5	7533.79	9471.19
E	E	30930	WATER RESOURCES MANAGER	225.5	7533.79	9471.19
E	E	30885	SUPERVISING CIVIL ENGINEER	230.5	7919.86	9956.54
E	E	30105	BUILDING OFFICIAL	233.5	8160.94	10259.60
E	E	30147	CITY PLANNER	233.5	8160.94	10259.60
CONF	E	20090	ASSISTANT FINANCE DIRECTOR	237.5	8493.82	10678.09
CONF	E	20145	FIRE BATTALION CHIEF	239.5	8665.32	10893.69
A	E	40580	POLICE LIEUTENANT	NR	8800.21	11006.39
E	E	30410	INFORMATION SERVICES MANAGER	241.5	8840.28	11113.65
CONF	E	40500	POLICE CAPTAIN	NR	9650.85	12134.79
CONF	E	20255	CITY ENGINEER	NR	9767.24	12278.94
DH	E	10175	COMMUNITY DEVELOPMENT DIRECTOR	259.4	10572.22	13290.97
DH	E	10205	COMMUNITY SERVICES DIRECTOR	259.4	10572.22	13290.97
DH	E	10310	FINANCE DIRECTOR	259.4	10572.22	13290.97
DH	E	10330	GENERAL SERVICES DIRECTOR	259.4	10572.22	13290.97
DH	E	10320	FIRE CHIEF	NR	12147.60	14061.22
DH	E	10450	PUBLIC WORKS DIRECTOR	NR	12268.86	14192.35
DH	E	10575	CHIEF OF POLICE	NR	12678.58	14926.94
DH	E	10135	ASSISTANT CITY MANAGER	NR	13436.68	15216.89
n/a	E	02151	CITY MANAGER <sup>2</sup>	NR	16737.50	16737.50
n/a	E	01230	CITY COUNCIL <sup>3</sup>	NR	890.24	991.71

#### FOOTNOTES

<sup>1</sup> FLSA Status: Non-exempt (NE) and Exempt (E)

<sup>2</sup> City Manager Salary set by contract approved by City Council

<sup>3</sup> City Council Salary established by Visalia Municipal Ordinance Code Section 2.04.080



## **Community Profile**

### CITY OF VISALIA MISCELLANEOUS STATISTICS JUNE 30, 2019

Form of government:		Building Permits:	
Council Members elected by district	5	Residential	3,049
Permanent positions:	642	Commercial	319
		Miscellaneous	<u>1,970</u>
		Total	5,338
Public Works:		Fire Protection:	
Area in square miles	38	Stations	6
Miles of streets	525	Safety personnel	70
Traffic signalized intersections	126	Administrative personnel	12
Sewers:		Volunteer personnel (reserves)	0
Number of accounts billed	41,448	Calls for service - Calander year	15,229
Miles of sewer lines	508	Police Protection:	
Miles of storm sewer lines	277	Sworn personnel	162
Number of treatment plants	1	Non-sworn personnel	74
Refuse:		Police reserves	0
Number of residential accounts	41,638	Citizen volunteers	36
Number of commercial accounts	<u>3,654</u>	Calls for service - Calander year	136,374
Total refuse accounts	45,292	Parks and Recreation:	
Business licenses:		Developed City park acreage	269
New licenses issued during the year	1,586	Parks	54
Total business licenses	12,241	Public libraries	1
		Recreation centers	5
		Swimming pools	0
		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
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	18,755	18,755	100.00%	-	18,755	100.00%
2016	19,764	19,764	100.00%	-	19,764	100.00%
2017	20,337	20,337	100.00%	-	20,337	100.00%
2018	21,335	21,335	100.00%	-	21,335	100.00%
2019	22,634	22,634	100.00%	-	22,634	100.00%

CITY OF VISALIA PRINCIPAL PROPERTY TAX PAYERS CURRENT YEAR AND NINE YEARS AGO (In Thousands)						
Taxpayer	2019			2010		
	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.	\$ 172,448	1.63%	1	\$ 118,594	1.49%	1
California Water Service	59,029	0.56%	2	-	-	
Perfection Pet Foods LLC	50,715	0.48%	3	-	-	
Graphic Packing INT	50,224	0.47%	4	-	-	
Visalia Mall LP	45,393	0.43%	5	40,029	-	4
Caldwell Mooney Partners	43,699	0.41%	6	-	-	
VWR International LLC	37,468	0.35%	7	-	-	
Target Corporation	37,441	0.35%	8	-	-	
Cottonwood Fresno Holdings LLC	36,500	0.34%	9	88,954	1.12%	2
J Beast LP	34,408	0.32%	10	-	-	
Imperial Bondware Corp.	-	-	-	56,745	0.71%	3
US Industrial Reit II	-	-	-	26,027	0.33%	7
Crunch Time LP	-	-	-	27,227	0.34%	6
Blam-Jade A Gen PTNSHP	-	-	-	30,140	0.38%	5
Costco Wholesale Corporation	-	-	-	24,570	0.31%	8
DBO Development	-	-	-	23,235	0.29%	9
Moore Business Forms Inc.	-	-	-	22,301	0.28%	10
<b>Total Ten Largest Tax Payers</b>	<b>\$ 567,325</b>	<b>5.35%</b>		<b>\$ 457,822</b>	<b>5.24%</b>	
<b>All Other Tax Payers</b>	<b>\$10,033,951</b>	<b>94.65%</b>		<b>\$ 7,516,248</b>	<b>94.76%</b>	
<b>Total Assessed Valuation - All Tax Payers</b>	<b>\$10,601,276</b>	<b>100.00%</b>		<b>\$ 7,974,070</b>	<b>100.00%</b>	

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 <sup>1</sup>
	Secured	Unsecured		
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%
2016	8,672,154	438,480	9,110,634	0.115%
2017	9,144,989	435,751	9,580,740	0.115%
2018	9,502,122	498,924	10,001,046	0.115%
2019	10,066,721	534,555	10,601,276	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 being taxed. Each year, the assessed value of property may be increased by an "inflation factor" (limited to a maximum increase of 2%). With few exceptions, property is only re-assessed at the time that it is sold to a new owner. At that point, the new assessed value is reassessed at the purchase price of the property sold. The assessed valuation data shown above represents the only data currently available with respect to the actual market value of taxable property and is subject to the limitations described above.

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

**CITY OF VISALIA**  
**CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS**  
**MODIFIED ACCRUAL BASIS OF ACCOUNTING**  
**LAST FIVE FISCAL YEARS**  
(In Thousands)

	Fiscal Year				
	2015	2016	2017	2018	2019
<b>Revenues:</b>					
Sales Tax	\$ 32,237	\$ 36,144	\$ 44,575	\$ 54,104	\$ 58,561
Property Tax	26,711	26,880	22,370	23,694	25,048
Other Taxes	7,662	7,608	7,681	8,272	8,619
Subventions and Grants	13,137	13,286	14,160	10,355	13,505
Licenses and Permits	109	87	81	88	95
Fees and Fines	9,199	10,520	10,552	10,991	12,267
Use of Money and Property	2,334	1,133	1,522	1,843	4,470
Charges for Current Services	6,257	7,014	7,859	8,367	8,692
Miscellaneous	2,067	2,477	2,578	2,260	2,999
<b>Total Revenues</b>	<b>99,713</b>	<b>105,149</b>	<b>111,378</b>	<b>119,974</b>	<b>134,256</b>
<b>Expenditures</b>					
<b>Current:</b>					
General Government	2,896	3,102	3,335	3,913	3,049
Community Development	6,684	5,119	5,245	5,272	6,052
Housing & Economic Development	-	-	-	-	-
<b>Public Safety:</b>					
Police	13,598	15,070	15,855	16,160	17,115
Fire	30,469	31,728	33,378	35,382	38,446
Public Works	5,563	8,958	8,874	9,053	8,966
Parks and Recreation	8,104	3,231	3,531	3,510	3,988
Capital Outlay	17,378	32,435	34,136	24,248	27,031
<b>Debt Service:</b>					
Principal Retirement	2,229	1,178	1,321	1,364	1,136
Interest and Fiscal Charges	138	694	548	507	465
<b>Total Expenditures</b>	<b>87,059</b>	<b>101,515</b>	<b>106,223</b>	<b>99,409</b>	<b>106,248</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>12,654</b>	<b>3,634</b>	<b>5,155</b>	<b>20,565</b>	<b>28,008</b>
<b>Other Financing Sources (Uses):</b>					
Sales of Real Property	12	655	1,465	113	517
Proceeds from Sale of Capital	5	7	3	1	1
Issuance of Debt	1,558	13,121	-	-	-
Bond Premium	-	785	-	-	-
Transfers In	2,482	2,070	8,373	3,272	9,509
Transfers Out	(7,254)	(6,304)	(12,365)	(7,398)	(13,125)
<b>Total Other Financing Sources (Uses)</b>	<b>(3,197)</b>	<b>10,334</b>	<b>(2,524)</b>	<b>(4,012)</b>	<b>(3,098)</b>
<b>Extraordinary Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change in Fund Balances</b>	<b>\$ 9,457</b>	<b>\$ 13,968</b>	<b>\$ 2,631</b>	<b>\$ 16,553</b>	<b>\$ 24,910</b>
<b>Debt Service as a Percentage of</b>					
Noncapital Expenditures <sup>1</sup>	3.2%	2.4%	2.3%	2.3%	2.0%

<sup>1</sup> 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**

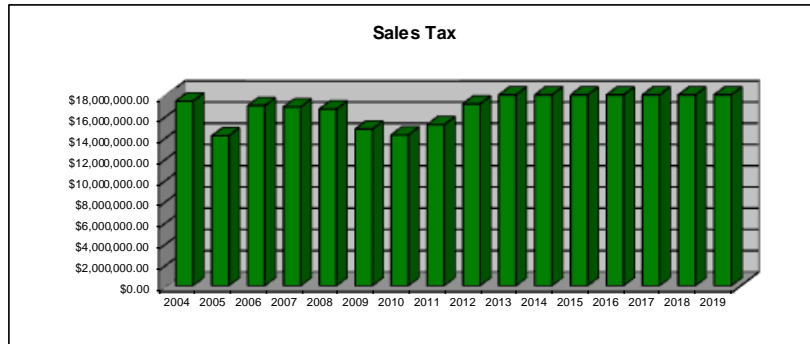
Calendar Year	Population (1)	Assessed Value (in thousands) (2)	Per Capita Assessed Value	Personal Income (in thousands) (3)	Per Capita Personal Income (3)	Unemployment Rate (4)
2010	124,184	\$ 7,974,070	\$ 64,212	\$ 13,496,988	\$ 30,463	16.9%
2011	125,770	7,995,968	63,576	14,432,008	32,261	17.1%
2012	127,061	7,906,416	62,225	14,531,771	32,237	16.5%
2013	128,443	7,700,933	59,956	15,283,723	33,690	14.5%
2014	129,481	8,079,201	62,397	16,941,984	37,117	13.2%
2015	128,447	8,628,953	67,179	17,105,786	37,300	11.0%
2016	130,977	9,110,634	69,559	17,578,692	38,145	10.3%
2017	133,151	9,580,740	71,954	18,466,575	39,756	9.9%
2018	136,246	10,001,046	73,404	NA	NA	9.6%
2019	138,207	10,601,276	76,706	NA	NA	9.1%

Sources: (1) State Department of Finance  
 (2) Tulare County Auditor-Controller  
 (3) US Department of Commerce Bureau of Economic Analysis\*  
 (4) US Department of Labor Bureau of Labor Statistics/State of California Employment Development Department\*

\* Rate for Tulare County as of June 30

Note:  
 Personal Income & Per Capita Personal Income Data from the Bureau of Economic Analysis is only available through 2017.

### 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%
2016	25,897,731	\$ 4,786,588	18.5%
2017	30,835,833	\$ 4,938,102	16.0%
2018	31,140,177	\$ 304,343	1.0%
2019	32,434,989	\$ 1,294,812	4.0%
	Average		3.5%

#### Top 25 Sales Tax Contributors

ARCO AM/PM Mini Marts	McDonald's Restaurants
Best Buy Stores	MWI Veterinary Supply
Bluescope Buildings North America	Nissan of Visalia
Butler Animal Health Supply	Ross Stores
COSTCO Wholesale	Save Mart Supermarkets
Giant Chevrolet Company	Target Stores
HILTI	Tri-Animal Health Services
Home Depot	Visalia Ford
J C Penney Company	Visalia Honda
J.C. Lansdowne	Visalia Toyota
Lampe Chrysler Dodge Jeep Ram	VWR International
Lowe's Home Improvement	Wal Mart Stores
Macy's Department Store	

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

## **Debt Summary**

**City of Visalia  
LEGAL DEBT MARGIN INFORMATION  
(In Thousands)**

	Fiscal Year
	2019
Assessed valuation	\$ 10,601,276
Conversion percentage	25%
Adjusted assessed valuation	2,650,319
Debt limit percentage	15%
Debt limit	397,548
Total net debt applicable to limit: General obligation bonds	-
Legal debt margin	\$ 397,548
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 2020-21

	Beginning Principal 07/01/20	2020-21 Debt Service			Ending Principal 06/30/21
		Principal	Interest	Total	
<b>GOVERNMENTAL ACTIVITY DEBT</b>					
General Fund (001)					
2015 - Cert of Participation *	\$4,925,228	\$ 400,180	\$ 189,782	\$ 589,962	\$4,525,048
2014 VPFA - Cert of Participation Series (1)(2) (396)*	661,600	98,400	29,104	127,504	563,200
<i>Total General Fund (001)</i>	5,586,828	498,580	218,886	717,466	5,088,248
Measure T- Police (121)					
2015 - Cert of Participation *	1,264,549	102,720	48,714	151,434	1,161,829
<i>Total Measure T - Police (121)</i>	1,264,549	102,720	48,714	151,434	1,161,829
Police Impact Fees (106)					
2015 - Cert of Participation *	3,464,220	281,410	133,456	414,866	3,182,810
<i>Total Police Impact Fee (106)</i>	3,464,220	281,410	133,456	414,866	3,182,810
Other Funds					
Orchard Walk (383)	270,000	45,000	19,470	64,470	225,000
Village West (382)	15,130	4,728	943	5,671	10,402
<i>Total Other Funds</i>	285,130	49,728	20,413	70,141	235,402
Total Governmental Activity	\$ 10,600,727	\$ 932,438	\$ 421,469	\$ 1,353,907	\$ 9,668,289
<b>BUSINESS-TYPE ACTIVITY DEBT</b>					
Convention Center (413)					
2015 - Cert of Participation	3,516,003	285,690	135,486	421,176	3,230,313
2014 VPFA - Certificate of Participation (2) (413)	3,473,400	516,600	152,796	669,396	2,956,800
<i>Total Convention Center (413)</i>	6,989,403	802,290	288,282	1,090,572	6,187,113
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	3,936,745	435,232	132,096	567,328	3,501,513
<i>Total Animal Shelter (406)</i>	3,936,745	435,232	132,096	567,328	3,501,513
Wastewater Treatment Plant Upgrade (431)					
Clean Water State Revolving (431)	91,705,253	2,439,417	1,925,810	4,365,227	89,265,836
<i>Total Wastewater (431)</i>	91,705,253	2,439,417	1,925,810	4,365,227	89,265,836
Total Business-Type Activity	\$ 102,631,401	\$ 3,391,249	\$ 2,210,702	\$ 5,601,951	\$ 98,954,462
<b>SUCCESSOR AGENCY ACTIVITY DEBT</b>					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	1,465,000	185,000	62,426	247,426	1,280,000
2004 Mooney Area Loan (363)	1,274,888	126,764	54,353	181,117	1,148,124
<i>Total Successor Agency</i>	2,739,888	311,764	116,779	428,543	2,428,124
Total Successor Agency Activity	\$ 2,739,888	\$ 311,764	\$ 116,779	\$ 428,543	\$ 2,428,124
Total Government Wide Debt Service	\$ 115,972,016	\$ 4,635,451	\$ 2,748,950	\$ 7,384,401	\$ 111,050,875

(1) The 2014 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 2021-22

	Beginning Principal 07/01/21	2021-22 Debt Service			Ending Principal 06/30/22
		Principal	Interest	Total	
<b>GOVERNMENTAL ACTIVITY DEBT</b>					
General Fund (001)					
2015 - Cert of Participation *	\$4,525,048	\$ 420,750	\$ 169,259	\$ 590,009	\$4,104,298
2014 VPFA - Cert of Participation Series (1)(2) (396)*	563,200	102,400	25,088	127,488	460,800
<i>Total General Fund (001)</i>	5,088,248	523,150	194,347	717,497	4,565,098
Measure T- Police (121)					
2015 - Cert of Participation *	1,161,829	108,000	43,446	151,446	1,053,829
<i>Total Measure T - Police (121)</i>	1,161,829	108,000	43,446	151,446	1,053,829
Police Impact Fees (106)					
2015 - Cert of Participation *	3,182,810	295,875	119,024	414,899	2,886,935
<i>Total Police Impact Fee (106)</i>	3,182,810	295,875	119,024	414,899	2,886,935
Other Funds					
Orchard Walk (383)	225,000	45,000	16,366	61,366	180,000
Village West (382)	10,402	4,728	659	5,387	5,674
<i>Total Other Funds</i>	235,402	49,728	17,025	66,753	185,674
Total Governmental Activity	\$ 9,668,289	\$ 976,753	\$ 373,842	\$ 1,350,595	\$ 8,691,536
<b>BUSINESS-TYPE ACTIVITY DEBT</b>					
Convention Center (413)					
2015 - Cert of Participation	3,230,313	300,375	120,834	421,209	2,929,938
2014 VPFA - Certificate of Participation (2) (413)	2,956,800	537,600	131,712	669,312	2,419,200
<i>Total Convention Center (413)</i>	6,187,113	837,975	252,546	1,090,521	5,349,138
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	3,501,513	450,377	116,951	567,328	3,051,136
<i>Total Animal Shelter (406)</i>	3,501,513	450,377	116,951	567,328	3,051,136
Wastewater Treatment Plant Upgrade (431)					
Clean Water State Revolving (431)	89,265,836	2,490,645	1,874,583	4,365,228	86,775,191
<i>Total Wastewater (431)</i>	89,265,836	2,490,645	1,874,583	4,365,228	86,775,191
Total Business-Type Activity	\$ 98,954,462	\$ 3,778,997	\$ 2,244,080	\$ 6,023,077	\$ 95,175,465
<b>SUCCESSOR AGENCY ACTIVITY DEBT</b>					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	1,280,000	190,000	55,026	245,026	1,090,000
2004 Mooney Area Loan (363)	1,148,124	132,506	48,610	181,116	1,015,618
<i>Total Successor Agency</i>	2,428,124	322,506	103,636	426,142	2,105,618
Total Successor Agency Activity	\$ 2,428,124	\$ 322,506	\$ 103,636	\$ 426,142	\$ 2,105,618
Total Government Wide Debt Service	\$ 111,050,875	\$ 5,078,256	\$ 2,721,558	\$ 7,799,814	\$ 105,972,619

(1) The 2014 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.

**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>
				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	January	Total	
						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	-

**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>
				1,396,450
2019/2020	121,562	59,555	181,116	1,274,888
2020/2021	126,764	54,353	181,116	1,148,125
2021/2022	132,506	48,610	181,116	1,015,619
2022/2023	138,346	42,770	181,116	877,273
2023/2024	144,443	36,673	181,116	732,830
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	260,268
2027/2028	171,636	9,480	181,116	88,632
2028/2029	88,631	1,927	90,558	

**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>
					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 Riggins 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>
					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>
				4,357,341
2019/2020	420,596	146,732	567,328	3,936,745
2020/2021	435,232	132,096	567,328	3,501,513
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	2,102,822
2024/2025	499,048	68,280	567,328	1,603,775
2025/2026	516,413	50,914	567,328	1,087,361
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>
				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	-

## WWTP Clean Water State Revolving

On March 27, 2014 the City of Visalia entered into agreement No. 13-818-550 with the State of California Water Resources Control Board for the maximum amount of \$117,490,000. The objective of the Wastewater Treatment Plant Upgrade is to produce recycled water suitable for the identified reuses in conformance with California Administrative Code Title 22 with a plant capacity of 22 million gallons per day. The reuses specified in the agreement point to recycled water for irrigation of the Valley Oaks Gold Course, Highway 198 and 99 interchange, local airport, parks, and agricultural land within the city. It would also allow for water exchange with Tulare Irrigation District.

The support facilities include an administration building, a 1 MW solar photovoltaic facility (to mitigate the project's power consumption), a new seepage receiving station, a primary sludge pipeline, primary sludge pumps, plant drain system flow meters, SCADA system, emergency backup generators, and an upgraded plant wide electrical.

The 30 year financing arrangement begins September 2018 at an interest rate of 2.1%. Principle and interest payments are due each September.

Original Principal Amount:	\$ 117,490,000
Amount borrowed as of 7/1/17:	\$ 92,580,432
CPI Interest as of 7/1/17:	\$ 3,459,927
Amount paid off as of 7/1/17:	\$ 0.00
Principal Outstanding as of 7/1/17:	\$ 96,040,359
Issue Date:	March 27, 2014
Maturity Date:	9/13/47 (Fiscal Year 2047/48)
Interest Rate:	2.1%
Tax Status:	Tax Exempt
Fund Type:	Business Type Activity
Ability to prepay:	Ability to prepay at any time

Where does the money come from? WWTP



### WWTP Clean Water State Revolving – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				94,094,496
2019/2020	2,389,243	1,975,984	4,365,228	91,705,253
2020/2021	2,439,417	1,925,810	4,365,228	89,265,835
2021/2022	2,490,645	1,874,583	4,365,228	86,775,190
2022/2023	2,542,949	1,822,279	4,365,228	84,232,241
2023/2024	2,596,351	1,768,877	4,365,228	81,635,890
2024/2025	2,650,874	1,714,354	4,365,228	78,985,016
2025/2026	2,706,542	1,658,685	4,365,228	76,278,474
2026/2027	2,763,380	1,601,848	4,365,228	73,515,094
2027/2028	2,821,411	1,543,817	4,365,228	70,693,683
2028/2029	2,880,660	1,484,567	4,365,228	67,813,023
2029/2030	2,941,154	1,424,073	4,365,228	64,871,868
2030/2031	3,002,919	1,362,309	4,365,228	61,868,950
2031/2032	3,065,980	1,299,248	4,365,228	58,802,970
2032/2033	3,130,365	1,234,863	4,365,228	55,672,605
2033/2034	3,196,103	1,169,125	4,365,228	52,476,501
2034/2035	3,263,221	1,102,007	4,365,228	49,213,280
2035/2036	3,331,749	1,033,479	4,365,228	45,881,531
2036/2037	3,401,716	963,512	4,365,228	42,479,816
2037/2038	3,473,152	892,076	4,365,228	39,006,664
2038/2039	3,546,088	819,140	4,365,228	35,460,576
2039/2040	3,620,556	744,672	4,365,228	31,840,020
2040/2041	3,696,587	668,640	4,365,228	28,143,433
2041/2042	3,774,216	591,012	4,365,228	24,369,217
2042/2043	3,853,474	511,754	4,365,228	20,515,743
2043/2044	3,934,397	430,831	4,365,228	16,581,346
2044/2045	4,017,020	348,208	4,365,228	12,564,326
2045/2046	4,101,377	263,851	4,365,228	8,462,949
2046/2047	4,187,506	177,722	4,365,228	4,275,443
2047/2048	4,275,443	89,784	4,365,228	0

## **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 are insured by the Federal Deposit Insurance Corporation (FDIC) currently up to \$250,000 per institution 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.

#### 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 \$65.0 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 are insured by the Federal Deposit Insurance Corporation (FDIC) currently up to \$250,000 per institution 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

### Exhibit A City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
FFCB(Fed Farm Credit Bank)	6 and 9 month offered monthly.	Paid at maturity on a 30/360 day basis.	No
	Debentures are issued with 2 to 5 years maturities	Paid semi-annually on a 30/360 day basis.	No
SBA(Small Bus. Administration)	Loans to Small Businesses. The principal portion of the loan is guaranteed by the SBA. 1 to 30 years.	Principal and interest paid monthly. On a 30/360 day basis. Can be a fixed or variable rate which is usually tied to prime rate.	No
FHLMC(Fed. Home Loan Mortgage Corporation)	30 year final with 12 year assumed average life.	Principal and interest paid monthly on a 30/360 day basis.	No
California Securities	Debentures are issued with 2 to 5 years maturities.	Paid semi-annually on a 30/360 day basis.	No
CD(Certificate of Deposit)	3 months to 5 years.	Paid monthly on a actual/360 day basis.	No
NCD(Negotiable Certificates of Deposit)	3 months to 2 years. Some issues have quarterly floating rates.	Paid semi-annually. Floaters pay quarterly.	No
BA Notes(Banker's Acceptance Notes)	30 to 180 days.	Issued at a discount from par. Paid at maturity.	No
Commercial Paper	Unsecured promissory note issued by finance and industrial companies to raise short term capital. Generally 30 to 180 days.	Can be interest bearing or a discounted note. If interest bearing, paid semi-annually. If discounted, paid at maturity.	No
MTN(Medium Term Notes)	2 to 5 years. Extended maturity commercial paper.	Paid semi-annually on a 30/360 day basis.	No

### Exhibit A

#### City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
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
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

## **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.

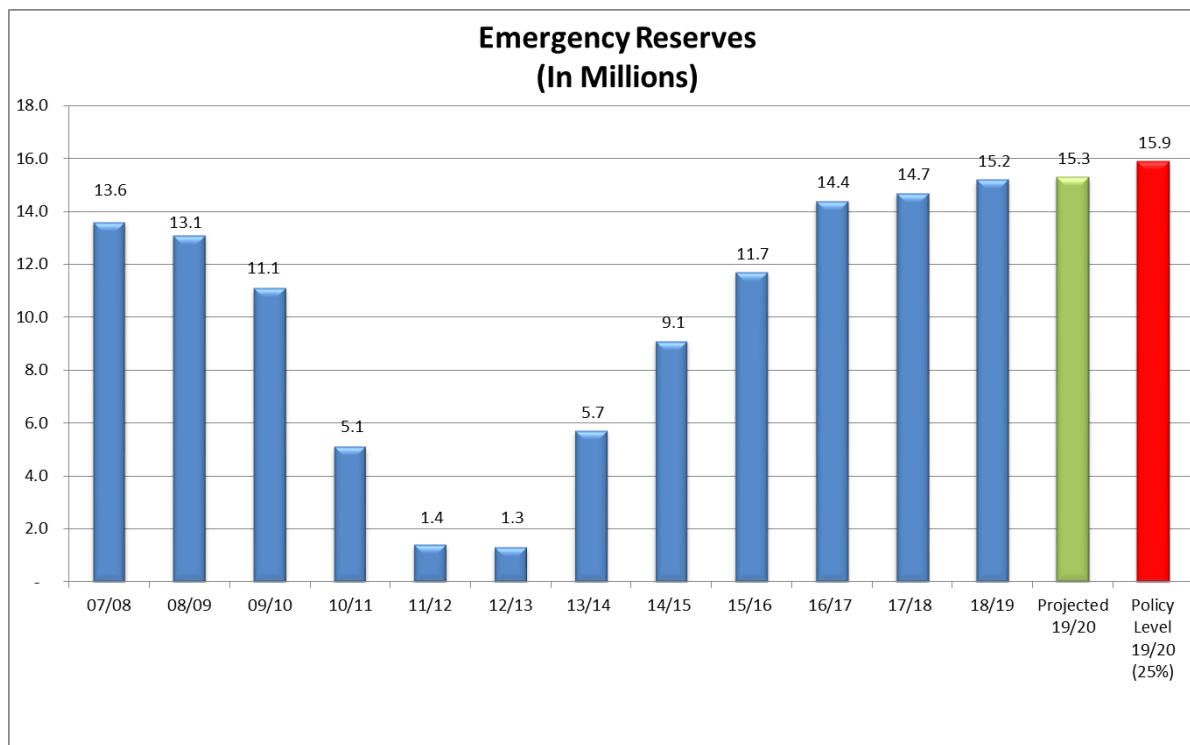
**Variable Rate Debt** – An interest rate on a debt issue which changes at intervals according to an index or a formula or other standard of measurement as stated in the bond contract.

## **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 March 2018, Council adopted a policy for the General Fund Emergency Reserves. The policy is as follows:

- All surpluses be deposited into reserve to maintain fund at 25% of operating expenditures.
- Remaining surplus be deposited into the Civic Center Reserve Fund for future buildings
- 1 time monies & land sales be deposited into the Civic Center Reserve Fund for future buildings

Below is a chart summarizing the General Fund Emergency Reserves.



**Measure N  
Plan**

### Item 20. - Page 1

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** 6/15/2020

**Agenda Item Number (Assigned by City Clerk):** 20.

**Agenda Item Wording:** Second public hearing and adoption of the proposed Measure N Budget for Fiscal Years 2020/21 & 2021/22, with any recommended changes.

**Deadline for Action:** 6/30/2020

**Submitting Department:** Finance

**Contact Name and Phone Number:**

Renee Nagel, 4375  
Amee Swearingen, 4170

**Department Recommendation:** That the City Council conduct a second public hearing on the proposed Measure N budgets for FY 2020/21 and 2021/22. Following the public hearing, staff recommends that Council adopt the proposed budgets.

**Summary:** Measure N requires two public hearings to be held before Council can approve the recommended Measure N budget for FY 2020/21 and 2021/22. The first public hearing was held on June 8, 2020.

The Measure N Budget has to be adopted by June 30, 2020 to be able to spend in FY 2020/21. The recommended budget is included in the recommended City Budget as well.

**Background Discussion:** In November of 2016, the voters of Visalia passed a ½ cent Sales Tax Override, Measure N – The Visalia Essential City Services Measure. Sales Tax from Measure N will provide for essential city services such as police and fire, as well as maintenance of parks and roads. The measure uses a detailed, 10 year plan which includes hiring of personnel, construction of capital projects and equipment purchases.

The approval of a spending plan requires the following steps:

- City Manager makes a recommendation to City Council and makes changes as requested;
  - Budget recommendation was presented to Council on May 4, 2020
- Comments and recommendation received by Sales Tax Oversight Board;
  - The Measure N Oversight Committee reviewed the proposed budget on May 13, 2020 and unanimously approved the recommended Measure N expenditure plan for FY 2020/21 and 2021/22.

COUNCIL ACTION: Approved as Recommended

-729-

SN/BP 4-1  
Collins: No

JUN 15 2020

### Item 20. - Page 2

- Two public Hearings are held at regular Council Meetings to consider expenditure plan
  - First public Hearing held on June 8, 2020.
  - Second public hearing will be held tonight.

#### 2020/21 & 21/22 Proposed Budget

The amended plan is shown in [Table 1, 2020/21 Proposed Measure N Amended Plan \(Year 4\)](#). The recommended budget for the 2020/21 budget, including the Economic Uncertainty Fund, is \$11.4 million. The budget includes \$0.26 million in the Remaining Emerging Needs category which will be brought back to Council and the Oversight Committee once a policy and/or plan has been established.

**Table 1**  
**2020/21 Proposed Measure N Amended Plan (Year 4)**

<b>Police</b>	23 Police Officers	2,862,500	<b>2% Youth Programs</b>		
	7 Professional Staff	540,300		Youth Programs	257,100
	2 Police Cars & Equipment	126,600			
	Operating Expenses	437,700			
	Body Cameras	192,000			
		<u>4,159,100</u>	<b>8% Maintenance &amp; Emerging Needs</b>		
			Building Maintenance	670,000	
			Remaining Emerging Needs*	257,100	
			<b>Total</b>	<b>927,100</b>	
<b>Roads</b>	Street Maintenance	3,900,000	<b>Economic Uncertainty Fund</b>		(158,130)
			@ 10% of annual revenues		
<b>Parks &amp; Rec</b>	2 Park Maintenance Emp.	159,000			
	1 Urban Forest Emp.	82,700			
	1 Recreation Coordinator	91,100			
	Trailway Maintenance	53,000			
	Tree Maintenance	53,000			
	Building Maintenance	53,000			
	New Park Maintenance	53,000			
	Operating Expenses	52,300			
		<u>597,100</u>			
<b>Fire</b>	6 BC, Admin Capt, & Squad Staffing	781,400			
	Operating Expenses	290,800			
	Station 51 - Design	400,000			
		<u>1,472,200</u>			
<b>Other</b>	State Fees, Audits, Accounting	241,100			
		<u>241,100</u>			
	<b>Essential Services Total</b>	<u><b>10,369,500</b></u>			

\*Note: The Remaining Emerging Needs money will not be spent until staff returns to Council with a recommended policy/plan.

### Item 20. - Page 3

The recommended budget for FY 2021/22 is \$15.5 million as shown in [Table 2, 2021/22 Proposed Measure N Amended Plan \(Year 5\)](#). The budget increase from FY 2020/21 is due to the capital project to construct Fire Station 51.

**Table 2**  
**2021/22 Proposed Measure N Amended Plan (Year 5)**

<b>Police</b>	24 Police Officers	3,081,500	<b>2% Youth Programs</b>	
	8 Professional Staff	615,000	Youth Programs	262,800
	1 Police Cars & Equipment	71,000		
	Operating Expenses	449,700	<b>8% Maintenance &amp; Emerging Needs</b>	
	Body Cameras	195,000	Building Maintenance	670,000
		<u>4,412,200</u>	Remaining Emerging Needs*	266,400
			<b>Total</b>	<b>936,400</b>
<b>Roads</b>	Street Maintenance	4,100,000		
			<b>Economic Uncertainty Fund</b>	11,590
<b>Parks &amp; Rec</b>	2 Park Maintenance Emp.	159,600	@ 10% of annual revenues	
	1 Urban Forest Emp.	84,400		
	1 Recreation Coordinator	92,800		
	Trailsway Maintenance	54,000	<b>Grand Total</b>	<b>15,659,690</b>
	Tree Maintenance	54,000		
	Building Maintenance	54,000		
	New Park Maintenance	54,000		
	Operating Expenses	52,300		
		<u>605,100</u>		
<b>Fire</b>	6 BC, Admin Capt, & Squad Staffing	794,700		
	Operating Expenses	290,800		
	Station 51 - Construction	4,000,000		
		<u>5,085,500</u>		
<b>Other</b>				
	State Fees, Audits, Accounting	246,100		
		<u>246,100</u>		
	<b>Essential Services Total</b>	<b>14,448,900</b>		

\*Note: The Remaining Emerging Needs money will not be spent until staff returns to Council with a recommended policy/plan.

The original Measure N plan was established in FY 15/16 which used a lower base line and a conservative number to offset rising cost. Prior to the recent COVID-19, Sales tax was coming in higher than the plan, as shown in [Table 3 Measure N Sales Tax Projection](#). The projection for FY 19/20 assumes a 15% decrease from FY 18/19. The decrease is due to the economic shutdown and the Governors executive orders on deferring sales tax paid by businesses. In order to defer sales tax, up to 12 months, you must meet certain criteria that are outlined by the State. The deferred payments will result in an increase in FY 2020/21. The projected growth for FY 2020/21 & 2021/22 is 1% annually. At this time these numbers are a best case estimate and could be worse if we slip into a recession.



### Item 20. - Page 4

**Table 3**  
**Measure N Funding Sales Tax Projection**  
(in millions)

	17/18		18/19		19/20		20/21		21/22	
	Original Plan	17/18 Actuals	Original Plan	18/19 Actuals	Original Plan	19/20 Projection	Original Plan	20/21 Proposed	Original Plan	21/22 Proposed
Sales Tax	11.0	12.9	11.0	13.5	11.2	11.5	11.5	11.6	11.7	11.7
Difference		1.90		2.5		0.3		0.1		-

Any additional revenue that is received is split among 4 categories as outlined in the Measure N ordinance. In order to meet the requirements and to be able to track revenues and expenditures, per these categories, Measure N is tracked in 4 separate funds. This also allows each category to earn its own interest. It is important to have cash available in each category to be able to advance projects in the plan (if needed) and/or cover higher costs than what was outlined in the plan. Table 4 Measure N Fund Balance Summary, shows each funds ending cash for both years based on the proposed 2 year budget.

**Table 4**  
**Measure N Fund Balance Summary**

	Beginning Cash	Projected Revenues	Transfer	Expenditures	Ending Cash
<b>2020/21 - Year 4</b>					
Essential Services	\$ 3,673,650	\$ 10,538,900		\$ 10,211,370	\$ 4,001,180
2% Youth Programs	\$ 349,012	\$ 237,000		\$ 257,100	\$ 328,912
8% Maint & Emerging Needs	\$ 495,678	\$ 932,100		\$ 927,100	\$ 500,678
Economic Uncertainty	\$ 1,317,010		\$ (158,130)	\$ -	\$ 1,158,880
<b>Total</b>	<b>\$ 5,835,350</b>	<b>\$ 11,708,000</b>	<b>\$ (158,130)</b>	<b>\$ 11,395,570</b>	<b>\$ 5,989,650</b>
<b>2021/22 - Year 5</b>					
Essential Services	\$ 4,001,180	\$ 10,643,200		\$ 14,460,490	\$ 183,890
2% Youth Programs	\$ 328,912	\$ 239,000		\$ 262,800	\$ 305,112
8% Maint & Emerging Needs	\$ 500,678	\$ 941,400		\$ 936,400	\$ 505,678
Economic Uncertainty	\$ 1,158,880		\$ 11,590	\$ -	\$ 1,170,470
<b>Total</b>	<b>\$ 5,989,650</b>	<b>\$ 11,823,600</b>	<b>\$ 11,590</b>	<b>\$ 15,659,690</b>	<b>\$ 2,165,150</b>

### Item 20. - Page 5

Council and the Measure N Oversight Committee has approved the proposed 2020/21 and 2021/22 budgets. This is 2 of 2 public hearings.

**Prior Council Action:** First public hearing on June 8, 2020.

**Other:** N/A

**Committee/Commission Review and Action:**  
Measure N Oversight Committee May 18, 2020

**Alternatives:** None.

**Attachments:** None

**Recommended Motion (and Alternative Motions if expected):**

I move adoption of the proposed Measure N budgets for FY 2020/21 and 2021/22.

Copies of this report have been provided to:

**Environmental Assessment Status**

**CEQA Review:** Click here to enter text.

**Measure T Public Safety  
Plan Certification**

### Item 23. - Page 1

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** 6/15/2020

**Agenda Item Number (Assigned by City Clerk):** 23.

**Agenda Item Wording:** Annual Recertification of the Measure T Plan for FY 2020/21.

**Deadline for Action:** 6/30/2020

**Submitting Department:** Finance

**Contact Name and Phone Number:**

Renee Nagel, 4375  
Amee Swearingen, 4170

**Department Recommendation:** The Measure T plan requires Council to annually recertify the Measure T expenditure plan for the new budget year (FY 2020/21).

**Summary:** The amended Measure T plan elements are on track and sales tax revenues were more than the original plan projection until the COVID -19 pandemic. In FY 2011/12, Council amended the Measure T plan to reduce expenditures and to balance the funds. The amended plan balanced the funds until FY 2013/14 due to hiring the remainder of fire staff and constructing facilities. It is important to remember that the original Measure T plan was structurally imbalanced from its inception, including a structural deficit. The deficit was anticipated to be covered with higher sales tax revenues, lower expenditures, and a General Fund subsidy due to higher growth expected in General Fund sales tax revenue. In fact, the opposite happened in every category, causing the deficit to become larger. In June 2019, Council further amended the plan to help balance the funds.

The current COVID-19 pandemic has taken a toll on the economy, which has affected the City's sales tax. The projected Measure T sales tax is far below the amended plan expenditures and for the first time in five years below the projected plan revenues. Staff is projecting a 15% loss for FY 2019/20 and a 1% increase for FY 2020/21.

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 sales tax is shared 60% police and 40% fire. Thus, the City maintains two funds: Measure T – Fire and Measure T – Police. The measure uses a detailed, 20 year plan which includes hiring of personnel, construction of capital projects, and equipment purchases. The plan also requires each fund to have an economic uncertainty fund of 25% of sales tax revenues collected. This is to be used if revenues do not cover expenditures. However, the plan elements should be funded before the economic uncertainty fund is fully funded.

Plan elements implemented to date are as follows:

COUNCIL ACTION: Approved as Recommended

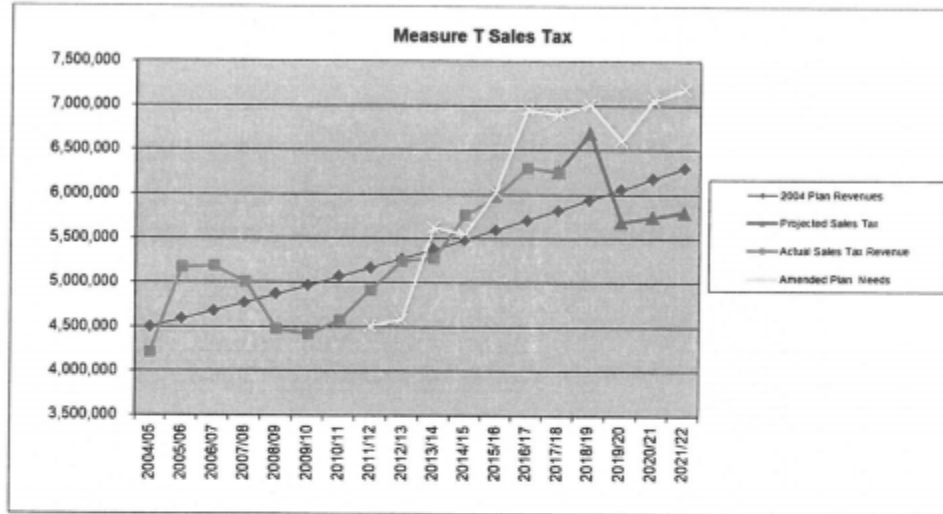
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SN/BP 5-0

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## Item 23. - Page 3

Chart 1 – Measure T Revenues



### Fire Measure T

Fire Measure T expenditures have exceeded the revenues since FY 2013/14. The majority of expenditures are for salary and benefits. The projection for the next 5 years shows a growing annual deficit of \$0.4 million to \$0.6 million due to PERS and benefit increases, as shown in [Table 1: Fire Measure T Projection](#). The annual deficit will be covered temporarily by fund balance that is projected to be \$3.1 million at the end of this fiscal year (2019/20). If there is a vacant position it will be transferred to Measure T which will reduce the annual deficit by approximately \$150,000. The City has a policy that all allocated positions are budgeted. Based on the policy (assuming no vacancies), the fund is projected to run out of cash and economic uncertainty funds in FY 2026/27. Staff will continue to monitor revenues and expenditures.

## Item 23. - Page 4

Table 1: Fire Measure T Projections:

**Amended Plan**  
19/20 - 13 firefighters - no admin captain or BC

	FY 19/20 Projection	FY 20/21 Proposed	FY21/22 Proposed	FY22/23	FY23/24	FY24/25
<b>Revenues</b>						
Sales Tax Revenues	2,276,000	2,298,800	2,321,800	2,368,200	2,415,600	2,463,900
Interest & Strike Team	150,800	180,800	180,800	182,600	184,400	186,200
<b>Total Revenues</b>	<b>2,426,800</b>	<b>2,479,600</b>	<b>2,502,600</b>	<b>2,550,800</b>	<b>2,600,000</b>	<b>2,650,100</b>
<b>Expenditures</b>						
Salaries and Benefits	2,428,400	2,539,600	2,583,300	2,647,900	2,714,100	2,782,000
Operating Expenditures	408,900	402,000	412,700	418,900	425,200	431,600
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,837,300</b>	<b>2,941,600</b>	<b>2,996,000</b>	<b>3,066,800</b>	<b>3,139,300</b>	<b>3,213,600</b>
<b>Surplus/(Shortfall)</b>	<b>(410,500)</b>	<b>(462,000)</b>	<b>(493,400)</b>	<b>(516,000)</b>	<b>(539,300)</b>	<b>(563,500)</b>
<hr/>						
<b>Beginning Fund Balance</b>	<b>3,496,770</b>	<b>3,086,270</b>	<b>2,624,270</b>	<b>2,130,870</b>	<b>1,614,870</b>	<b>1,075,870</b>
Operating Surplus/(Deficit)	(410,500)	(462,000)	(493,400)	(516,000)	(539,300)	(563,500)
Transfer from/(to Economic Uncertainty Fund)						
<b>Ending Fund Balance</b>	<b>3,086,270</b>	<b>2,624,270</b>	<b>2,130,870</b>	<b>1,614,870</b>	<b>1,075,870</b>	<b>512,070</b>
<hr/>						
<b>Economic Uncertainty Fund Balance</b>	<b>670,978</b>	<b>687,752</b>	<b>704,946</b>	<b>722,570</b>	<b>740,630</b>	<b>759,160</b>
Required Economic Uncertainty Fund Balance	606,700	619,900	625,650	637,700	650,000	662,525
Assumptions: Sales Tax - 22/23 and thereafter 1% Economic Uncertainty Fund Balance grows by interest earnings						

### Measure T – Police

Police Measure T revenues have exceeded the expenditures since FY 2012/13 due to the reduction in police officers. This reduction, as well as reducing the VECC contribution, has allowed the fund to have a surplus at the end of each year. Like Fire, the majority of the expenditures are for salary and benefits for 23 officers. The projection for the next 5 years shows an annual deficit starting in FY 2021/22 due to PERS and benefit increases and the drop in sales tax revenues, as shown in [Table 4: Police Measure T Projection](#). The annual deficit will be covered by fund balance that is projected to be \$1.3 million at the end of this fiscal year (2019/20). If there is a vacant position available it will be transferred to Measure T. In the past Police have had several vacancies which have allowed Measure T Police to have an annual savings of approximately \$300,000 - \$400,000. This will reduce the annual deficit. The City has a policy that all allocated positions are budgeted. Based on the policy (assuming no vacancies), the fund is projected to run out of cash and economic uncertainty funds in FY 2024/25. Staff will continue to monitor revenues and expenditures.

## Item 23. - Page 5

Table 4: Police Measure T Projections:

Plan as Amended (28 to 23, 3 are in GF)

Total 23 officers

	FY19/20 Projection	FY 20/21 Proposed	FY21/22 Proposed	FY22/23	FY23/24	FY24/25
<b>Revenues</b>						
Sales Tax Revenues	3,414,000	3,448,100	3,482,600	3,569,700	3,658,900	3,750,400
Interest & Grant Reimb	53,700	65,700	65,700	66,700	67,700	68,700
<b>Total Revenues</b>	<b>3,467,700</b>	<b>3,513,800</b>	<b>3,548,300</b>	<b>3,636,400</b>	<b>3,726,600</b>	<b>3,819,100</b>
<b>Expenditures</b>						
Salaries and Benefits	3,176,600	3,478,000	3,550,400	3,639,200	3,730,200	3,823,500
Operating Expenditures	440,600	488,700	488,700	496,000	503,400	511,000
Debt Payment (VECC)	150,810	151,080	151,090	150,940	151,010	151,190
Capital	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,768,010</b>	<b>4,117,780</b>	<b>4,190,190</b>	<b>4,286,140</b>	<b>4,384,610</b>	<b>4,485,690</b>
<b>Surplus/(Shortfall)</b>	<b>(300,310)</b>	<b>(603,980)</b>	<b>(641,890)</b>	<b>(649,740)</b>	<b>(658,010)</b>	<b>(666,590)</b>
-----						
Beginning Fund Balance	1,593,161	1,292,851	688,871	46,981	(0)	(220,090)
Operating Surplus/(Deficit)	(300,310)	(603,980)	(641,890)	(649,740)	(658,010)	(666,590)
Transfer from/(to Economic Uncertainty Fund)				602,759	437,920	
<b>Ending Fund Balance</b>	<b>1,292,851</b>	<b>688,871</b>	<b>46,981</b>	<b>(0)</b>	<b>(220,090)</b>	<b>(886,680)</b>
-----						
Economic Uncertainty Fund Balance	1,009,700	1,019,800	1,030,000	437,920	-	-
Required Economic Uncertainty Fund Balance	866,930	878,450	887,080	909,100	931,650	954,780

Assumptions: Sales Tax - 22/23 and thereafter 2%  
Economic Uncertainty Fund Balance grows by interest earnings

### Measure T Recertification and Maintenance of Effort Requirement

Measure T is required to complete an annual recertification and maintenance of effort (MOE) calculation. The MOE is to ensure that the General Fund monies budgeted for Police and Fire operations does not fall below the previous years' service level. In the event of an economic emergency, the City Council may only alter this provision by a supermajority (4/5<sup>th</sup>) vote. The City meets this calculation for FY 2020/21 as shown in Table 6: FY 2020/21 MOE Calculation.

### Item 23. - Page 6

Table 6: FY 2020/21 MOE Calculation

General Fund	19/20 Budget	20/21 Budget	Budget Increase/ (Decrease)
Fire Operating Expenditures	\$ 14,197,500	\$ 14,379,500	\$ 182,000
Police Operating Expenditures	\$ 33,823,400	\$ 34,089,000	\$ 265,600
Total	\$ 48,020,900	\$ 48,468,500	\$ 447,600

#### Conclusion

Measure T has implemented the majority of the components of the expenditure plan. Previously, the City has taken steps to reduce ongoing operational costs. Staff will continue to monitor revenues and expenditures going forward.

**Attachments:** None

#### **Recommended Motion (and Alternative Motions if expected):**

Recertify the Measure T expenditure plan for the new budget year, including continuing to modify the Measure T plan elements due to revenues being less than plan for FY 20/21.

Copies of this report have been provided to:

#### **Environmental Assessment Status**

**CEQA Review:** [Click here to enter text.](#)



**Legal Documents Supporting  
Budget**

### Item 21. - Page 1

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** 6/15/2020

**Agenda Item Number (Assigned by City Clerk):** 21.

**Agenda Item Wording:** Public Hearing on, and adoption of, the City of Visalia 2020/21 and 2021/22 multi-year budget. Resolution 2020-31

**Deadline for Action:** 6/30/2020

**Submitting Department:** Finance

**Contact Name and Phone Number:**

Renee Nagel, 4375  
Amee Swearingen, 4170

**Department Recommendation:** That the City Council on June 15, 2020 take the following actions:

- Conduct a required public hearing to receive citizen input; and
- Approve the City Fiscal Year 2020/21 and 2021/22 Budgets;

**Summary:** The City Council has spent the last two months reviewing the Capital Budget as part of the larger budget process. The complete proposed budget was reviewed on June 1, 2020.

Staff recommends that the Council adopt a budget by June 30 to comply with the Charter requirements. The charter requires a budget appropriation for all expenditures. However, if Council is concerned or desires further discussion of the budget, further hearings could be scheduled. This would result in the City having expenditures with no appropriation, which is not a desirable or recommended approach if it can 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. As staff often mentions, the budget is a living, breathing document, because fiscal circumstances change constantly and circumstances can dictate that changes to the budget must be made along the way.

The total budget for FY 2020/21 is \$224.6 million and FY 2021/22 is \$234.0 million as shown in Table 1- Proposed Appropriation.

COUNCIL ACTION: Approved as Recommended

-735-

BP/GC 5-0

JUN 15 2020

### Item 21. - Page 2

**Table 1  
Proposed Appropriations**

<u>Fund Type</u>	<u>2020/21 Appropriations</u>	<u>2021/22 Appropriations</u>
General Fund (ex: Police, Fire, Parks, General Government)	\$ 73,027,400	\$ 73,925,400
Capital Projects Funds (ex: Gas Tax, Impact Fees)	9,792,300	13,338,400
Special Revenue Funds (ex: Streets, MS T & MS R Sales Tax)	41,569,300	45,627,400
Business-Type Funds (ex: Wastewater, Solid Waste, Airport)	80,950,400	79,783,920
Internal Service Funds (ex: MIS, Fleet, Risk)	19,298,300	21,373,300
<b>Total</b>	<b>\$ 224,637,700</b>	<b>\$ 234,048,420</b>

**Background Discussion:** Councilmembers, staff, stakeholders, and interested citizens are strongly encouraged to read the full budget message found at the front of the budget document. That message is a full summary of the critical elements of the proposed budget. This staff report is a short overview of the budget message and the June 1st budget presentation.

Unlike prior budgets, the emphasis on this budget changed in the final stage of preparation – suddenly focused on reassessing our operating revenues and expenditures and making necessary adjustments, due to the COVID-19 Pandemic. Six months ago the City of Visalia, and the economy in general, were economically healthy and thriving. Nobody could have foreseen the changes that have taken place in just a few short months. The strong and progressive budget we had hoped to present for 2020-22 is, very unfortunately and unexpectedly, no longer possible.

**THE COVID-19 PANDEMIC AND THIS TIME OF UNCERTAINTY**

The arrival of COVID-19 has suspended lives, caused pain and tragedy, and has required extraordinary efforts of all of us to limit the pandemic's reach. As a result, the necessary Stay-At-Home order in-place has severely impacted day-to-day economic activity in our community and around the world. Since the Great Recession ended, Visalia has had year after year of positive revenue growth, which has now abruptly ended, and the recession we have been planning for is now here. At the initial time of this writing, a majority of businesses are closed or operating at a limited capacity, and the unemployment rate for Visalia is at 15.5%. Even though we know that the Stay-At-Home order will be lifted at some point, we also know that the virus will remain present, and that restrictions related to social distancing – in some form – will be necessary for an extended period. Our city, will have warily embraced a "new normal." This new normal will have profound effects on our personal lives, our professional work, and our economy.

It is critical to point out that, given the situation described above, the process of budget planning and forecasting has also changed dramatically. Things we knew with certainty have become

### Item 21. - Page 3

uncertain. Trends that were predictable have become unstable. Conditions that we could foresee are now completely in question. We have attempted to maintain a sound budget process and document, but in this extremely dynamic environment we have had to admit that the tried and true budgeting practices will not work this year. Circumstances continue to change on a daily and weekly basis, making estimation of our economic future extremely difficult. Nonetheless, we have to have a budget in place at the beginning of our coming fiscal year, and we have endeavored to do the most responsible job possible.

#### **General Fund**

The City's primary and largest fund is the General Fund, which supports general municipal services such as police, fire, parks, and recreation services. After a great deal of work in response to current conditions, the operating budget for the General Fund is now projected to have deficits of \$1.5 million in FY 2020/21 and \$1.6 million in FY 2021/22. These deficits were minimized by reducing non-essential expenditures, deferring capital replacements, and by not increasing personnel or programs. We expect that the deficits will be covered by salary and benefit savings from vacancies. The City's budget includes all allocated positions and assumes no vacancies, as is our usual practice. In the past vacancy savings were used to fund emergency projects or projects that did not rank high during the budget review process. Currently, the General Fund has 21 vacancies in various departments, however, the majority of these positions will be filled as a result of being critical Public Safety positions.

The total General Fund budget for FY 2020/21 is \$73 million and FY 2021/22 is \$74 million as shown in Table 2 - General Fund Recommended Budget.

### Item 21. - Page 4

Table 2 – General Fund Recommended Budget

	19/20 Projections	20/21 Growth	20/21 Proposed	21/22 Growth	21/22 Proposed
<b>REVENUES</b>					
Sales Tax	29,733,200	1%	30,030,500	1%	30,330,800
Property Tax	13,651,700	1%	13,788,800	0%	13,790,800
Property Tax - VLF Swap	12,178,800	0%	12,178,800	0%	12,178,800
Franchise Fee	2,600,000	1%	2,626,000	1%	2,652,300
Transit Occupancy Tax	2,200,000	2%	2,244,000	2%	2,288,900
Business License Tax	2,400,000	0%	2,400,000	1%	2,424,000
All Other Revenues	7,890,700	4%	8,192,300	6%	8,695,300
<b>Total Operating Revenues</b>	<b>70,654,400</b>	<b>1%</b>	<b>71,460,400</b>	<b>1%</b>	<b>72,360,900</b>
<b>EXPENDITURES</b>					
Non Departmental	755,500	4%	786,800	1%	798,200
Administration	4,535,700	6%	4,841,200	1%	4,902,100
Community Development	2,007,800	5%	2,114,600	2%	2,153,400
Community Services	8,295,100	9%	9,094,400	2%	9,326,000
Finance	3,569,300	-3%	3,451,100	1%	3,489,700
Fire	12,474,300	3%	12,826,400	2%	13,028,400
General Services	29,700	85%	194,700	1%	197,400
Police	26,750,100	7%	28,805,100	2%	29,464,200
Public Works	7,515,200	-1%	7,415,400	2%	7,536,000
<b>Total Operating Expenditures</b>	<b>65,932,700</b>	<b>5%</b>	<b>69,529,700</b>	<b>2%</b>	<b>70,895,400</b>
Less: Allocations Net Reimbursements	2,232,700	0%	2,224,700	0%	2,232,400
<b>Operating Expenditures Less Reimbursements</b>	<b>63,700,000</b>	<b>5%</b>	<b>67,305,000</b>	<b>2%</b>	<b>68,663,000</b>
Capital Expenditures	1,212,800	-506%	200,000	-	-
Transfers Out to Other Funds*	5,595,300	-3%	5,441,900	-4%	5,253,400
<b>Total Expenditures</b>	<b>70,508,100</b>	<b>3%</b>	<b>72,946,900</b>	<b>1%</b>	<b>73,916,400</b>
<b>Surplus/(Deficit)</b>	<b>146,300</b>		<b>(1,486,500)</b>		<b>(1,555,500)</b>

The proposed General Fund budget for FY 2020/21 & 2021/22 has a deficit in in both years of \$1.5 million in FY 2020/21 and \$1.6 million in FY 2021/22. Staff is not recommending using reserves at this time to balance the budget. The City budgets all allocated positions and currently the General Fund has 21 vacancies. On an annual basis, the General Fund has \$2 to \$3 million in vacancy savings which will be used to eliminate the deficit. The General Fund projection for the next two years is very optimistic and assumes modest increases in our major revenue sources. The likelihood that the deficit will get larger is great as the COVID-19 pandemic continues into a recession and businesses struggle to stay open.

### Item 21. - Page 5

#### **Special Revenue, Enterprise Funds, and Other Funds**

There are no notable changes in the Special revenue or Enterprise Funds.

The Measure T Plan will be brought to Council for the annual recertification on June 15<sup>th</sup>. Measure N will had its first public hearing June 8th and the second public hearing will be held with the budget public hearing. For more detail on the Special revenue and Enterprise Funds, please refer to the Budget Message located in the first section of the biennial budget document.

#### **Capital Improvement Projects (All Funds)**

The City's Capital Improvement Program (CIP) consists of a six year plan with the first two years being appropriated with the recommended biennial budget. The projects recommended have been reviewed by City Council and are listed in detail in the Capital Improvement Section of the budget document. The total CIP recommended for FY 2020/21 is \$45.6 million and \$51.7 million for FY 2021/22 as shown in Table 3– 2020/21 to 2025/26 CIP Summary.

### Item 21. - Page 6

**Table 3 – 2020/21 to 2025/26 CIP Program Summary**

Fund Name (Number)	2020-21	2021-22	Future Capital Projects
General Fund (001)	200,000	-	-
General Fund Designation (Police Unclaimed Funds-012)	41,500	-	-
<b>General Fund</b>	<b>241,500</b>	<b>-</b>	<b>-</b>
Gas Tax (111)	4,902,300	4,725,300	20,038,600
SBI - RMRA (113)	2,526,200	2,470,000	10,644,000
Measure R-Local Fund (131)	4,663,300	3,928,300	11,369,600
Measure R-Trailways (132)	610,700	341,000	2,010,000
Measure R-Regional Projects (133)	100,000	1,400,000	600,000
Measure N (141 & 142)	5,338,700	9,092,400	19,926,300
Underground Water Recharge (224)	535,000	745,000	3,330,000
Waterways Maintenance (251)	230,000	150,000	395,000
Landscape and Lighting (273)	247,800	367,100	1,477,700
Community Development Block Grant (CDBG-311)	783,800	753,800	2,350,400
<b>Special Revenue Funds</b>	<b>19,937,800</b>	<b>23,972,900</b>	<b>72,141,600</b>
Corporation Yard Impact Fee (103)	-	87,100	1,973,250
Fire Impact Fee (106)	37,500	37,500	150,000
Park & Recreational Facilities (211)	740,000	2,922,900	12,205,850
Storm Sewer Construction (221)	730,000	318,000	5,189,500
Transportation Impact Fees (241)	5,044,200	4,432,500	14,072,400
Waterways Fund (261)	1,000,000	750,000	2,900,000
State Transportation Fund (281)	1,575,000	3,643,800	9,622,000
NE Capital (291)	110,000	590,000	-
Parking In-Lieu (611)	290,000	-	-
<b>Capital Projects Funds</b>	<b>9,526,700</b>	<b>12,781,800</b>	<b>46,113,000</b>
Storm Sewer Deficiency (222)	2,104,700	75,000	3,211,250
Wastewater Trunk Line Construction (231)	600,000	130,000	16,447,000
Sewer Connection (232)	-	-	4,050,000
Building Safety (401)	303,800	-	-
Animal Services (406)	15,000	-	-
Airport (411)	222,000	82,000	4,544,500
Convention Center (413)	-	-	125,000
Wastewater (431)	3,513,600	3,966,500	11,595,000
Solid Waste (441)	6,201,500	5,488,200	15,867,050
Transit Capital (452)	645,000	1,515,400	15,282,350
Storm Sewer Maintenance & Operations (481)	552,700	665,000	7,412,700
<b>Enterprise (Business-type) Funds</b>	<b>14,168,300</b>	<b>11,922,100</b>	<b>78,634,850</b>
Fleet Maintenance (501)	-	-	237,500
Vehicle Replacement (502)	912,700	1,821,700	3,725,700
Police Vehicle Replacement Measure T (503)	-	-	582,100
Fire Vehicle Replacement Measure T (504)	-	-	890,700
Information Services (511)	846,000	1,176,000	2,861,000
<b>Internal Service Funds</b>	<b>1,758,700</b>	<b>2,997,700</b>	<b>8,297,000</b>
<b>Total Capital Appropriation</b>	<b>48,623,000</b>	<b>61,674,800</b>	<b>206,086,450</b>

#### Recommended Budget Positions

This budget includes new positions to improve services provided to citizens. In addition to the positions recommended, several other positions were requested by departments. Due to the lack of resources, staff is only recommending a limited number of positions. Additional positions are an on-going expense and need to be prioritized. A list of new positions is included in the Budget Message which is located in the front section of the budget.

### Item 21. - Page 7

During the June 1<sup>st</sup> budget presentation Council requested staff to review staffing levels for Engineering Development to improve in turnaround time of projects. If additional positions are needed, staff will bring back at a future meeting.

#### **Budget Conclusion**

The City entered into FY 2019/20 in a strong financial position and had strong revenue growth amongst all funds for a majority of the fiscal year. This has all come to a halt due to the COVID-19 pandemic, which has affected our economy and our lives in many ways. Even as this budget is being finalized, the statewide Stay-At-Home order is still in place and many businesses are still not able to be open. The current projections anticipate a slow recovery spanning over the next two years, as shown in the General Fund forecast. Due to fiscal prudence on the part of the City Council, and careful fiscal management on the part of City staff, the City is generally in a good financial position, with General Fund Emergency Reserves at, or extremely near, 25% of operating expenditures. We will continue to monitor the City finances closely during these difficult financial times and will return to Council with amendments as needs and resources are identified.

**Fiscal Impact:** N/A

**Prior Council Action:** Council conducted work sessions on April 6, 20 and May 4, 18 to review Capital Project's. June 1 the proposed budget was presented for FY 20/21 & 21/22.

#### **Recommended Motion (and Alternative Motions if expected):**

That the City Council on June 15, 2020:

- Conduct a required budget public hearing;
- Approve the City Fiscal Year 2020/21 and 2021/22 Budgets

Copies of this report have been provided to:



### RESOLUTION NO. 2020-31

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA ADOPTING THE APPROPRIATION LEVELS FOR ALL FUNDS FOR FISCAL YEARS 2020-21 AND 2021-22 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 15, 2020 on the proposed multi-year budget for the City of Visalia for the 2020-21 and 2021-22 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 2020-21 and 2021-22 and in concept out to 2025-26, as part of the 2020-21/2021-22 multi-year budget is necessary.

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of Visalia that the budget for the 2020-21 fiscal year totaling \$224,637,700 and for the 2021-22 fiscal year totaling \$234,048,420 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

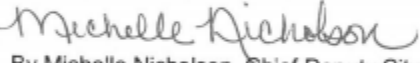
**BE IT FURTHER RESOLVED** by the City Council of the City of Visalia that any currently active capital projects and operating funds that do not meet the criteria to be encumbered or designated, be re-appropriated.

PASSED AND ADOPTED: June 16, 2020      RANDY GROOM, CITY CLERK

STATE OF CALIFORNIA)  
COUNTY OF TULARE    ) ss.  
CITY OF VISALIA        )

I, Randy Groom, City Clerk of the City of Visalia, certify the foregoing is the full and true Resolution 2020-31 passed and adopted by the Council of the City of Visalia at a regular meeting held on June 15, 2020.

Dated: June 16, 2020

RANDY GROOM, CITY CLERK  
  
By Michelle Nicholson, Chief Deputy City Clerk

### Item 22. - Page 1

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** 6/15/2020

**Agenda Item Number (Assigned by City Clerk):** 22.

**Agenda Item Wording:** City Council approval of Resolution 2020-<sup>30</sup>~~XX~~ adopting the Fiscal Year 2020-21 appropriations limit for the City of Visalia's General Fund.

**Deadline for Action:** 6/30/2020

**Submitting Department:** Finance

**Contact Name and Phone Number:**

Amee Swearingen, 4170  
Renee Nagel, 4375

**Department Recommendation:** That the City Council adopt Resolution 2020-<sup>30</sup>~~XX~~ establishing the appropriations limit for the 2020-21 fiscal year in the amount of \$173,809,235 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.

This figure bears little relation to actual City revenues and expenditures, but is a statutorily required appropriations limit. It is very common for a City's "Gann Limit" to be substantially higher than actual budgets.

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 0.69% and per capita income change of 3.73%, the appropriations limit for Visalia is \$173,809,235. The total General Fund appropriation subject to limitation for the fiscal year 20-21 is \$63,849,500 which is well under the appropriations limit as shown in Table 1, Gann Appropriations Limit.

COUNCIL ACTION: Approved as Recommended

-745-

GC/PC 5-0

JUN 15 2020

### Item 22. - Page 2

Appropriations Limit FY 2019-20	\$166,404,246
Adjustment Factors:	
Population Change (0.69+100/100=1.0069)	1.0069
Per Capita Income Change (3.73+100/100=0.0373)	x 1.0373
Total Adjustment Factor	<u>1.0445</u>
Adjustment Amount	<u>7,404,989</u>
Appropriations Limit for FY 2020-21	<b>173,809,235</b>
Budgeted Expenditures Subject to Limit FY 2020-21	<u>63,849,500</u>
Amount of Unspent Authorized Appropriation	<b><u>\$109,959,735</u></b>

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 2019-20 limit.

	Tax Proceeds	Non-Tax Proceeds	Total
General Fund			
Taxes	\$63,849,500	\$0	\$63,849,500
Licenses & Permits	0	165,900	165,900
Fines	0	1,043,700	1,043,700
Revenue From Use of Money & Property	0	267,000	267,000
Revenue From Other Agencies	0	2,092,700	2,092,700
Revenue for Current Services	0	2,924,300	2,924,300
Other Revenue	0	594,800	594,800
Subtotal	<u>63,849,500</u>	<u>7,088,400</u>	<u>70,937,900</u>
Interest	0	522,500	522,500
Total General Fund	<b><u>\$63,849,500</u></b>	<b><u>\$7,610,900</u></b>	<b><u>\$71,460,400</u></b>

**Item 22. - Page 3**

**Fiscal Impact:** None

**Committee/Commission Review and Action:**  
None

**Alternatives:** None

**Attachments:**

Attachment 1 – Resolution No. 2020-XX

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. 2020-XX establishing the appropriations limit for the 2020-21 fiscal year in the amount of \$173,809,235 for the General Fund.

Copies of this report have been provided to:

**Environmental Assessment Status**

**CEQA Review:** [Click here to enter text.](#)

### Item 22. - Page 5



GAVIN NEWSOM • GOVERNOR

STATE CAPITOL • ROOM 1145 • SACRAMENTO CA • 95814-4998 • WWW.DOF.CA.GOV

May 2020

Dear Fiscal Officer:

**Subject: Price Factor and Population Information**

#### **Appropriations Limit**

California Revenue and Taxation Code section 2227 requires the Department of 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, 2020, in conjunction with a change in the cost of living, or price factor, to calculate their appropriations limit for fiscal year 2020-21. 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 2020-21 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. California 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 section and the California Constitution can be accessed at the following website: <http://leginfo.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. California 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, 2020.**

**Please Note:** The prior year's city population estimates may be revised. The per capita personal income change is based on historical data. Given the stay-at-home orders due to COVID-19, growth in the coming years may be substantially lower than recent trends.

If you have any questions regarding this data, please contact the Demographic Research Unit at (916) 323-4086.

/s/ Keely Martin Bosler

KEELY MARTIN BOSLER  
Director

Attachment

-749-

### Item 22. - Page 6

May 2020

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 2020-21 appropriation limit is:

Per Capita Personal Income

Fiscal Year (FY)	Percentage change over prior year
2020-21	3.73

- B. Following is an example using sample population change and the change in California per capita personal income as growth factors in computing a 2020-21 appropriation limit.

**2020-21:**

Per Capita Cost of Living Change = 3.73 percent  
Population Change = 0.22 percent

Per Capita Cost of Living converted to a ratio:  $\frac{3.73 + 100}{100} = 1.0373$

Population converted to a ratio:  $\frac{0.22 + 100}{100} = 1.0022$

Calculation of factor for FY 2020-21:  $1.0373 \times 1.0022 = 1.0396$

### Item 22. - Page 62

Fiscal Year 2020-21

**Attachment B**  
**Annual Percent Change in Population Minus Exclusions\***  
**January 1, 2019 to January 1, 2020 and Total Population, January 1, 2019**

County City	Percent Change 2019-2020	--- Population Minus Exclusions ---		Total Population
		1-1-19	1-1-20	1-1-2020
Tulare				
Dinuba	1.19	25,689	25,994	25,994
Exeter	0.19	11,009	11,030	11,030
Farmersville	0.03	11,396	11,399	11,399
Lindsay	0.01	13,153	13,154	13,154
Porterville	0.38	59,218	59,443	59,655
Tulare	2.07	66,457	67,834	67,834
Visalia	0.69	137,696	138,649	138,649
Woodlake	1.07	7,691	7,773	7,773
Unincorporated	0.35	143,933	144,433	144,489
County Total	0.73	476,242	479,709	479,977

\*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 15, 2020 at 7:00 p.m., at the Visalia Convention Center, 303 E. Acequia, Visalia, CA 93291 to consider the following:

#### **Public Hearing for the adoption of a proposed multi-year budget for fiscal years 2020-21 and 2021-22 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 St, Visalia, Calif. 93291.

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