

# Visalia City Council Agenda

For the regular meeting of: MONDAY, June 2, 2008

Location: City Hall Council Chambers, 707 W. Acequia, Visalia CA 93291

Mayor: Jesus J. Gamboa  
Vice Mayor: Bob Link  
Council Member: Greg Collins  
Council Member: Donald K. Landers  
Council Member: Amy Shuklian

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All items listed under the Consent Calendar are considered to be routine and will be enacted by one motion. If anyone desires discussion on any item on the Consent Calendar, please contact the City Clerk who will then request that Council make the item part of the regular agenda.

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## **INTRODUCTION OF NEW FIREFIGHTER PARAMEDICS**

Battalion Chief Danny Wristen will introduce Zach DeMoss, Michael Durham, Geoff Randall, Darrin Woodbridge, new Firefighter Paramedics

## **WORK SESSION AND ACTION ITEMS (as described)**

**5:00 p.m.**

### **Public Comment on Work Session and Closed Session Items -**

- 5:05 p.m. 1. Authorization to hire Willdan Financial Services to conduct a nexus study for implementation of an Agricultural Land Conversion Mitigation Program.
- 5:30 p.m. 2. Continued review of select FY 2008-09 & 2009-10 Capital Improvement budgets and future Capital Improvement Program (CIP) requests.
3. *Item removed at the request of staff*

*The time listed for each work session item is an estimate of the time the Council will address that portion of the agenda. Members of the public should be aware that the estimated times may vary. Any items not completed prior to Closed Session may be continued to the evening session at the discretion of the Council.*

## **ITEMS OF INTEREST**

## **CLOSED SESSION**

**6:00 p.m. (Or, immediately following Work Session)**

4. Conference with Legal Counsel - Existing Litigation (Subdivision (a) of 54956.9 GC)  
Name of Case: Elliot Farms LTD v. City of Visalia TCSC No. 08-228038

5. Conference With Real Property Negotiators (G.C.§54956.8)  
Property: 1910 Linwood (Portion of APN: 077-087-052)  
Under Negotiation: Approval of purchase terms and conditions  
Negotiating Parties for City: Steve Salomon, Vince Elizondo, Don Stone, Colleen Carlson  
Negotiating Parties for Seller: Phil Mirwald, California Water Service
  
6. Conference with Real Property Negotiators (G.C. §54956.8)  
Property: A portion of APN # 085-190-004 for riparian setback purposes on Mill Creek  
Under Negotiation: Price, terms, conditions of purchase  
Negotiators: Steve Salomon, Vince Elizondo, Don Stone, Paul Shepard, Lee Akins and Bill Allen.

## **REGULAR SESSION**

**7:00 p.m.**

### **PLEDGE OF ALLEGIANCE**

**INVOCATION** – Pastor Mike Buford, Calvary Chapel

### **SPECIAL PRESENTATIONS/RECOGNITION**

**CITIZENS REQUESTS** - This is the time for members of the public to comment on any matter within the jurisdiction of the Visalia City Council. This is also the public's opportunity to request that a Consent Calendar item be removed from that section and made a regular agenda item for discussion purposes. Comments related to Regular or Public Hearing Items listed on this agenda will be heard at the time the item is discussed or at the time the Public Hearing is opened for comment. The Council Members ask that you keep your comments brief and positive. Creative criticism, presented with appropriate courtesy, is welcome. The Council cannot legally discuss or take official action on citizen request items that are introduced tonight. In fairness to all who wish to speak tonight, each speaker from the public will be allowed three minutes (speaker timing lights mounted on the lectern will notify you with a flashing red light when your time has expired). Please begin your comments by stating and spelling your name and providing your street name and city.

7. **INFORMATION ONLY** - no action required. Receive Planning Commission Action Agenda for the meeting of May 27, 2008.

*Convene jointly as the Visalia City Council and the Community Redevelopment A*

### **RDA CONSENT CALENDAR**

8. Authorization for the City Manager to execute an Addendum to Master Agreement between the City of Visalia, the Redevelopment Agency and Kaweah Delta Health Care District designating 84 parking spaces in the West Acequia Parking Structure to Kaweah Delta Health Care District.

*Adjourn as the joint Visalia City Council and Community Redevelopment Agency and remain seated as the Visalia City Council*

## CHANGES TO THE AGENDA/ITEMS TO BE PULLED FOR DISCUSSION

9. CONSENT CALENDAR - Consent Calendar items are considered routine and will be enacted by a single vote of the Council with no discussion. For a Consent Calendar item to be discussed, or voted upon individually, it must be removed at the request of the Council.
  - a) Authorization to read ordinances by title only.
  - b) Authorization to adopt the 2007 Transit Planning Study and authorize transit staff to implement its recommendations as outlined.
  - c) Authorization to award the contract for a Short Range Transit Plan to Moore & Associates in the amount of \$69,832.96.
  - d) Authorize a grant application submittal to the California Department of Housing and Community Development (HCD), funding within the CalHOME Programs (First Time Homebuyer Mortgage Assistance and Owner-Occupied Rehabilitation) in the amount of \$900,000. **Resolution 2008-30 required.**
  - e) Authorize support of AB 3034 (Galgiani and Ma) High Speed Rail and Authorize staff to send letters to the appropriate entities.
  - f) Authorization to support the Tulare County Economic Development Corporation's (TCEDC) State Enterprise Zone application and contribute City's financial share in the amount of \$62,189.
  - g) Authorize support for AB 844 (Berryhill and Maze) Junk Dealers and authorize staff to send letters to the appropriate entities.
  - h) Authorization to implement fuel cell technology at the waste water treatment plant while further assessing the feasibility of solar installations at the plant and other energy efficiency measures.
10. **PUBLIC HEARING** - To place Miscellaneous Special Assessments on the Tulare County secured property tax roll for Sewer Connection, Business Incentive Zone, Curb and Gutter, Landscape and Lighting, Northeast Improvement District, Sewer, Weed and Lot Clearing, Code Enforcement, Los Rios/Casa Blanca and Property and Business Improvement District. **Resolution 2008-31 required.**
11. **PUBLIC HEARING** - Biennial amendments to the City's Rates & Fees document effective for the Fiscal Years 2008/09 and 2009/10. Proposed adjustments include, but are not limited to the following services; administrative, community development, public safety, public works and parks and recreation. **Resolution 2008-32 required.**

## REPORT ON ACTIONS TAKEN IN CLOSED SESSION

## REPORT OF CLOSED SESSION MATTERS FINALIZED BETWEEN COUNCIL MEETINGS

Buyer	Seller	APN Number	Address	Purpose	Closing Date	Project Manager
City of Visalia	Colegio De Le Tierra	6,226 sf portion of APN 079-071-020	Along Dinuba Blvd, north of Shannon Ave.	Road Widening purposes	05/23/08	Andrew Benelli

### Upcoming Council Meetings

- Monday, June 9, 2008, Work Session 4:00 p.m. Special Session 7:00 p.m. – Convention Center 303 E. Acequia
- Monday, June 16, 2008, Work Session 4:00 p.m. Regular Session 7:00 p.m. – City Council Chambers, 707 W. Acequia
- Monday, June 23, 2008, Special Session 6:00 p.m., Joint City Council and Kaweah Delta District Hospital Board – Visalia Convention Center, 303 East Acequia
- Monday, July 14, 2008, Work Session 4:00 p.m. Special Session 7:00 p.m. – Convention Center 303 E. Acequia

*In compliance with the American Disabilities Act, if you need special assistance to participate in meetings call (559) 713-4512 48-hours in advance of the meeting. For Hearing-Impaired - Call (559) 713-4900 (TDD) 48-hours in advance of the scheduled meeting time to request signing services.*

*Any written materials relating to an item on this agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the Office of the City Clerk, 425 E. Oak Street, Visalia, CA 93291, during normal business hours.*

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** 6/2/2008

**Agenda Item Number (Assigned by City Clerk):** 1

**Agenda Item Wording:** Authorization to hire Willdan Financial Services to conduct a nexus study for implementation of an Agricultural Land Conversion Mitigation Program

**Deadline for Action:** none

**Submitting Department:** Community Development

**Contact Name and Phone Number:** Michael Olmos, Assistant City Manager, 713-4332, Chris Tavarez, Management Analyst, 713-4540, Fred Brusuelas, Community Development Assistant Director, 713-4364,

**Department Recommendation**

Council authorized the formation of an Ag Land Mitigation committee to recommend to Council an appropriate consultant for a nexus study for an Ag Land Conversion Mitigation Program. It is the recommendation of the Committee that Council authorize the City Manager to execute an agreement with Willdan Financial Services (formerly known as Muni Financial) to prepare a nexus study for implementation of an Ag Land Conversion Mitigation Program. Willdan has been selected as the top recommendation to Council. An estimated budget of \$40,000 per the RFP proposal would be advanced by the General Fund and be repaid by fees obtained from an implemented program.

Staff is also recommending that Council authorize the City to partner with the City of Tulare as they have recently expressed interest in this study, the requested budget would cover Visalia's costs. The work to be performed will provide the technical work needed for implementation of mitigation options for future conversion of agricultural land to urban use, including an in-lieu fee as part of an Agricultural Mitigation Program.

**Department Discussion**

During past work sessions on growth issues, the City Council has discussed the loss of agricultural resources that results from the conversion of farm land to urban uses. Loss of agricultural land caused by conversion to urban uses is identified in the environmental impact report for the 2020 Plan as an unmitigated impact. As a result of these discussions, Council

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): 15.

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** 5/21  
**City Atty** N/A  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

authorized Staff to solicit proposals for preparation of a nexus study for an Agricultural Land Conversion Mitigation Program.

The Ag Land Mitigation Program outline proposed for this program will include a combination of in-kind Ag land protection and in lieu fee payments. Willdan has included in their proposal a scope of services that will provide flexibility for one or more of the following components:

- Development impact fees imposed under the authority of the Mitigation Fee Act or per acre fee charged in lieu of direct project mitigation
- In-kind mitigation by the applicant that includes easement acquisition and ownership transfer of qualifying agricultural property
- Other preservation instruments satisfying the City's mitigation policy
- Right to farm deed restrictions for agricultural property upon issuance of a conditional use permit by the City

The current proposed project schedule is as follows:

- Task 1 - Gather Data and Establish Program Policies (Month 1)
- Task 2 - Support Stakeholder Working Group/ Community Meetings (Month 1 & 2)
- Task 3 - Prepare Fee Justification Study (Month 3)
- Task 4 - Assist with Public Hearings (Month 4 & 5)
- Task 5 - Assist with Program Implementation (Month 6)

Willdan's scope of work takes into consideration stakeholder interests and acknowledges "solutions are not easy, but they must be local". *It is anticipated by Staff to have a proposed Ag Land Mitigation Program for Council approval by the end of calendar year 2008. Implementation of an impact fee can begin 60 days following adoption.* The Ag Land Mitigation Committee will continue to be utilized as a sounding board for the selected consultant during the preparation of the nexus study.

The City of Tulare has recently approached Staff on this proposed study and has asked to partner with Visalia under a single contract. Tulare is interested in this study to encompass not only Ag Land but also to look at the loss of other open land such as wildlife areas, habitat and other open space areas that would be lost to urban development. The same topics were discussed in Committee interviews and thought to be valid considerations when obtaining community input for this study. This project provides an opportunity to work in cooperation with surrounding communities and help develop broader regional participation for a proposed mitigation program. A partnership of mutual interest is also beneficial because there are similar stakeholder groups and planning areas such as the buffer between the two cities.

If a partnership with Tulare is authorized, Visalia would be the lead partner in working with the Willdan for the nexus study and development of a mitigation program. The budgeted cost of \$40,000 is estimated to cover the City of Visalia's portion of a joint project. Tulare would be willing to pay a 50/50 split of the costs for the project. If a partnership is authorized, the scope of the work needing to be done for the City of Visalia does not change, the end result of having a nexus study to support an adoptable Agriculture Land Conversion Mitigation Program remains the same as originally proposed.

Tulare County's Local Agency Formation Commission (LAFCO) discussed in a meeting with Staff (held early 2008) the potential benefit of the City of Visalia partnering with other interested agencies in performing a nexus study on the conversion of Ag Land and other non-urbanized land. The formation of a partnership with multiple cities could provide a broader support for a proposed mitigation program and help in obtaining support from surrounding communities on

how and where mitigation should occur. This program would serve as the catalyst to encourage other jurisdictions in the County to adopt similar programs.

**Prior Council/Board Actions:**

10/1/07 – Council authorized staff to solicit proposals for a nexus study on Ag Land conversion to urban uses

**Committee/Commission Review and Actions:**

An Ag Land Mitigation Committee was formed for RFP 07-08-38 in order to bring a recommendation to Council of the consultant best suited for a nexus study for an Ag Land Mitigation Program.

The committee members were:

Amy Shuklian – City Council

Adam Peck – Planning Commission

Cliff Ronk – Centex Homes

Greg Collins – City Council

Patricia Stever – Tulare County Farm Bureau

Terese Lane – Planning Commission

Seven proposals were submitted by URS Corporation, Pacific Municipal Consultants, Environmental Science Associates, EDAW Incorporated, Applied Development Economics, Mid-Valley Engineering, and Willdan Financial Services to the City for the RFP, the Committee interviewed the following three consultants:

1. Willdan Financial Services
2. URS Corporation
3. Pacific Municipal Consultants

Based on past work, proposal outline/presentation and expertise of staff the Committee recommends the selection of Willdan Financial Services.

**Alternatives:**

A – Authorize staff to enter into a contract for a nexus study and implementation for an Ag Land Conversion Mitigation Program with the Willdan Financial without partnering with the City of Tulare.

B - Not hire a consultant at this time for a nexus study and implementation of an Ag Land Conversion Mitigation Program.

**Attachments:**

Copy of Request for Proposal on Agricultural Land Mitigation Free Nexus Study 07-08-38

**Recommended Motion (and Alternative Motions if expected):**

I move to authorize staff to engage the services of Willdan Financial for an Ag Land Conversion Mitigation nexus study and partner with the City of Tulare to conduct the nexus study as required for implementation of a mitigation program for conversion of Ag Land and other non-urbanized land to urbanized use.

(Alternative Motion - A)

I move to authorize staff to engage the services of Willdan Financial to conduct an Ag Land Conversion Mitigation nexus study as required for the implementation of a mitigation program for conversion of Ag Land and other non-urbanized land to urbanized use.

(Alternative Motion – B)

I move to not proceed at this time for a nexus study and implementation of an Ag Land Conversion Mitigation Program.

***Environmental Assessment Status***

**CEQA Review: N/A**

**NEPA Review: N/A**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:



**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 02, 2008

**Agenda Item Number (Assigned by City Clerk): 2**

**Agenda Item Wording:** Continued review of select FY 2008-09 & 2009-10 Capital Improvement budgets and future Capital Improvement Program (CIP) requests.

**Deadline for Action:** June 23, 2008

**Submitting Department:** Administration/Finance Division

**Contact Name and Phone Number:**

Eric Frost, 713-4474	Andrew Benelli, 713-4340
Renee Nagel, 713-4375	Eric Bons, 713-4350
Melody Murch, 713-4379	Earl Nielsen, 713-4533
Adam Ennis, 713-4323	

**Department Recommendation:**

That the City Council accepts the fourth presentation of the City's Capital Improvement Project (CIP) report and provide direction as appropriate. The Council is scheduled to act upon the CIP budget in June.

**Discussion:**

This is Council's fourth opportunity to review a portion of the proposed FY 2008-14 Capital Improvement Program (CIP). The final presentation of CIP Funds will be brought to Council on June 9, 2008.

The Capital Improvement Program presents the 2008/09 and 2009/10 fiscal years for adoption and appropriation. Four additional years are presented for planning purposes (2010-2014). This allows Council to plan future projects and consider the near term impacts of those decisions. However, only the first two years are proposed for adoption and deserve the greater scrutiny.

It is recommended that Council review and tentatively approve or direct changes to the attached proposed Capital Improvement Program (CIP) budgets for the selected funds. No formal action is required at this time. Staff will return with funds that need to be amended or will make changes to the Capital Improvement Program as Council directs. A final Capital Improvement Program document will be prepared, after the review process is completed, to be adopted with the City's Operating Budget in June.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): 1 hr.

**Review:**

**Dept. Head** \_\_\_\_\_  
**(Initials & date required)**

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
**(Initials & date required or N/A)**

**City Mgr** \_\_\_\_\_  
**(Initials Required)**

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

The following sections are included in this agenda item for Council's review and tentative approval tonight.

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### Changes to Prior Presentations

**Staff Response from May 5, 2008 Council Meeting:**

Council did not request any changes to the proposed CIP budget as presented on May 5<sup>th</sup>.

**Proposed Change to Funds reviewed in prior Council Meetings:**

Subsequent to the Council's review of the Parks and Recreation proposed CIP budget on April 21st, an additional grant opportunity has come to staff's attention. The following change is proposed to add the new Santa Fe Street All Purpose Trail project, taking advantage of a Transportation Enhancement (TE) grant, in the amount of \$423,000, available to the City of Visalia. Acceptance of this grant will require a local funding contribution of \$807,000 for the project. With a total budget of \$1,230,000, this new project will construct 13,500 linear feet of bicycle/pedestrian pathd from Tulare Avenue to Avenue 272. The project includes landscaping, irrigation, striping, signage, and construction of bridges over three creeks.

Acceptance of the TE grant has been included in the Transportation Fund summary on Page 34 (line #3) for review tonight. The \$807,000 of local money is proposed to be funded from the Measure R Trailways Fund (1132) which was tentatively approved by Council on April 21, 2008. The addition of this project is proposed as follows.

Proposed Project Funding	2008-09	2009-10	2010-11	2011-12	Total
<b>Santa Fe Street All Purpose Trail</b>		-	-	-	-
Funding Change (adding to 1132)	200,000	300,000	307,000		807,000
TE Grant Amount (included tonight in 1611)	21,000	402,000			423,000
<b>Total Proposed Funding</b>	<b>221,000</b>	<b>702,000</b>	<b>307,000</b>	<b>-</b>	<b>1,230,000</b>

As proposed, this change would appropriate an additional \$807,000 from the Measure R Trailways fund (1132) over a 3 year period (2008-2011). The amended cash flow is below showing Measure R Trailways has available cash flow to fund this proposed change during the 2-year portion of the budget. While the fund balance is projected to go into the negative in the 3<sup>rd</sup> year, it is also projected to recover by year five. During the next 2-years staff will pursue additional grant funding for projects included in years 3-6 of the proposed budget with the goal of replacing the fund balance used for this project.

#### Measure R Trailways Fund (1132) – Cash Flow

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Balance	366,300	118,600	34,100	(535,600)	(878,900)	(323,700)
Measure R Bike and Trail Revenue	1,114,500	1,174,800	1,172,800	1,258,900	1,348,500	1,442,900
Interest Earnings	2,300	700	(10,500)	(17,200)	(6,300)	4,200
Operating Expenditures						
Capital Expenditures	(1,364,550)	(1,260,000)	(1,732,000)	(1,585,000)	(787,000)	(908,000)
<b>Total Resources Available for Future Projects</b>	<b>118,550</b>	<b>34,100</b>	<b>(535,600)</b>	<b>(878,900)</b>	<b>(323,700)</b>	<b>215,400</b>

### Tonight's CIP Funds for discussion

The Funds to be discussed in today's Work Session include:

Table 1: Proposed Funding

Fund Name	Fund #	Proposed 2008-09	Proposed 2009-10
Gas Tax	1111	\$6,352,460	\$2,935,600
Measure R Regional	1133	5,000,000	11,387,400
Proposition 1B	1614	-0-	-0-
Measure R Local	1131	2,325,000	1,865,000
Transportation Impact Fees	1241	9,644,000	5,020,000
Transportation Fund	1611	292,100	960,000
Motor Vehicle In-Lieu	0012	1,429,350	256,250
Fleet Maintenance	5011	30,000	-0-
Vehicle and Equipment replacement	5012	1,709,660	1,661,550
<b>Total Projects</b>		<b>\$26,782,570</b>	<b>\$24,085,800</b>

## Project Focus

Normally, CIP is reviewed by fund. However, several funds are proposed to pay for Traffic Signals, Signal Synchronization and a Corporation Yard land purchase. To understand the efforts being made in these areas, a summary is outline below before the fund analysis.

### **Traffic Signalization:**

As proposed in this item, the 6-year capital plan contains funding for installation or modifications for 14 traffic signals. These projects are proposed for funding from Measure R Local funds (1131), Transportation Impact Fees (1241) and Congestion Mitigation and Air Quality (CMAQ-1611).

The traffic safety division reviews intersections throughout the City to determine if they meet the criteria for (warrant) the new construction of, or modification to, traffic signals, stop signs, or other traffic control measures. The intersections are reviewed based upon the following criteria;

- volume of vehicles traveling through an intersection,
- traffic congestion and delay,
- frequency and type of accidents,
- and connectivity of adjacent controlled intersection.

Point values are assigned and projects prioritized using the criteria above. These intersections are reviewed and ranked according to the individual point totals. Other factors considered included adjacent construction and road improvement projects.

The lists below show the traffic signals that have been installed, modified, are currently under construction, or are under design in the fiscal years 2006-07 and 2007-08.

### *New traffic signals completed:*

1. Woodland Street and Main St
2. Woodland Street and Burrel Ave / Mineral King Avenue
3. Caldwell Avenue and Chinowith Street
4. Caldwell Avenue and Santa Fe Street
5. Mill Creek and Lovers Lane
6. Plaza Drive and Hurley Avenue
7. Demaree Street and Riggin Avenue
8. Dinuba Blvd. and Riggin Avenue

### *Traffic signal modifications completed:*

1. Caldwell Avenue and Akers Street (all indicators converted to energy saving LED lighting and a battery back up system added)
2. Caldwell Avenue and West Street (all indicators converted to energy saving LED lighting and a battery back up system added)
3. Caldwell Avenue and Court Street (all indicators converted to energy saving LED lighting and a battery back up system added)
4. Signal Preemption Project of 29 existing signals (Fire Department)

### *The projects currently under design or construction:*

1. Pinkham Street and Walnut Avenue (new signal)
2. Lovers Lane and Walnut Avenue (modify by expanding the south east corner and adding left turn arrows for the east/west direction)

3. Akers Street and Cypress Avenue (install dual left turn pocket for the southbound traffic)
4. Santa Fe and Noble Avenue (new traffic signal)
5. Santa Fe and Mineral King Avenue (new traffic signal)
6. Ben Maddox Way and Noble Avenue (replace the existing signal with a new signal to accommodate the roadway and bridge improvements)
7. Ben Maddox Way and Mineral King Avenue (replace the existing signal with a new signal to accommodate the roadway and bridge improvements)
8. Shannon Parkway and Dinuba Blvd. (new signal)

The following traffic signals are proposed to be constructed and the modifications to the existing traffic signals in the 2008-09 and 2009-10 Capital Improvement Budget.

1. Demaree Street and Goshen Avenue (modification the location of the signal poles at the northeast corner to widen the roadway and modify the railroad crossing equipment)
2. Ben Maddox Way and K Avenue (new signal)
3. Caldwell Avenue and County Center (modify the existing signal by installing left turn arrows for the north/south direction)
4. Demaree Street and Ferguson Avenue (new signal)
5. Ben Maddox Way and Douglas Avenue (new signal)
6. Demaree Street and Mill Creek (new signal)
7. Houston Avenue and Mooney (new signal)
8. Santa Fe and Walnut Avenue (new signal)
9. Hurley Avenue and Shirk Street (new signal)
10. Houston and Ben Maddox (included in Houston Avenue widening project)
11. Houston and Burke (included in Houston Avenue widening project)

Out Years (2010-11, 2011-12)

12. Center Avenue and Santa Fe (new signal 2010-11)
13. Murray Avenue and Santa Fe (new signal 2010-11)
14. Burke Street and Main Street (new signal 2011-12)

**Traffic signal synchronization project, \$100,000 per year (total \$600,00):**

The City of Visalia recognizes the need to improve traffic flow throughout the City. This can be accomplished by properly timing, synchronizing signals in traffic corridors, and by installing appropriate traffic control devices. Signals have been, and are being, synchronized throughout the City. The City is installing interconnect conduit to allow for the future synchronization of neighboring traffic signals.

The following *roadway segments have been synchronized:*

- Noble Avenue between Giddings Street and Burke Street with the Caltrans traffic signals on Noble Avenue at Watson Street, Noble Avenue at Court Street and Noble Avenue at Locust Street (2007).
- Mineral King Avenue between Giddings Street and Burke Street with the Caltrans traffic signals on Mineral King Avenue at Court Street, Mineral King Avenue at Locust Street and Mineral King Avenue at West Street,
- Demaree Street between Tulare Avenue and Whitendale Avenue (2007).

The following *segments have been synchronized prior to 2007*:

1. Ben Maddox Way at Main Street, Mineral King Avenue and Noble Avenue.
2. Burke Street between Noble Avenue and Mineral King Avenue
3. Bridge Street between Noble Avenue and Mineral King Avenue
4. Conyer Street between Noble Avenue and Mineral King Avenue
5. Giddings Street between Noble Avenue and Mineral King Avenue
6. Willis Street between Main Street and Center Avenue
7. West Street between Acequia Avenue and Main Street
8. Main Street between Willis Street and West Street.
9. Tulare Ave between Akers Street and Woodland Street.

City staff is proposing that existing funding for signal synchronization in the amount of \$300,000 be increased to \$600,000 and programmed over the next six years for the synchronization of specific roadway segments each year. The following is a list of the transportation corridors proposed for signal synchronization in each year of the 6-year capital plan:

2008-09, \$100,000:

1. ***Caldwell Avenue between Fairway Street and Santa Fe Street.***  
The conduits are in place but the wiring needs to be installed and the signals need to be programmed to enable the synchronization of the traffic signals.

2009-10, \$100,000:

2. ***Caldwell Avenue between Akers Street and Shady Street.*** The conduits and wiring will need to be installed between Akers Street and Chinowith Street and between Demaree Street and County Center. The wiring will also be installed along this segment of Caldwell Avenue to facilitate the traffic signal coordination.
3. ***Mineral King Avenue between Chinowith Street and Linwood Street.*** The conduits and wiring will need to be installed in this segment of Mineral King Avenue to facilitate the traffic signal coordination.

2010-2011, \$100,000:

4. ***Akers Street between Tulare Avenue and Whitendale Avenue.***  
The conduit between the traffic signals exists along this segment of roadway. Wiring will need to be installed and the traffic signal timing will be modified to coordinate the traffic signals.

2011-2012, \$100,000:

5. ***Whitendale Avenue between Akers Street and County Center.***  
Conduit and wiring or radios will need to be installed to facilitate the traffic signal coordination. The traffic signal timing will need to be modified to coordinate the traffic signals.



In 2006, Council indicated the Corpyard needs to remain at its current location for another 8 to 10 years. In order to do so, space is needed to accommodate maintenance operations. The Redevelopment Agency (RDA) currently holds a right of first refusal to purchase property adjacent to the Corpyard, from Southern California Edison (SCE). The property is approximately 4 ½ acres in size, and is projected to be available for purchase within the next year or two. It was previously SCE's pole yard and SCE is in the process of cleaning up the creosote ground contamination to comply with environmental requirements. SCE has also recently cleared the property of all their equipment and infrastructure except for two shop buildings, preparing it for sale. The estimated property cost is between \$800,000 and \$1,200,000.

Staff is recommending the RDA purchase the property and then sell it to the City for Corpyard operations as soon as it becomes available. Since it is directly adjacent to the existing Corpyard property, it is a good use fit for Corporation Yard operations. It will be easy to move equipment and operations onto the site and still keep the maintenance operations together and centralized. The property will provide space for existing Corpyard operations and also provide some room for future growth while keeping the Corpyard at its current location. The Corporation Yard currently provides spaces for the following operations:

- *Solid Waste Operations*, which includes residential waste, recycling and green waste for approximately 35,000 accounts. The main operational needs include building space for about 60 employees and indoor storage needs (the Cain Street building), outside storage of 2-yard, 3-yard, 6-yard and 30-yard bins, outdoor space for assembly and storage of several hundred residential split containers and green waste containers, parking for approximately 60 Solid Waste employees, parking for the Solid Waste fleet which currently has an inventory of about 50 trucks, and the space for the CNG slow-fill area where the new CNG fueled trucks park overnight to fill up.
- *Fleet Operations*, which include space for conducting the maintenance activities for all City owned vehicles and equipment (the Fleet shop), parking for about 11 employees, parking for vehicles waiting for maintenance, and parking for vehicles and equipment that have been decommissioned and are waiting for final disposition.
- *Parks, Buildings Maintenance and Urban Forestry Operations*, which includes shop spaces for Parks and Buildings Maintenance activities, parking for over a dozen Parks and Buildings vehicles, parking for over 2 dozen employees, and administrative office spaces (currently the modular building attached to the Public Works Admin building with 4 offices if it).
- *Police Operations*, which currently include housing various divisions in the second administrative building on the Ben Maddox frontage, and long term storage/parking of several assorted vehicles, trailers and other equipment.
- *Streets Operations*, which includes office spaces (3), employee changing, shower and facilities areas (all in the Fleet building), parking for 11 employees, parking/storage of heavy equipment including several dump trucks, grinders, pave boxes and loaders, and storage areas for various bulk materials used in crack sealing, asphalt patching and concrete patching.



- *Public Works Administrative spaces*, which includes office spaces and parking for 9 employees, and parking space for customers.

Exhibit #1 (page 10) below is the most recent aerial photo available of the area that includes the Corporation Yard as it currently exists, the Transit Maintenance Facility, the Sonic property and the SCE property. The area currently allocated to the Corporation Yard is outlined in red. The SCE property proposed to be purchased is outlined in Blue, and the property the Corporation yard has available only temporarily is outlined in yellow. The rest of the areas are not available for the Corporation Yard to use but are used by transit operations or Sonic Burger.

The Corporation Yard has already run out of space and is in need of more room to house its operations. The SCE property will provide space and also will provide access to the Transit expansion property the Corporation Yard is currently using on a temporary basis.

The projected use is as follows:

- House some of Fleet operations in the large building on the property and house Fleet Administration in the small building on the property,
- Move the tire shop to allow the welding shop to expand into the existing tire shop area, and
- Use the rest of the acreage to store Solid Waste and Streets equipment and vehicles.

The cost to purchase the property will be paid proportionally from the various funds according to use. By purchasing the Edison yard for Corporation yard use, room will be freed up to expand the employee parking area which is already overflowing. It will provide more room for the growing number of Solid Waste vehicles and containers.

If the property is not purchased for the Corporation Yard, the yard will quickly run out of space and not be able to maintain operations at the current site for the desired 8-10 year period Council has directed.

Exhibit 1



## Fund Analysis

Below is a detailed description of the Funds and their revenue sources and highlighted project requests.

**Gas Tax, Fund 1111 (Pages 18-22):** This fund includes monies derived from Sections 2105, 2106, and 2107 of the Streets and Highways Code. These revenues come from a gas tax placed on motor vehicle fuels. Allocations are generally distributed on a population and miles of street 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.

The 24 proposed projects in this fund all require funding in the 2-year portion of the budget. The main focus of funding in the Gas Tax fund is the repair and maintenance of the City's streets and roads. The funding of Gas Tax projects is proposed to grow annually in relation to the growth of revenues in this fund.

There is a substantial projected available fund balance at the beginning of the 2008/09 budget year in this fund. This money is proposed to fund a portion of the Ben Maddox 198 over crossing and the Cape Seal project (please see below).

*Widen existing Ben Maddox over crossing at Highway 198, \$1,668,000-* The amount requested for this project from the Gas Tax fund will complete the funding for this project which totals \$11.3 million. This "gap" funding is required to complete the financing plan for Measure R as discussed below in the Measure R Regional section. The City of Visalia will pursue reimbursement of any local funds contributed to Measure R Regional projects from the Measure R Regional fund in future years. Due to the uncertainty of when such a reimbursement could occur, it has not been included in the current funding plan for local and regional projects.

*Cape Seal \$1,200,000-* The cape seal process extends the life of weathered pavement by sealing the surface to prevent cracking and deterioration. This expenditure will correct areas overdue for maintenance and prevent further deterioration extending the life of the treated pavement by at least 10 years.

**Measure R Regional, Fund 1133 (Page 23-24):** This fund receives monies from the Regional Portion of the Measure R ½ cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Regional projects in Tulare County collectively receive ½ of all Measure R revenues. The Tulare County Transportation Authority (TCTA) administers the Measure R expenditure plan which restricts how this money can be spent.

In order to receive approval to spend Measure R Regional funds for the proposed projects, the City must demonstrate the ability to fund any portion of the project budget not covered by Measure R funding. Measure R Regional funding will provide \$55.6 million for projects estimated to cost \$69.2 million, leaving a gap of \$13.6 million to be funded from other sources. The City of Visalia will pursue reimbursement of any funds contributed to Measure R Regional projects from the Measure R Regional fund in future years. This reimbursement could come from Measure R Revenues in excess of original projections as well as Measure R revenues in the second 15-year portion of the Measure R Plan. Due to the uncertainty of when such a reimbursement could occur, it has not been included in the current funding plan for local and regional projects.

To bridge the current funding gap, a portion of the Ben Maddox 198 overcrossing is proposed to be funded from Gas Tax fund balance as discussed in the Gas Tax Fund portion of this item. The remainder of \$12 million is proposed to be financed through a combination of private bank loans and bonds. The payments on these loans and/or bonds will be made from Measure R local funds over the first 15 years of the Measure R program.

There may also be a need for additional construction financing for cash flow purposes as the regional projects are completed. The need for construction financing will depend heavily upon the distribution of Measure R funds as administered by the TCTA. If needed, this construction financing may be combined with the gap financing discussed above. If combined, the regional fund would pay the portion of the debt service payment which represents the construction financing for regional projects.

**Proposition 1B, Fund 1614 (Page 25):** Funding from the Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act passed by California voters in 2006. These funds must be spent within 2 years. For the current funding shown below, the deadline to spend is February 10, 2010. The current project plan for the first allocation of these funds was reviewed by Council in February of this year. The amount allocated to the City of Visalia (\$1.9 million) in the 2007/08 year is programmed for the following projects, as directed by Council:

Prop 1B Project Plan

<u>Capital Project Description</u>	<u>CIP #</u>	<u>2007-08 Allocation</u>
1 Houston Avenue (Santa Fe to Ben Maddox), Project total \$2.5m; Measure R contributing \$625k	9026	\$723,700
2 Akers, Modify signals for 2 left lanes to Cypress, Project total \$680k; Transportation Impact fund contributing \$405k	9944	\$275,000
3 Acequia two way traffic conversion, Project total \$650k	8056	\$650,000
4 Plaza Drive/198 SR interchange (Design Phase, ROW), Project total \$19.9m; Measure R/STIP \$14m	9438	\$100,000
5 Walnut/Pinkham Traffic Signal, Project total \$361k; Gas Tax contributing \$216k	9804	\$145,132
Total Prop 1B Allocation		\$1,893,832

A 2<sup>nd</sup> allocation may be awarded in the future with Governor and State Legislature approval. The funding proposed in the 6-year CIP Plan for the North Shirk Street widening in 2011/12 is contingent upon the receipt of this 2<sup>nd</sup> allocation. If received, this \$1.8 million of Prop 1B funding will be combined with \$1.3 million of Measure R local funds (1131) to widen Shirk Street from SR 198 to Goshen Avenue. The total project cost of \$3.1 million would include design, right of way acquisition and construction.

**Measure R Local, Fund 1131 (Pages 26-28):** 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 for road construction and repair as determined by each local governing body. This fund is proposing 17 projects, 13 of which require funding in the 2-year portion of the budget. The traffic signal synchronization project proposed for funding from Measure R local funds is discussed below.

In addition to the proposed projects, this fund proposes a contribution towards the regional project funding “gap” (see Measure R Regional below). This contribution will most likely take the form of a debt financing. The City of Visalia will pursue reimbursement of any local funds

contributed to Measure R Regional projects from the Measure R Regional fund in future years. Due to the uncertainty of when such a reimbursement could occur, it has not been included in the current funding plan for local and regional projects.

**Transportation Impact Fees, Fund 1241 (Pages 29-32):** This fund is derived from developer fees collected at the time of building permit issuance or, if the developer requests, at the time of occupancy. Funds can be used only for construction of new street improvements and expansion of transportation facilities related to growth. This fee is currently under review by staff, MuniFinancial and a citizen task force, as authorized by Council in December of 2007. Staff will be returning to Council soon for discussion and implementation of proposed revisions.

Projects in the Transportation Impact Fee (TIF) fund are based upon the City's projected growth and transportation needs. Over the next 6 years, the City's transportation needs are projected to exceed the resources of the TIF Fund. As a result, staff has proposed funding in the 2-year portion of the budget only for projects already underway or those to which the City has already committed itself. To balance this fund it has been necessary to remove projects from the 6-year plan. If a rate adjustment is approved, the removed projects will be returned to Council for their consideration. A list of removed projects totaling approximately \$72.5 million is as follows:

**Projects Unable to Fund in 6-year Planning Period**

Widen Santa Fe from Mineral King to Houston	\$5.0
Build out Hurley from Akers to Shirk (curb & gutter infill and paveouts)	2.0
Shirk/SR 198 Interchange Improvements	8.0
Akers/SR 198 Interchange Improvements from Tulare to Hillsdale	10.0
Caldwell Widening from Akers to Shady	4.0
Houston Avenue Widening from Lovers Lane to Ben Maddox	3.0
Ben Maddox Widening from Main to Houston	9.0
Linwood Widening from Ferguson to Riggin	2.0
Tulare Ave Widening from Woodland to Mooney & Mooney to Fairway	4.0
Shirk Widening from Goshen to Riggin	6.0
Goshen/Millcreek Parkway Widening from Lovers Lane to Santa Fe	5.0
Construct Virmargo Street as 2-way from Millcreek Pkwy to St. John's Pkwy	2.5
Construct Cain Street from Goshen Avenue to Douglas Avenue	2.0
Construct Over Crossing of SR 198 at Road 148 alignment (design only)	10.0
	<b>\$72.5</b>

This fund currently has 20 proposed projects with 14 requiring funding in the 2-year portion of the budget. The largest of these is the reimbursement of developers for construction of arterial and collector streets of \$4.8 million (08/09) and \$5 million (09/10). This amount is based upon staff's estimate of the completion dates for projects with existing reimbursement agreements. The reimbursement amount begins to decrease in the 3<sup>rd</sup> year (10/11) due to slowing development. All agreements requiring developer reimbursement are reviewed by the development reimbursement review committee. Agreements in excess of \$100,000 also require Council approval.

**Transportation, Fund 1611 (Pages 33-35):** This fund is derived from 1/4 cent of statewide sales tax collected and returned to each County in compliance with the Local Transportation Development Act. First priority of funds is public transit (buses); remaining monies, as well as various discretionary revenues, may be used for road and street purposes, including bike/pedestrian facilities. This fund also receives monies from Tulare County Association of Government (TCAG), State Transportation Improvement Program (STIP), Congestion Mitigation and Air Quality (CMAQ) as well as any other Transportation related grants received by the City. These monies are to be used only for approved transportation projects.

This fund has 10 proposed projects, 6 of which require funding in the 2-year budget. Of the \$1.3 million requested for projects in the 2-year portion of the budget, \$1 million is funded from various grants and the remaining \$300,000 will come from Local Transportation money (1/4 cent sales tax).

**Vehicle License Fee, Fund 0012 (Pages 36-37):** Currently, this fund receives monies from the Vehicle License Fee paid for the operation of a vehicle in California. This is a General Fund revenue source and these funds may be spent at the discretion of the City Council. In 2005/06, the State swapped a majority of this revenue source for an equal amount of property tax. The "VLF swap" for property tax left a residual VLF fee. In the last 2-year budget, Council directed this remaining VLF revenue, about \$700,000 a year, toward local street projects. The current CIP budget as presented to Council is recommending 50% of Vehicle License Fees be directed toward local streets projects and the remaining 50% be deposited to the General Fund for operational purposes.

As a result of the current budget challenges faced by the State, the Legislative Analyst Office (LAO) has proposed the remaining motor vehicle in-lieu monies be diverted from cities to counties who would then be required to accept new parole realignment duties. If this take away actually occurs, this fund would be brought back to Council to determine the best course of action to expend the remaining fund balance and close the fund. A possible source of alternative funding is the Measure R Local Fund (1131) which is projected to have money available to fund these projects.

As presented tonight, this fund has 7 proposed projects, 6 of which are requesting funding in the 2-year portion of the budget. The proposed purchase of the Southern CA Edison property for Corporation Yard use is discussed below.

**Fleet Maintenance, Fund 5011 (Page 38):** City Departments reimburse this internal services fund for the operation and repair costs associated with the organization's vehicles and equipment. This fund has 2 proposed projects, one of which is in the 2-year portion of the budget.

**Vehicle and Equipment Replacement, Fund 5012 (Pages 39-47):** This fund is supported by General Fund Departments which pay for replacement of the current operational fleet via an annual use charge. This fund is currently responsible for the replacement of all General Fund City vehicles and equipment. In order for a vehicle or piece of equipment to be replaced, it should be fully depreciated and be evaluated and approved by the Fleet Maintenance Division. Also, before any vehicle is replaced with a new car/truck, staff determines if the vehicle can reasonably be replaced with an alternative fueled vehicle or a used vehicle. Of the 63 vehicles and pieces of equipment proposed for replacement during 2008/09 and 2009/10, notable replacements include 44 police department vehicles (26 marked, 10 unmarked, 7 specialty and 1 parking scooter).

**Summary:**

The City's CIP details a six-year plan for the expenditure of funds and the completion of projects (see pages 18-47). Information for the years 2010/11 through 2013/14 is provided for informational and planning purposes and will be revised, updated, and adopted in two year increments.

The attached spreadsheets summarize each fund and also provide a detailed list of the proposed projects. The fund title and number are followed by a brief explanation of the revenue source and general purpose of the fund. Each fund summary shows the beginning cash, operating revenue, operating expenditures, proposed CIP expenditures, and ending cash balance for each of the six years. The next section contains a detailed listing of the proposed CIP projects and a map reference for these projects (pages 18-51). The map reference refers to one of 4 maps of the City of Visalia which divides the City into four quadrants along Demaree and Highway 198 as follows:

Map Quadrants

Using Mooney and 198 as Axis Lines

Northwest	Map A (page 48)
Northeast	Map B (page 49)
Southwest	Map C (page 50)
Southeast	Map D (page 51)

The first letter of the map reference refers to a specific map and projects are then numbered sequentially within the map.

**Presentation to Council:** Staff has prepared a Power Point presentation to review the Capital Programs of the various funds which follow in pages 18-51. CIP Project Managers will be available to address Council's questions on proposed projects. In order to assist Council in reviewing the proposed CIP projects, staff would recommend the following:

- Staff will present an overview of projects to be discussed.
- Each page will then be individually reviewed and Council will direct which project should be further explained.
- As appropriate, Council will direct certain items to be brought back for further discussion.

**Prior Council/Board Actions:**

Funds reviewed and tentatively approved by Council at prior meetings (no official action taken):

<i>Fund #</i>	<i>Fund Title</i>	<i>Fund Manager</i>	<i>Review Date</i>
4011	Airport	Mario Cifuentez	04/07/08
4311	Wastewater Treatment Plant	Jim Ross	04/07/08
4411	Solid Waste	Jim Bean	04/07/08
4511	Transit	Monty Cox	04/07/08
1615	Proposition 1B - Transit	Monty Cox	04/07/08
1511	NE Maintenance District	Vince Elizondo	04/07/08
1513	Landscape & Lighting	Vince Elizondo	04/07/08
1711	NE Capital Improvements	Andrew Benelli	04/07/08
1221	Storm Sewer Construction	Doug Damko	04/21/08
1222	Storm Sewer Deficiency	Adam Ennis	04/21/08
1224	Underground Water Recharge	Adam Ennis	04/21/08
4812	Storm Sewer Maintenance	Adam Ennis	04/21/08
1231	Wastewater Trunk line	Adam Ennis	04/21/08
1251	Waterways	Don Stone	04/21/08
1132	Measure R – Bike and Trail	Paul Shepard	04/21/08
1211	Parks & Recreation Facilities	Don Stone	04/21/08
1041	Civic Center Public Facilities Fee	Eric Frost	05/05/08
0014	General Fund Designation -Sports Park	Don Stone	05/05/08
4131	Convention Center	Wally Roeben	05/05/08
5111	Information Services	Mike Allen	05/05/08
1811	CDBG	Ricardo Noguera	05/05/08
1911	Mooney RDA	Ricardo Noguera	05/05/08
1921	Downtown RDA	Ricardo Noguera	05/05/08
1931	Central Redevelopment District	Ricardo Noguera	05/05/08
1061	Fire Impact Fund	Danny Wristen	05/05/08
1121	Police Sales Tax	Chuck Hindenburg	05/05/08
1122	Fire Sales Tax	Danny Wristen	05/05/08
6211	Narcotics Forfeiture	Chuck Hindenburg	05/05/08
6212	Assets Forfeiture	Chuck Hindenburg	05/05/08

**Committee/Commission Review and Actions:**

**Alternatives:**

**Attachments:**



**Recommended Motion (and Alternative Motions if expected)**

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

Copies of this report have been provided to:

**Gas Tax Fund - 1111  
2008/09 - 2013/14 Capital Improvement Program**

This fund includes monies derived from Sections 2105, 2106, and 2107 of the Streets and Highways Code. These revenues come from a gas tax placed on motor vehicle fuels. Allocations are generally distributed on a population basis. This fund also receives money from the State Transportation Program that is distributed to each region based on population and road miles. Funds are to be used only for construction, improvements and maintenance of streets and roads.

<i>Executive Summary</i>						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Balance	4,739,500	979,400	706,800	486,400	285,700	149,000
Gas Tax Apportionment	2,087,800	2,150,400	2,214,900	2,281,300	2,349,700	2,420,200
State Transportation Program (STP)/Street Highway Exchange	812,800	837,200	862,300	888,200	914,800	942,200
Interest Earnings	43,400	33,000	24,500	16,800	11,500	5,800
Electrical Costs - City Street Lights	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Operating Expenditures	(201,600)	(207,600)	(213,800)	(220,200)	(226,800)	(233,600)
Street Maintenance Capital Projects	(4,214,800)	(2,541,500)	(2,593,800)	(2,642,300)	(2,736,400)	(2,832,700)
Capital Expenditures	(2,137,660)	(394,100)	(364,500)	(374,500)	(299,500)	(299,500)
<b>Total Resources Available for Future Projects</b>	<b>979,440</b>	<b>706,800</b>	<b>486,400</b>	<b>285,700</b>	<b>149,000</b>	<b>1,400</b>

*Executive Summary Assumptions:*

The Gas Tax Apportionment and State Transportation Program money is estimated to increase 1% in 08/09 and 3% annually thereafter, based on growth.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Bike Plan Implementation.</b> This project is to implement the most recent Bike Plan. The project will consist of striping bike lanes and adding signs. Will help improve safety for bicyclist and improve traffic flow for vehicles and bikes. Annual Project.	Eric Bons	3011/9923	--	N/A	35,000	35,000	40,000	45,000	50,000	50,000
2	<b>Reimburse developers for street improvements</b> on unfunded, existing arterial/collector and local streets which have various remaining improvements to be completed.	Doug Damko	9207	--	N/A	150,000	150,000	150,000	150,000	150,000	150,000
3	<b>Traffic counts, speed survey &amp; supplemental services-</b> services to assist staff with the increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections. To help relieve vehicle congestion.	Eric Bons	new	--	N/A	12,000	12,000	12,000	12,000	12,000	12,000

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	<b>Traffic Signal Installations/Improvements</b>										
4	<b>Traffic Light LED bulb replacement-</b> Traffic Light LED bulb replacement of incandescent bulbs for all City owned Traffic Lights. 2,035 Incandescent indicators to be replaced over a 4-year period (approximately 500 indicators per year).	Eric Bons	new	--	N/A	75,000	75,000	75,000	80,000		
6	<b>Upgrade or modify various existing traffic signals</b> which have become substandard over the years. Upgrades consists of replacing 8" signal heads to 12" standard heads and replacing outdated signal controllers.	Eric Bons	9516	--	N/A	87,500	87,500	87,500	87,500	87,500	87,500
	<b>Street Widening throughout the City</b>										
7	<b>Widen existing Ben Maddox overcrossing at Hwy 198</b> to provide extra turning lanes. This project will also widen Noble Ave from Edison St. to Walmart entrance to allow a better transition from west bound to north bound. Phases: (03/04 - 07/08) ROW acquisition and design; (08/09 - 09/10) Construction. (Multi-Funded: Project total of \$12.3m funded from Gas tax (1111) \$816k (prior years) and \$1.6m (08/09), Transportation Impact (1241) \$210k (prior years), Measure R Regional (1133) \$2.8m (prior year) and \$5.7m (08-10) and \$1.2M in federal money from the SAFTEA-LU (prior year).) The City of Visalia will pursue reimbursement from the Measure R Regional Fund for local contributions to this project.	Manuel Molina	3011/9242		B43	1,668,000					
	<b>Annual Street Maintenance Projects.</b>										
7	<b>Cape Seal-</b> Place an emulsified seal over weathered and raveled pavement without substantial amount of cracking. By using timely proactive maintenance strategies to seal and delay the weatherization and releveling process that inevitably occurs through a period of time, extends the life of the pavement.	Mike McCoy	9530		N/A	1,200,000					
8	<b>Asphalt overlay major collector and arterial roadways.</b> Asphalt overlays are done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. An annual street survey is completed by the Streets Division that lists roads that are showing signs of stress.	Michael Carr/ Manuel Molina	9225	--	N/A	875,000	875,000	900,000	900,000	925,000	950,000

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
9	<b>Minor Asphalt Overlays-</b> Placement of an asphalt overlay on local city streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface. (Multi-funded: Project total of \$1m each year is funded from Gas Tax (1111) and Measure R Local (1131).)	Mike McCoy	9525		N/A	1,000,000	505,000	510,000	525,000	575,000	625,000
10	<b>Placement of aggregate chips over an asphalt binder as a sealant over pavement.</b> This will provide the city's traveling public a well maintained infrastructure with minimal expenditures. It is standard practice for Street Maintenance to focus on chip seals throughout the City for three years (08/09 will be the ending year of this cycle) and then focus on minor overlays.	Mike McCoy	9203	--	N/A	350,000	355,000	360,000	365,000	370,000	375,000
11	<b>Remove and replace isolated deteriorated pavement</b> on various city streets. This will improve the ride quality of city streets, reduce pot hole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles.	Mike McCoy	9508	--	N/A	250,000	255,000	260,000	265,000	270,000	275,000
12	<b>Thin Skin Patch miscellaneous streets.</b> Thin skin patching is used to fill in uneven pavement surfaces. This provides better drainage and improves the ride on the pavement.	Mike McCoy	9520	--	N/A	32,000	33,000	34,000	35,000	36,000	37,000
13	<b>Crack Sealing</b> - Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger.	Mike McCoy	9496		N/A	135,000	140,000	140,000	145,000	145,000	150,000
14	<b>Reclamite various City streets.</b> Reclamite is sealing streets with a oil that penetrates and seals the asphalt surface and extends the life fo the asphalt pavement.	Mike McCoy	9510	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
15	<b>Annual striping contract for misc pavement markings</b> (centerlines, arrows, bicycle lanes, parking T's, & crosswalks) as needed for new and existing streets.	Eric Bons	9226		N/A	91,800	95,500	99,300	103,300	107,400	111,700
16	<b>Repair miscellaneous concrete</b> (sidewalk, curb & gutter, drive approaches) citywide. Property owners will reimburse the city for their portion of the cost of material and labor (approximately 30%).	Earl Nielsen	9646	--	N/A	85,000	85,000	87,500	100,000	100,000	100,000

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
17	<b>Replace street name blades</b> that have been stolen, vandalized, damaged, or are non-readable. Funding of \$16k in prior years has been for approximately 350 street name signs to be replaced annually but has been inadequate. With the need to replace 600 in 07/08, this project has historically been over budget. Current request would increase funding by 250% (increased from \$16k to \$45k per year.) This will cover replacement of approximately 950 signs per year.	Eric Bons	9555		N/A	45,000	45,000	45,000	45,000	45,000	45,000
18	<b>Pave Outs-</b> Annual Project to restore pavement cut away to install/refurbish curb and gutter. This will improve environmental conditions and maximize use of roadway.	Mike McCoy	9094	--	N/A	21,000	22,000	23,000	24,000	25,000	26,000
19	<b>Pot Hole Patch-</b> Patch portions of pavement temporarily with an asphalt cold mix. Pot Hole patching is an effective and fast method of preventative maintenance on small portions of pavement that have deteriorated due to water penetration into the base.	Mike McCoy	9515	--	N/A	21,000	21,000	25,000	25,000	28,000	28,000
20	<b>Replace pavement markers-</b> replace missing reflective/non reflective raised pavement markers on various roadways.	Eric Bons	9492		N/A	9,000	10,000	10,000	10,000	10,000	10,000
<b>Equipment Replacement or Additions For Street Maintenance.</b>											
21	<b>24' Tandem axle trailer-</b> heavy equipment trailer for hauling grinder, roller, loader, etc. Required for operation of two road crews or to haul multiple pieces of equipment to job sites.	Mike McCoy	9222 task new	--	N/A	54,000					
22	<b>Replace 1992 Crack Filler unit #13623-</b> to perform crack sealing maintenance on city streets. Crack sealing helps maintain structure of asphalt by restricting moisture seeping down into base. Current equipment will be 16 years old at replacement.	Earl Nielsen	9222 task new	--	N/A	37,800					
23	<b>Replace 1992 Hydraulic oil spreader bar-</b> used to spread oil on overlays, chip seals and reclamation jobs. Existing bar will be 16 years old at replacement.	Mike McCoy	9222 task new	--	N/A	18,360					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
24	Replace 1974 Asphalt mixer unit #314810. Equipment will be 35 years old at replacement.	Earl Nielsen	9222 task new	--	N/A		34,600				
<b>Total Expenditures</b>						<b>6,352,460</b>	<b>2,935,600</b>	<b>2,958,300</b>	<b>3,016,800</b>	<b>3,035,900</b>	<b>3,132,200</b>

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

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

-- No Maintenance Costs

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

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

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

**Measure R Regional Project Fund - 1133  
2008/09 - 2013/14 Capital Improvement Program**

This fund receives revenue from the Regional Project portion of Measure R.

**Executive Summary**

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Balance	(8,380,000)	82,500	84,300	87,700	1,057,300	7,600
Measure R Regional Funding	11,567,000	9,786,000	8,100,000	19,620,000	6,500,000	-
Measure R Bonding/Financing Revenue	2,950,000	1,600,000	3,000,000	-	4,450,000	
Advances from Local Fund and (Repayments)	(1,100,000)	-				
Interest Earnings	45,500	3,200	3,400	40,700	300	300
Operating Expenditures						
Capital Expenditures	(5,000,000)	(11,387,400)	(11,100,000)	(18,691,100)	(12,000,000)	-
<b>Total Resources Available for Future Projects</b>	<b>82,500</b>	<b>84,300</b>	<b>87,700</b>	<b>1,057,300</b>	<b>7,600</b>	<b>7,900</b>

*Executive Summary Assumptions:*

Measure R Regional funding will be received on a reimbursement basis. Revenues are estimated upon Tulare County Association of Governments (TCAG) projections and expected reimbursement dates.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Santa Fe/SR 198 overcrossing-</b> Santa Fe bridge widening. Remove existing railroad tracks and widen bridge to accommodate 5 lanes. Signals will be added at Mineral King/Santa Fe and Noble/Santa Fe. Construction will begin Winter 2008. Project total of \$8m includes \$3.5m prior year funding.	Fred Lampe	3011/9236	--	B42	3,500,000	1,000,000				
2	<b>Widen existing Ben Maddox overcrossing at Hwy 198</b> to provide extra turning lanes. This project will also widen Noble Ave from Edison St. to Walmart entrance to allow a better transition from west bound to north bound. Phases: (03/04 - 07/08) ROW acquisition and design; (08/09 - 09/10) Construction. (Multi-Funded: Project total of \$12.3m funded from Gas tax (1111) \$816k (prior years) and \$1.6m (08/09), Transportation Impact (1241) \$210k (prior years), Measure R Regional (1133) \$2.8m (prior year) and \$5.7m (08-10) and \$1.2M in federal money from the SAFTEA-LU (prior year).) The City of Visalia will pursue reimbursement from the Measure R Regional Fund for local contributions to this project.	Manuel Molina	3011/9242	*	B43	1,200,000	4,500,000				

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
3	<b>Widen Plaza Dr.</b> including Hwy. 198 overcrossing to Goshen; widening to 6 lanes from Hwy. 198 to Hurley and 4 lanes from Hurley to Goshen. Phases include: Project Report 08/09; engineering & design 08/09-09/10; ROW acquisition 09/10; and construction 09/10-11/12. (Multi-funded: Project total of \$20m funded with Measure R Regional (1133) \$19.8m and Prop 1B (1614) \$100k.	Fred Lampe/ Adam Ennis	9438		A16		3,687,400	8,100,000	6,691,100		
4	<b>Lovers Lane Interchange</b> - Engineering Consultant completing a Project Study Report (PSR) on the Lovers Lane and State Route 198 interchange. This will also include the Lovers Lane intersections with Noble and Mineral King. A PSR is needed for all projects that effect Caltrans facilities. This report will outline the project alternatives, possible environmental concerns, existing and future traffic, and possible funding. Phases: (08/09-09/10) PSR; (09/10-10/11) Design and ROW acquisition; (11/12-12/13) Construction.	Adam Ennis	9958		B44	300,000	2,200,000	3,000,000	12,000,000	12,000,000	
<b>Total Expenditures</b>						<b>5,000,000</b>	<b>11,387,400</b>	<b>11,100,000</b>	<b>18,691,100</b>	<b>12,000,000</b>	<b>-</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.



For information regarding the current allocation of Proposition 1B funding, please refer to page 12 of this Council item.

**Proposition 1B Project Fund - 1614 - Streets  
2008/09 - 2013/14 Capital Improvement Program**

Funding from the Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act passed by California voters in 2006. These funds must be spent within 2 years and a 2nd allocation may be awarded in the future with Governor and State Legislature approval.

*Executive Summary*

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Balance	-	-	-	-	-	-
Proposition 1B Funding - Streets				1,786,800		
Interest Earnings						
Operating Expenditures						
Capital Expenditures	-	-	-	(1,786,800)	-	-
<b>Total Resources Available for Future Projects</b>	-	-	-	-	-	-

*Executive Summary Assumptions:*

Funds shown in 2011/12 will be from the 2nd allocation and are dependent upon award if approved by the Governor and State Legislature.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	Widen Shirk St from SR 198 to Goshen Ave. (09/11) Design, Right of Way and environmental. (11/12) Construction. (Multi-funded: Project total of \$3.1m funded from Measure R local (1131) \$1.3m and Prop 1B (1614) \$1.8m.)	Adam Ennis	3011/9822	**	A17				1,786,800		
	<b>Total Expenditures</b>					-	-	-	1,786,800	-	-

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**Measure R Local Fund - 1131  
2008/09 - 2013/14 Capital Improvement Program**

This fund receives revenue from the local portion of Measure R.

*Executive Summary*

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Balance	9,600	724,400	548,800	751,400	(49,100)	541,500
Measure R Local Funding	1,911,900	1,969,300	2,048,000	2,130,000	2,215,200	2,303,800
Measure R (Local Program Advance from Future Year)						
Interest Earnings	27,900	21,100	28,900	(1,900)	20,800	1,800
(Advances) to Regional Fund and Repayments	1,100,000	-				
Contributions to Regional Projects Loan/Bond Payment	-	(301,000)	(464,300)	(770,400)	(770,400)	(1,224,500)
Operating Expenditures						
Capital Expenditures	(2,325,000)	(1,865,000)	(1,410,000)	(2,158,163)	(875,000)	(1,575,000)
<b>Total Resources Available for Future Projects</b>	<b>724,400</b>	<b>548,800</b>	<b>751,400</b>	<b>(49,063)</b>	<b>541,500</b>	<b>47,600</b>

*Executive Summary Assumptions:*

Measure R Local fund revenues are estimated based upon Tulare County Association of Governments (TCAG) projections.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Ferguson Ave Extension-</b> Extend Ferguson Ave from Mooney Blvd 1,800 feet East to existing West end of Ferguson Ave. Construction will include paving, curb, gutter, sidewalk & Street lights.	Peter Spiro	8060		B38	350,000					
2	<b>Construct Oak Ave from Tipton St to Burke St.</b> and Install concrete lined panels for railroad- This would upgrade the railroad crossing at Burke St to meet anticipated CPUC requirements and improve circulation in the east downtown area for new civic center.	Adam Ennis	3011/9924	*	B37	300,000					
3	<b>Houston Avenue (Santa Fe/Ben Maddox)-</b> Project consists of widening Houston from two to four lanes from Ben Maddox to Santa Fe. The project includes constructing a roundabout at the Santa Fe/Houston intersection and signal upgrades at the Ben Maddox/Houston and Burke/Houston intersections. Estimated schedule: Utility relocation May – August 2008, Construction September 2008-May 2009. (Multi-funded: Project total of \$2.5m funded with Prop 1B (1614) \$724k (07/08); Measure R Local (1131) \$660k (07/08) and \$350k (08/09); and Vehicle License Fees (0012) \$803k).	Adam Ennis	9026	--	B32	350,000	-				

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
4	<b>Mooney Storm Drain &amp; Pump Installation-</b> Install a storm drain line in Mooney Blvd and second pump to existing dual pump station at Modoc Ditch/Mooney Blvd. Install 1300 ft of storm drain line in Mooney Blvd. and pave full cross-section of Mooney where line is installed. Project will provide storm drainage solution for two developing subdivisions east of Mooney Blvd and drainage for Mooney Blvd & Ferguson Avenue street runoff. (Multi-funded: Project total of \$495k funded with Storm Sewer (1221) \$150k (07/08) and \$220k (08/09) and Measure R Local (1131) \$125k.)	Peter Spiro	3011/9939	--	A5	125,000					
5	<b>Connect Burke Street</b> between Roosevelt Avenue and Houston Avenue. Includes ROW, paving, curb & gutter. Design 07/08; Construction 08/09.	Adam Ennis	8031		B41	400,000					
6	<b>Burke St. from Mill Creek to Goshen Ave.-</b> Reconstruct Burke St. from Mill Creek to Goshen Ave. to improve traffic circulation and quality of roadway for new civic center.	Adam Ennis	new	--	B34	200,000	450,000				
7	<b>School Ave Extension-</b> from Liberty to Burke. Project for the East Downtown Civic Center area to improve the traffic capacity to the surrounding area.	Adam Ennis	new		B40	200,000	300,000				
8	<b>Install sidewalks along various school routes-</b> staff has submitted a grant application for additional funding for this project. Two projects currently under design are west side of Akers between Judy & Tulare and Jacob St. North of School St.	Adam Ennis	8035		N/A	100,000	100,000	100,000	100,000	100,000	100,000
9	<b>Minor Asphalt Overlays-</b> Placement of an asphalt overlay on local city streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface. (Multi-funded: Project total of \$1m each year is funded from Gas Tax (1111) and Measure R Local (1131).)	Mike McCoy	9525		N/A		495,000	490,000	475,000	425,000	375,000
10	<b>Widen Shirk St from SR 198 to Goshen Ave.</b> (09/11) Design, Right of Way and environmental. (11/12) Construction. (Multi-funded: Project total of \$3.1m funded from Measure R local (1131) \$1.3m and Prop 1B (1614) \$1.8m.)	Adam Ennis	3011/9822	**	A17		50,000	50,000	1,213,163		
11	<b>Construct Visalia Parkway culvert at Packwood Creek.</b> This project is to connect Visalia Parkway between Mooney Blvd and Demaree by constructing a culvert at Packwood Creek. The culvert will help provide better circulation for development occurring south of Caldwell. This project will require Army Core permits. Phases: (13/14) Permits & Construction.	Adam Ennis	9948	**	D29						1,000,000

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	<b>Traffic Signal Improvements</b>										
12	<b>Modification to traffic signal at Demaree &amp; Goshen-</b> modify existing traffic signal and railroad crossing safety equipment working with Railroad and CA Public Utilities Commission. Includes roadway improvements to Demaree and Goshen Ave. Dual left turns will be added on Goshen Ave and the associated roadway improvements.	Eric Bons	new	--	A15	200,000	300,000	100,000			
13	<b>Install a traffic signal interconnect</b> to improve traffic circulation: The interconnect will allow for a more efficient flow to traffic while minimizing traffic delays. Install interconnect on Tulare between Linwood and Woodland (2008-2009); Mineral King between West and Giddings (2009-2010); Mineral King between Chinowith and Linwood (2009-2010); Akers between Tulare and Whitendale (2010-2011); Whitendale between Akers and County Center (2011-2012); Demaree between Mill Creek (future signal) and Riggan (Demaree at Ferguson –future signal) (2013-14).	Eric Bons/ Michael Carr	3011/9773	--	D16 D17	100,000	100,000	100,000	100,000	100,000	100,000
14	<b>Install a traffic signal at the intersection of Ben Maddox &amp; K Street</b> to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW will need to be acquired.	Eric Bons	new	*	D18		70,000	300,000			
15	<b>Install a traffic signal at the intersection of Murray &amp; Santa Fe Street</b> to accommodate the increased traffic volumes due to the development in the area. Signal will be installed with the street widening.	Eric Bons	new	*	B34			270,000			
16	<b>Install a traffic signal at the intersection of Center &amp; Santa Fe-</b> to accommodate the increased traffic volumes due to the development in the area due to the Transit Center and East Downtwon development.	Eric Bons	new	*	B33				270,000		
17	<b>Install a traffic signal at Burke &amp; Main.</b> This project will require additional ROW to be Purchased.	Eric Bons	new	*	B35					250,000	
	<b>Total Expenditures</b>					<b>2,325,000</b>	<b>1,865,000</b>	<b>1,410,000</b>	<b>2,158,163</b>	<b>875,000</b>	<b>1,575,000</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**Transportation Impact Fund - 1241  
2008/09 - 2013/14 Capital Improvement Program**

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

<i>Executive Summary</i>						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Cash For Capital	(917,700)	(2,571,300)	(325,300)	906,400	3,123,200	2,471,600
Transportation Impact Fees	8,104,000	7,293,600	7,512,400	7,737,800	7,969,900	8,209,000
Interest Earnings	(98,900)	(12,500)	34,900	120,100	95,100	100
Miscellaneous Revenue	-	-	-	-	-	-
Operating Expenditures	(14,700)	(15,100)	(15,600)	(16,100)	(16,600)	(17,100)
Capital Expenditures	(9,644,000)	(5,020,000)	(6,300,000)	(5,625,000)	(8,700,000)	(10,660,000)
<b>Total Resources Available for Future Projects</b>	<b>(2,571,300)</b>	<b>(325,300)</b>	<b>906,400</b>	<b>3,123,200</b>	<b>2,471,600</b>	<b>3,600</b>

Executive Summary Assumptions:

The Transportation Impact Fees are estimated to decrease 20% next year (08/09) due to an estimated decrease in development. The future years are estimated to increase 3% annually.

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

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Transportation Impact Fee Administration-</b> Staff time to administer the Transportation Impact Fee program that oversees the development of arterial and collector roadways near areas of development. Includes calculation of impact fees.	Chris Tavaréz	9633		N/A	100,000	100,000	100,000	100,000	100,000	100,000
<b>Street Widening throughout the City</b>											
2	<b>Widen Whitendale between Sallee and Central.</b> This will accommodate dual turn lanes on Mooney Blvd and will be constructed in conjunction with the Mooney Blvd widening project and phased with the other three major Mooney intersections.	Manuel Molina	9252	**	B45	1,700,000					
3	<b>Widen Walnut between Yale and Central.</b> This will accommodate dual turn lanes on Mooney Blvd and will be constructed in conjunction with the Mooney Blvd widening project and phased with the other three major Mooney intersections. (05/08) ROW & Design; (08/09) Construction.	Manuel Molina	9270		D30	2,500,000					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
4	<b>Reimburse developers for additional costs incurred</b> when constructing required arterial & collector streets with their development. Additional cost is the difference between "development requirement" & requirement to accommodate for future development in area. Project cost based upon current agreements, estimates of future projects and estimated completion dates.	Doug Damko	9130	**	N/A	4,100,000	4,000,000	4,000,000	4,000,000	2,500,000	1,000,000
5	<b>Widen Riggin Ave from Mooney to Conyer-</b> (11/12) Design & ROW; (13/14) Construction. Total estimated cost \$3.5 million.	Doug Damko	3011/9825	**	A25						3,560,000
6	<b>Intersection - Shirk St and Walnut Ave.</b> Complete the intersection and the widening of Walnut Ave East of Shirk Street and complete the partial widening of Shirk Street south of Walnut Ave. This project will complete the intersection and adjoining subdivision frontages. The completion of the widening of Walnut Avenue will allow the street to be restriped and converted from a 2 lane facility to a 4 lane facility between Roeben Street and Shirk Street.	Doug Damko	new	--	C9	559,000					
7	<b>Widen Santa Fe St from K St to Noble Ave.</b> Widening will consist of 2 phases: (12/13) Design; (13/14) Construct Widening.	Manuel Molina	9942	**	B46					2,750,000	2,750,000
8	<b>Widen McAuliff-</b> Acquire ROW and widen McAuliff St. between Noble Ave. and Tulare Ave. (approx. 2500 l.f.) to a collector status roadway (84 ft.) The improvements include curb and gutter on both sides and will widen to include one lane in each direction, a continuous left turn lane, bike lanes and parking.	Fred Lampe	9980	**	D19					1,250,000	1,250,000
<b>Extension of Streets throughout the City</b>											
9	<b>Extend McAuliff over Mill Creek/Evans Ditch.</b> Project will consist of extending McAuliff over the Mill Creek & Evans Ditch intersection. Includes removing a conflicting flume and check structure and constructing them at new locations. Majority of McAuliff St was extended in prior years.	Adam Ennis	9945	**	B49	175,000					
10	<b>Tulare Ave extension (Lovers Lane and Mc Auliff)-</b> Acquire ROW and extend Tulare Ave between Lovers Lane and McAuliff. Tulare Ave will be a collector road and will provide another access route to the west from subdivisions around McAuliff St. south of SR 198.	Peter Spiro/ Fred Lampe	9823		D20	250,000	200,000	1,500,000			

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
11	<b>Construct Tulare Ave</b> between Arroyo St (e of McAuliff) to Road 148 (Visalia Parkway) and extend Road 148 south approximately 1/4 mile towards Walnut. Tulare Ave will be built to a collector (84 ft) status roadway while Road 148 would be built to a half arterial (36ft).	Adam Ennis	9946	**	D31			50,000	275,000	600,000	
12	<b>Construct Santa Fe Street Houston Ave. to Riggin Ave.</b> This project will extend a North/South arterial to the North side of SR 198. Design (2010/12) Construct (2012/2014)							500,000	1,000,000	1,500,000	2,000,000
<b>Traffic Signal Installations/Improvements</b>											
13	<b>Portable Traffic Signal-</b> Purchase a complete set of 4 trailers to provide for a temporary signalization of an intersection. Can be used until permanent traffic control can be constructed or to assist in temporary traffic control measures. The equipment is portable and intended to be used for short durations (up to 12 months).	Eric Bons	new		N/A	120,000					
14	<b>Traffic Signal Modification Caldwell &amp; County Center-</b> Install left turn arrows to create protected left turn movements in the north and south directions. Left turn arrows already exist for East West traffic. Includes installation of new signal pole and mast arms.	Eric Bons	new		D21	50,000					
15	<b>Traffic signal at the intersection of Demaree &amp; Ferguson</b> to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Transportation Impact (1241) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	3011/new	*	A20	45,000					
16	<b>Install a traffic signal at Santa Fe &amp; Walnut Ave.</b> Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi-funded: Project total of \$300k funded with Transportation Impact (1241) \$45k; and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	9951	*	D24	45,000					
17	<b>Install Traffic Signal Demaree &amp; Mill Creek-</b> will replace existing all-way stop reducing traffic delays and air pollution.	Eric Bons	new		A21		300,000				

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
18	<b>Traffic signal at Houston Ave &amp; Mooney Blvd-</b> Traffic counts and program warrant the installation of a traffic signal at this location. The traffic signal will help relieve the traffic congestion and delay at this intersection.	Eric Bons	new	*	B45		270,000				
19	<b>Traffic Signal Ben Maddox &amp; Douglas-</b> will help reduce the number of accidents at this location.	Eric Bons	new		B48		150,000	150,000			
20	<b>Traffic signal at Hurley Avenue &amp; Shirk Road-</b> The traffic signal will be constructed in conjunction with the widening of Shirk Street from Highway 198 to just north of Hurley Avenue.	Eric Bons	9725	*	A22				250,000		
<b>Total Expenditures</b>						<b>9,644,000</b>	<b>5,020,000</b>	<b>6,300,000</b>	<b>5,625,000</b>	<b>8,700,000</b>	<b>10,660,000</b>

Note:

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.



**Transportation Fund - 1611  
2008/09 - 2013/14 Capital Improvement Program**

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

<i>Executive Summary</i>						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Cash For Capital	(25,400)	108,100	17,900	50,400	82,400	113,900
Local Transportation Development Funds	150,000	150,000	50,000	50,000	50,000	50,000
Tulare County Association of Government (TCAG)	8,000	8,000	8,000	8,000	8,000	8,000
Congestion Mitigation and Air Quality (CMAQ)	255,000	55,000	200,000	1,360,000	0	0
Federal Transportation Enhancement Grant	27,100	671,800	0	250,000	0	0
Caltrans Reimbursement (STIP) State Transportation Improvement Program	0	0	0	0	0	0
Tulare County Contribution for Joint Projects	0	0	0	0	0	0
Reimbursement from Property Owners for Concrete Repair						
Misc Revenue	1,000	1,000	1,000	1,000	1,000	1,000
Interest Earnings	0				0	0
Operating Expenditures	(15,500)	(16,000)	(16,500)	(17,000)	(17,500)	(18,000)
Capital Expenditures	(292,100)	(960,000)	(210,000)	(1,620,000)	(10,000)	(10,000)
<b>Total Resources Available for Future Projects</b>	<b>108,100</b>	<b>17,900</b>	<b>50,400</b>	<b>82,400</b>	<b>113,900</b>	<b>144,900</b>

As a component of State sales tax,

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Monitor transportation system by traffic counts for Highway Performance Monitoring System.</b> Implement project as part of Tulare County Association of Governments-Transportation Planning Agency work element (TCAG-TPA) (TCAG 605.01) Project is 80% funded by TCAG.	E. Bons	9549	-	N/A	10,000	10,000	10,000	10,000	10,000	10,000
2	<b>Packwood Creek Bike/Pedestrian trail from County Center to east of Mooney-</b> Project includes purchasing approximately 3 acres of riparian setback and constructing approximately 3,700 ft of asphalt trail and an irrigation system with landscaping. (Multi-funded: TEA grant (1611) \$650k (07/08) and \$6k (08/09); and Measure R-1132 Bike and Trail \$477k.)	Don Stone	3011/9915		D1	6,100					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
3	<b>Santa Fe All Purpose Trail Tulare Avenue to Avenue 272-</b> Build Approximately 13,500 linear ft. of paved bicycle/pedestrian path on the bed o the abandoned rairoad from Tulare Avenue to the rail spur crossing Santa Fe Street and continue between rails and roadway to Ave 272. Includes landscaping and irrigation, striping and signage. Requires bridges over two creeks. (Multi-funded: Project total of \$1.23 m funded from TEA grant (1611) \$423k and Measure R Trailway (1132) \$807k.)	Paul Shepard	new	**		21,000	402,000				
4	<b>St. John's River Bike/Pedestrain Trail - Rd 148 alignment east to Cutler Park-</b> Start ROW acquisition and trail development . Acquire approximately 3 acres of riparian area and construct a .5 miles trail connecting to Cutler Park. (Multi-funded: Project total of \$847k funded with State Transportation (1611) \$223k, TEA grant (1611) \$270k, Measure R (1132) Bike and Trail \$54k (07/08) and \$200k (08/09); and Waterways (1251) \$100k.)	Paul Shepard	8040	*	B9		493,000				
5	<b>Northern Santa Fe Bike/Pedestrain Trail-</b> Construct 5,400 ft of trail along the Santa Fe alignment from Houston to Riffin. Project will include landscaping and irrigation. Project total of \$700k funded with CMAQ grant (1611) \$560k and Measure R (1132) bike and trail funds \$140k.	Paul Shepard	3011/new	*	B14				560,000		
6	<b>Packwood Creek Trail from Cameron to Stonebrook-</b> Acquire and develop 2.5 acrea of Packwood Creek riparian area. Build a 3,400 ft trail along Packwood Creek. Includes irrigation system and landscaping. Staff applied for the CMAQ grant in January 2008 and project is contingent upon receipt of this grant. (Multi-funded: Project total of \$1.3m funded from Waterways (1251) \$327k (07/08), Measure R (1132) bike and Trail \$489k (07/08), and CMAQ grant of \$480k.)	Paul Shepard	9956	*					480,000		
7	<b>Packwood Creek trail from RR to Cedar-</b> Project will construct approximately 4,360 ft of trail along Packwood Creek and Walnut Ave. and includes some landscaping and irrigation. Staff applied for a CMAQ grant in January 2008. Project is contingent upon receipt of grant. Project total of \$400k is funded with Measure R (1132) Bike and Trail funds \$80k and CMAQ grant \$320k.	Paul Shepard	3011/new	*					320,000		

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
8	<b>Packwood Creek Trail from College to Paradise-</b> Project will construct .75 miles of trail along Packwood Creek and include signage, benches, irrigation and landscaping. Project total of \$395k is funded with Transportation Enhancement Grant (TE)\$250k and Measure R (1132) Bike and Trail funds \$145k.	Paul Shepard	3011/new	*					250,000		
<b>Traffic Signal Installations/Improvements</b>											
9	<b>Traffic signal at the intersection of Demaree &amp; Ferguson</b> to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Transportation Impact (1241) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	new	*	A20	255,000					
10	<b>Install a traffic signal at Santa Fe &amp; Walnut Ave.</b> Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi-funded: Project total of \$300k funded with Transportation Impact (1241) \$45k; and Congestion Mitigation Air Quality Grant (1611) \$255k.)	Eric Bons	3011/9951	*	D24		55,000	200,000			
<b>Total Expenditures</b>						<b>292,100</b>	<b>960,000</b>	<b>210,000</b>	<b>1,620,000</b>	<b>10,000</b>	<b>10,000</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**Vehicle License Fees - 0012  
2008/09 - 2013/14 Capital Improvement Program**

This funds revenues are the Motor Vehicle License In-Lieu fees which staff is recommending to be set aside for the construction of street projects.

*Executive Summary*

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Cash	1,091,400	15,300	107,000	369,100	652,400	750,000
Motor Vehicle In-Lieu Fees	323,200	332,900	342,900	353,200	363,800	374,700
Reimbursement from Property Owners for Concrete Repair	5,000	5,000	5,000	5,000	5,000	5,000
Interest Earnings	25,000	10,000	14,200	25,100	28,800	11,200
Capital Expenditures	(1,429,350)	(256,250)	(100,000)	(100,000)	(300,000)	(850,000)
<b>Total Resources Available for Future Projects</b>	<b>15,250</b>	<b>106,950</b>	<b>369,100</b>	<b>652,400</b>	<b>750,000</b>	<b>290,900</b>

*Executive Summary Assumptions:*

The Motor Vehicle In-Lieu Fees are estimated to increase 1% in 08/09 and 3% annually thereafter, based on growth.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Houston Avenue (Santa Fe/Ben Maddox)-</b> Project consists of widening Houston from two to four lanes from Ben Maddox to Santa Fe. The project includes constructing a roundabout at the Santa Fe/Houston intersection and signal upgrades at the Ben Maddox/Houston and Burke/Houston intersections. Estimated schedule: Utility relocation May – August 2008, Construction September 2008-May 2009. (Multi-funded: Project total of \$2.5m funded with Prop 1B (1614) \$724k (07/08); Measure R Local (1131) \$660k (07/08) and \$350k (08/09); and Vehicle License Fees (0012) \$803k).	Adam Ennis	3011/9026	--	B32	803,100					
2	<b>Engineering CAD Software Upgrade-</b> Autocad version currently being used by drafting and engineering design staff is several versions behind currently available version. Upgrade to 5-Civil 3D and 12-Map 3D licenses needed to remain compatible with current hardware, software and consultants and to improve drafting and project review efficiency.	Adam Ennis	new	--	N/A	50,000					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
3	<b>Robotic Survey Equipment-</b> Currently, survey crews have one robotic survey set (purchased in 2006) and one total station survey set (purchased in 1984). One survey crew can be created with the combination of the robotic survey set and one survey crew staff person. The total station survey set is reaching the end of its useful life and requires two survey staff to operate as a survey crew. Two of the four current survey crew staff have indicated that they will retire in the next 1-2 years. Replacing the total station survey set with a robotic survey set will allow the two remaining survey staff to operate as two separate survey crews when needed.	Adam Ennis	new	--	N/A	20,000					
4	<b>Preston Street Bridge-</b> install bridge over Mill Creek near Hillsdale. To be Constructed by developer. (Multi-funded: Project total of \$320k funded from Measure R Local (1131) \$20k (07/08); and Vehicle License Fees (0012) \$300k.)	Doug Damko	3011/8032	--	A14	300,000					
5	<b>Purchase SCE yard property</b> adjacent to the Corporation yard. This property adjacent to the current Corp Yard is approximately 4.5 acres in size and is projected to be available for purchase within the next 2 years. Purchase of SCE property will accommodate the Corp Yard's needs for current operations and future growth during the next 8-10 years that Corp Yard is projected to remain at current location. (Multi-funded: Project total of \$1m funded \$615k from 4411, \$312k from 0012, and \$73k Gen Fund.)	Earl Nielsen/ Jim Bean	3011/new		B1	156,250	156,250				
6	<b>Preliminary engineering and design work</b> necessary for potential future capital projects.	Adam Ennis	9699	--	N/A	100,000	100,000	100,000	100,000	100,000	100,000
7	<b>Construct Chinowth from Goshen Ave to Houston Ave.</b> This project will complete the connection of Chinowth from Goshen Avenue to Houston. The project will include a railroad crossing and a signal at Goshen and Chinowth upon PUC approval.	Adam Ennis	9762	--	A24					200,000	750,000
<b>Total Expenditures</b>						<b>1,429,350</b>	<b>256,250</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>	<b>850,000</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**Fleet Maintenance - 5011  
2008/09 - 2013/14 Capital Program**

<i>Executive Summary</i>						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Cash for Capital Replacement	267,800	237,800	237,800	237,800	187,800	187,800
Capital Expenditures	(30,000)	-	-	(50,000)	-	-
<b>Total Resources Available for Projects</b>	<b>237,800</b>	<b>237,800</b>	<b>237,800</b>	<b>187,800</b>	<b>187,800</b>	<b>187,800</b>

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	<b>Fleet Upgrades-</b> 1) Move tire shop and welding shop to west Edison building. 2) Move fleet office and change room to east Edison building. 3) Expand Parts area in Fleet shop.	Jim Bean	new	--	B1	30,000					
2	<b>Replace Fleet Services Chevy 1,500 PU with 2,500 HD for Service Truck</b> <u>Budget Year / Unit# / Year / Miles</u> 2011-12 / 252242 / 2001 / 66,816	Mike Morgantini	9223 task new	--	N/A				50,000		
<b>Total Expenses</b>						<b>30,000</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

**Vehicle and Equipment Replacement - 5012  
2008/09 - 2013/14 Capital Program**

This fund is supported by General Fund Departments, on a cost reimbursement basis, for replacement of the current operational fleet as each vehicle reaches its full useful life.

<i>Executive Summary</i>						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Cash for Capital Replacement	3,461,200	2,511,540	1,587,790	1,330,890	1,587,790	1,440,190
Reimbursement for Vehicle Replacements	663,400	676,700	710,500	746,000	783,300	822,500
Interest Earnings	96,600	61,100	51,200	50,300	55,400	33,600
Operating Expenditures (allocations)	-	-	-	-	-	-
Corrections						
Capital Expenditures	(1,709,660)	(1,661,550)	(1,018,600)	(820,500)	(986,300)	(1,421,700)
<b>Total Resources Available for Projects</b>	<b>2,511,540</b>	<b>1,587,790</b>	<b>1,330,890</b>	<b>1,306,690</b>	<b>1,440,190</b>	<b>874,590</b>

*Note:*

All vehicles proposed to be replaced will be evaluated by the Fleet Maintenance division and approved by the City Manager prior to the purchase of a new vehicle. If a vehicle should be replaced, the replacement vehicle will be an alternative fuel vehicle, Fleet Maintenance will recommend transferring the vehicle being replaced to other City departments.

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	<b>Public Works Vehicle/Equipment Replacements:</b>										
1	<b>Replace Traffic Safety 1 ton truck - used for roadway marking and stripping</b> originally planned to refurbish utility bed but has been determined to be beyond salvage - need additional funding to complete purchase <u>Budget Year / Unit# / Year / Miles</u> 2006-07 / 416907 / 1994 / 81,104	Eric Bons	duplicate 9223 task 72807	--	N/A	19,500					
2	<b>Replace Traffic Safety 1 ton truck - used for sign maintenance</b> originally planned to refurbish utility bed but has been determined to be beyond salvage - need additional funding to complete purchase <u>Budget Year / Unit# / Year / Miles</u> 2006-07 / 416908 / 1994 / 111,656	Eric Bons	duplicate 9223 task 72907	--	N/A	19,900					
3	<b>Replace Traffic Safety Utility Truck - for servicing traffic signals and street lights.</b> <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 416910 / 1997 / 124,860	Eric Bons	9223 task 70406	--	N/A	108,300					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
4	<b>Replace Streets 1 Ton Trucks</b> - with dump bed, AC, 2-way radio, tool boxes and arrow board. <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 314952 / 1992 / 36,360 2009-10 / 314953 / 1993 / 41,809	Earl Nielsen	9223 task new	--	N/A	56,700	56,700				
5	<b>Replace Streets nine wheel pneumatic roller.</b> Hydrostatic drive, power steering, watering system, ROPS included. <u>Budget Year      Unit#              Age              Hours</u> 2009-10 / 314824 / 35 yrs. / 3,100	Mike McCoy	9223 task 72007	--	N/A		86,400				
6	<b>Replace Streets Loader</b> <u>Budget Year / Unit# / Year / Hours</u> 2009-10 / 314846 / 1992 / 4,910	Earl Nielsen	9222 task new	--	N/A		140,400				
7	<b>Replace Streets PB Loader with bucket</b> <u>Budget Year / Unit# / Year / Hours</u> 2009-10 / 317949 / 1994 / N/A	Earl Nielsen	9222 task new	--	N/A		108,000				
8	<b>Replace Streets Transfer Dump Truck/Trailer</b> <u>Budget Year / Unit# / Year / Hours</u> 2009-10 / 314925 / 1994 / 3,571	Earl Nielsen	9223 task new	--	N/A		190,700				
9	<b>Replace Streets Asphalt Heater</b>	Earl Nielsen	task new	--	N/A		86,400				
10	<b>Replace Streets 1984 Kubota Tractor #314752</b>	Earl Nielsen	9222 task new	--	N/A			28,600			
11	<b>Replace Streets Broom Sweeper-</b> with 6 to 8 yards capacity hopper and a high dump hopper, with a high lift. <u>Budget Year / Unit# / Year / Hours</u> 2008-09 / 317654 / 1996 / 3,594	Earl Nielsen	9222 task new	--	N/A			146,900			
12	<b>Replace Streets 1984 Grader #314809</b> Equipment will be 26 years old at time of replacement	Earl Nielsen	9222 task new	--	N/A			238,000			
13	<b>Replace Streets 1999 Crack Sealer #314734</b>	Earl Nielsen	task new	--	N/A				46,500		
14	<b>Replace Streets 1/2 ton Pickup</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2012-13 / 314223 / 2001 / 56,768	Earl Nielsen	9223 task new	--	N/A					26,600	



#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
15	<b>Replace Streets 1998 Gilcrest Pavebox #314854</b>	Earl Nielsen	9222 task new	--	N/A					146,000	
	<b>Parks and Recreation Vehicle/Equipment Replacements:</b>										
16	<b>Replace Recreation 1994 Ford Ranger</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 341202 / 1994 / 97,491	Jeannie Greenwood	9223 task new	--	N/A	21,000					
17	<b>Replace Parks 3/4 ton pickup w/ utility bed</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 312941 / 1994 / 77,826 2011-12 / 312942 / 1994 / 22,166 2013-14 / 312949 / 2002 / 59,650	Jeff Fultz	9223 task new	--	N/A	40,000			46,000		48,000
18	<b>Replace Parks Maintenance mid-size Utility Truck with Full-size</b> alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 311203 / 1997 / 82,271 2009-10 / 312257 / 1998 / 83,058	Jeff Fultz	9223 task new	--	N/A	73,000					
19	<b>Replace Parks 1 ton 4X4 pickup</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2010-11 / 312944 / 2001 / 58,666	Jeff Fultz	9223 task new	--	N/A			45,000			
20	<b>Replace Parks 1/2 ton 4X4 pickup with sprayer unit</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2011-10 / 312239 / 1999 / 69,902	Jeff Fultz	9223 task new	--	N/A				69,000		
21	<b>Replace Parks mid-size P/U with utility bed with Full-size 1/2 ton w/utility bed</b> alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2012-13 / 312256 / 1997 / 69,278 2013-14 / 316202 / 1999 / 56,880 2013-14 / 312259 / 2001 / 71,725	Jeff Fultz	9223 task new	--	N/A					35,000	78,000
22	<b>Parks Brush Chipper-</b> Replace equipment #312734 with new Vemeer bc 1800 XL or equivalent. Safer design for operation and maintenance. Current engine is a tier 1 and California Air Resource Board will require and update in the next few years.	David Pendergraft	9222 task new	--	N/A	51,400					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
23	<b>Buildings Floor Scrubber/Sweeper replacement-</b> New Advance & Advenger AXP Rider Scrubber and Sweeper-Scrubber. Old machine is 14 years old and cleans 3,300 sq ft per hour having surpassed its average lifespan by 4 years. The new floor scrubbing machine will be used at the new ACC Gym on the new Dynamic sports floor and cleans 6,600 sq ft per hour. This self-propelling machine will eliminate possible injuries and strains on maintenance staff.	Ray Palomino	9222 task new	--	N/A	13,500					
24	<b>Parks Stump Cutter-</b> replace #312766	Jeff Fultz	9222 task new	--	N/A				15,000		
25	<b>Parks Root Pruner -</b> replace #312760 with updated equipment	Jeff Fultz	9222 task new	--	N/A					14,000	
26	<b>Parks Tree Spade-</b> replace 312757	Jeff Fultz	9222 task new	--	N/A						27,500
<b>Police Vehicle Replacements:</b>											
27	<b>Replace Police Narcotics SUV-</b> with fully equipped crewcab alternative fuel P/U <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 215211 / 1999 / 108,400	Randy George	9223 task new	--	N/A	36,720					
28	<b>Replace Police Narcotics P/U-</b> with fully equipped alternative fuel P/U <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 215198 / 1999 / 104,480	Randy George	9223 task new	--	N/A	36,720					
29	<b>Replace Police Auto Theft P/U-</b> with fully equipped alternative fuel specialty vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 215210 / 1999 / 111,546	Randy George	9223 task new	--	N/A	36,720					
30	<b>Replace Police light duty truck</b> with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 215217 / 1996 / 109,247 2012-13 / 215221 / 2004 / 44,536	Randy George	9223 task new	--	N/A	25,000				27,100	

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
31	<b>Replace unmarked Police vehicles - (7) Fully Equipped with alternative fuel vehicle</b> <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 212336 / 1998 / 104,779 2008-09 / 215189 / 1997 / 106,628 2008-09 / 215190 / 1997 / 118,708 2008-09 / 215192 / 1997 / 97,396 2008-09 / 215193 / 1997 / 119,763 2008-09 / 215195 / 1997 / 111,168 2008-09 / 211106 / 1997 / 88,952	Randy George	9223 task new	--	N/A	184,000					
32	<b>Replace marked patrol vehicles - (13) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 212316 / 1996 / 98,574 2008-09 / 212337 / 1999 / 87,941 2008-09 / 212338 / 1999 / 89,154 2008-09 / 212339 / 1999 / 93,155 2008-09 / 212340 / 1999 / 86,366 2008-09 / 212341 / 1999 / 113,482 2008-09 / 212342 / 1999 / 98,618 2008-09 / 212347 / 1999 / 102,118 2008-09 / 212348 / 1999 / 104,961 2008-09 / 212350 / 1999 / 110,328 2008-09 / 212351 / 1999 / 109,263 2008-09 / 212355 / 2000 / 80,945 2008-09 / 212349 / 1999 / 86,310	Randy George	9223 task new	--	N/A	707,500					
33	<b>Replace PD Traffic Division Scooter with a Go-4 three wheel parking scooter</b> <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 213316 / 1999 / 48,483 2010-11 / 213319 / 2002 / 39,494	Randy George	9223 task new	--	N/A	35,200		36,600			
34	<b>Replace marked patrol vehicles - (13) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2009-10 / 212425 / 2001 / 89,917 2009-10 / 212426 / 2001 / 87,020 2009-10 / 212428 / 2001 / 87,800 2009-10 / 212431 / 2001 / 92,249 2009-10 / 212432 / 2001 / 95,252 2009-10 / 212433 / 2001 / 84,948 2009-10 / 212434 / 2001 / 85,301 2009-10 / 212435 / 2001 / 88,970 2009-10 / 212436 / 2001 / 81,254 2009-10 / 212317 / 1996 / 84,487 2009-10 / 212343 / 1999 / 82,375 2009-10 / 212353 / 1999 / 88,102 2009-10 / 212427 / 2001 / 69,892	Randy George	9223 task new	--	N/A		721,700				

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
35	<b>Replace (2) PD K-9 marked patrol vehicles with SUV's-</b> fully equipped alternative fuel vehicles <u>Budget Year / Unit# / Year / Miles</u> 2009-10 / 212438 / 2001 / 95,890 2009-10 / 212439 / 2001 / 95,118	Randy George	9223 task new	--	N/A		112,900				
36	<b>Replace unmarked Police vehicles</b> with alternative fuel vehicles <u>Budget Year / Unit# / Year / Miles</u> 2009-10 / 215185 / 1996 / 89,073 2009-10 / 215194 / 1997 / 92,358 2009-10 / 215213 / 2000 / 70,670 2010-11 / 215196 / 2000 / 69,682 2010-11 / 211109 / 1999 / 81,063 2011-12 / 215101 / 2002 / 84,905 2012-13 / 211110 / 2002 / 18,524 2012-13 / 211111 / 2002 / 45,722 2012-13 / 211112 / 2003 / 70,831	Randy George	9223 task new	--	N/A		125,200	63,800	32,500	99,600	
37	<b>Replace PD PAL Van</b> with alternative fuel vehicles <u>Budget Year / Unit# / Year / Miles</u> 2009-10 / 212202 / 1999 / 86,046	Randy George	9223 task new	--	N/A		33,150				
38	<b>Replace PD light duty truck-</b> with fully equipped alternative fuel vehicles <u>Budget Year / Unit# / Year / Miles</u> 2009-10 / 215218 / 2001 / 67,924	Randy George	9223 task new	--	N/A			26,000			
39	<b>Replace Police Narcotics SUV-</b> with fully equipped alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2010-11 / 215200 / 2001 / 94,919	Randy George	9223 task new	--	N/A			42,200			
40	<b>Replace marked patrol vehicles - (6) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2010-11 / 212346 / 1999 / 61,628 2010-11 / 212359 / 2000 / 62,917 2010-11 / 212430 / 2001 / 56,045 2010-11 / 212437 / 2001 / 53,678 2010-11 / 212449 / 2001 / 60,657 2010-11 / 212345 / 1999 / 65,789	Randy George	9223 task new	--	N/A			340,000			

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
41	<b>Replace marked patrol vehicles - (10) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2011/12 / 212352 / 1999 / 51,689 2011/12 / 212354 / 2000 / 49,278 2011/12 / 212356 / 2000 / 57,099 2011/12 / 212429 / 2001 / 58,485 2011/12 / 212450 / 2001 / 51,428 2011/12 / 212357 / 2003 / 63,219 2011/12 / 212358 / 2003 / 66,829 2011/12 / 212359 / 2003 / 62,544 2011/12 / 212360 / 2003 / 51,644 2011/12 / 212361 / 2003 / 43,871	Randy George	9223 task new	--	N/A				578,000		
42	<b>Replace DARE Van- with alternative fuel vehicle</b> <u>Budget Year / Unit# / Year / Miles</u> 2011-12 / 215911 / 1998 / 49,876	Randy George	9223 task new	--	N/A				33,500		
43	<b>Replace Police 3/4 ton Commercial enforcement vehicle P/U with alternative fuel vehicle</b> <u>Budget Year / Unit# / Year / Miles</u> 2011-12 / 213203 / 2003 / 15,763	Randy George	9223 task new	--	N/A					48,000	
44	<b>Replace marked patrol vehicles - (10) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2012-13 / 212451 / 2004 / 50,389 2012-13 / 212452 / 2004 / 42,732 2012-13 / 212453 / 2004 / 49,124 2012-13 / 212454 / 2004 / 45,339 2012-13 / 212455 / 2004 / 42,096 2012-13 / 212456 / 2004 / 43,533 2012-13 / 212457 / 2004 / 44,040 2012-13 / 212458 / 2004 / 46,497 2012-13 / 212459 / 2004 / 41,240 2012-13 / 212460 / 2004 / 47,815	Randy George	9223 task new	--	N/A					590,000	

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
45	<b>Replace marked patrol vehicles - (15) Fully Equipped</b> <u>Budget Year / Unit# / Year / Miles</u> 2013-14 / 212461 / 2005 / 31,519 2013-14 / 212462 / 2005 / 26,108 2013-14 / 212463 / 2005 / 17,962 2013-14 / 212464 / 2005 / 34,347 2013-14 / 212465 / 2005 / 35,019 2013-14 / 212466 / 2005 / 23,620 2013-14 / 212467 / 2005 / 15,897 2013-14 / 212468 / 2005 / 42,113 2013-14 / 212469 / 2005 / 19,352 2013-14 / 212470 / 2005 / 21,730 2013-14 / 212471 / 2005 / 18,788 2013-14 / 212472 / 2005 / 31,520 2013-14 / 212473 / 2005 / 22,631 2013-14 / 212474 / 2005 / 18,451 2013-14 / 212475 / 2005 / 14,915	Randy George	9223 task new	--	N/A						900,000
46	<b>Replace Police 1 ton P/U Specialty Vehicle- fully equipped alternative fuel vehicle</b> <u>Budget Year / Unit# / Year / Miles</u> 2013-14 / 215913 / 2003 / 21,032	Randy George	9223 task new	--	N/A						50,000
47	<b>Replace unmarked Police vehicles (6) with alternative fuel vehicles</b> <u>Budget Year / Unit# / Year / Miles</u> 2013-14 / 215102 / 2003 / 82,292 2013-14 / 215103 / 2003 / 83,146 2013-14 / 215104 / 2003 / 41,487 2013-14 / 215105 / 2003 / 59,041 2013-14 / 215199 / 2004 / 37,000 2013-14 / 215914 / 2004 / 41,579	Randy George	9223 task new	--	N/A						203,200
<b>Fire Vehicle Replacements:</b>											
48	<b>Replace Fire Battalion Chief Command Vehicle</b> used by On-Duty Battalion Chief for Emergency Response. The City maintains one vehicle for this purpose. Replace with alternative fuel vehicle. <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 222220 / 1999 / 76,200	Doyle Sewell	9223 task new	--	N/A	68,000					
49	<b>Replace Fire Utility Truck/Air Trailer Transportation Vehicle-</b> with heavy duty tow package to pull heavy commercial trailer for emergency response. The City maintains one vehicle for this purpose. Replace with Alternative fuel vehicle. <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 223906 / 1994 / 51,000	Doyle Sewell	9223 task new	--	N/A	43,000					

#	Project Description	Project Manager	Project #	Budget Impact	Map Ref	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
50	<b>Replace Fire Marshal Sedan-</b> with emergency lighting package, mobile and portable radio with charger alternative fuel vehicle. <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 222123 / 1999 / 149,000	Doyle Sewell	9223 task new	--	N/A	30,800					
51	<b>Replace Fire Inspector Sedan-</b> with mobile and portable radio with charger alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 101102 / 1998 / 99,188	Doyle Sewell	9223 task new	--	N/A	30,000					
<b>SPCA Vehicle Replacements:</b>											
52	<b>Replace SPCA 1/2 ton pickup with alternative fuel vehicle</b> <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 215212 / 1989 / 71,938	Carol Cairns	9223 task new	--	N/A	24,000					
53	<b>Replace SPCA van with 3/4 ton pickup</b> with cages for transport of animals with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2008-09 / 412210 / 1992 / 202,150 2010-11 / 151001 / 2002 / 162,022	Carol Cairns	9223 task new	--	N/A	48,700		51,500			
54	<b>Replace SPCA Heavy Duty pickup</b> with cages for transport of animals with alternative fuel vehicle <u>Budget Year / Unit# / Year / Miles</u> 2013-14 / 151003 / 2006 / 46,269 2013-14 / 151002 / 2006 / 39,273	Carol Cairns	9223 task new	--	N/A						115,000
<b>Total Expenses</b>						<b>1,709,660</b>	<b>1,661,550</b>	<b>1,018,600</b>	<b>820,500</b>	<b>986,300</b>	<b>1,421,700</b>

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

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

- No Maintenance Costs
- \* Maintenance cost is \$5,000 or less
- \*\* Maintenance costs is \$5,000 to \$25,000
- \*\*\* Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

Insert Map A



Insert Map B

Insert Map C

Insert Map D

# ACTION

## PLANNING COMMISSION AGENDA

CHAIRPERSON:  
Vincent Salinas



VICE CHAIRPERSON:  
Lawrence Segrue

COMMISSIONERS PRESENT: Vincent Salinas, Adam Peck, Terese Lane

TUESDAY MAY 27, 2008; 7:00 P.M., CITY HALL WEST, 707 WEST ACEQUIA, VISALIA CA

- |  |   |
|--|---|
| 7:00 TO 7:00   | 1. THE PLEDGE OF ALLEGIANCE   |
| 7:00 TO 7:00<br>No one spoke   | 2. CITIZEN'S REQUESTS - The Commission requests that a 5-minute time limit be observed for requests. Please note that issues raised under Citizen's Requests are informational only and the Commission will not take action at this time.   |
| 7:00 TO 7:01<br>No comments  | 3. CITY PLANNER AGENDA COMMENTS   |
| 7:01 TO 7:01<br>No changes   | 4. CHANGES TO THE AGENDA –  |
| 7:01 TO 7:01<br>Consent Calendar was approved (Peck, Lane) 3-0 Logan and Segrue absent   | 5. CONSENT CALENDAR - All items under the consent calendar are to be considered routine and will be enacted by one motion. For any discussion of an item on the consent calendar, it will be removed at the request of the Commission and made a part of the regular agenda. <ul style="list-style-type: none"> <li>• Time Extension for Booker Tentative Subdivision Map No. 5518</li> </ul>   |
| 7:01 TO 7:33<br>Approved as recommended with the addition of condition No. 7 of approval for Variance No. 2007-09 ** (Peck, Lane) 3-0 Logan and Segrue absent<br><br>Open: 7:27<br>Close: 7:30<br><br>Spoke:<br>1. Jesus Gutierrez (representing applicant, in agreement with all condition on variance) | 6. PUBLIC HEARING – Brandon Smith <ul style="list-style-type: none"> <li>a. General Plan Amendment No. 2007-09: A request by Jeff Manquen to change the General Plan land use designation from RLD (Residential Low Density) to PA (Professional Administrative Office) on 0.21 acres. The site is located on the southwest corner of Court Street and Olive Avenue. APN: 097-033-002</li> <li>b. Change of Zone No. 2007-10: A request by Jeff Manquen to change the zoning from R-1-6 (Single-Family Residential, 6,000 sq. ft. minimum lot size) to PA (Professional Administrative/Office) and inclusion in Design District C on 0.21 acres. The site is located on the southwest corner of Court Street and Olive Avenue. APN: 097-033-002</li> <li>c. Variance No. 2007-09: A request by Jeff Manquen to allow reduced parking requirements for an office use and reduction of the required side yard, rear yard, and side street setbacks applied by to Design District C, to a proposed office conversion located on the southwest corner of Court Street and Olive Avenue. APN: 097-033-002</li> </ul> |

\*\* 7. That this Variance shall not be effective unless General Plan Amendment No. 2007-09 and Change of Zone No. 2007-10 are approved.

7:33 TO 7:36

7. DIRECTOR'S REPORT/PLANNING COMMISSION DISCUSSION: Chairperson Salinas has asked Staff to research SB375. Staff will respond by next Planning Commission meeting.

The Planning Commission meeting may end no later than 11:00 P.M. Any unfinished business may be continued to a future date and time to be determined by the Commission at this meeting. The Planning Commission routinely visits the project sites listed on the agenda.

For the hearing impaired, if signing is desired, please call (559) 713-4359 twenty-four (24) hours in advance of the scheduled meeting time to request these services. For the visually impaired, if enlarged print or Braille copy is desired, please call (559) 713-4359 for this assistance in advance of the meeting and such services will be provided as soon as possible following the meeting.

**THE NEXT REGULAR MEETING WILL BE HELD ON MONDAY, JUNE 9, 2008  
CITY HALL COUNCIL CHAMBERS, 707 WEST ACEQUIA**

7:36 To 7:36

Motion to Adjourn (Lane, Peck) 3-0 Logan and Segrue absent

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 8

**Agenda Item Wording:** Authorization for City Manager to execute an Addendum to Master Agreement between the City of Visalia, the Visalia Redevelopment Agency and Kaweah Delta Health Care District designating 84 parking spaces in the West Acequia Parking Structure to KDHCDC in return for \$2 million dollar contribution toward the project and providing that the District pay the proportionate share of maintenance costs.

**Deadline for Action:** June 2, 2008

**Submitting Department:** Administration

**Contact Name and Phone Number:** Phyllis Coring 713-4566

**Department Recommendation:**

Staff recommends that City Council approve an addendum to the Master Agreement between the City, the Visalia the Redevelopment Agency and Kaweah Delta Health Care District regarding implementation of Kaweah Delta Health Care District Long Term Facility Development Plan. This addendum would acknowledge the \$2 million dollar contribution KDHCDC made to the West Acequia Parking Structure and designate 84 parking spaces for their use in return and provide that the District pay the proportionate share of maintenance costs. Further, staff recommends that the City Manager be authorized to execute the agreement on behalf of the City and as Executive Director, execute the agreement on behalf of the Redevelopment Agency.

**Summary/background:**

The City, the Redevelopment Agency and Kaweah Delta Health Care District entered into a Master Agreement regarding their long term development plan on February 5, 2003. The agreement addressed a number of issues regarding the district's expansion in downtown, such as infrastructure and parking. The provisions of the agreement regarding parking include that the city would construct a parking structure, that it may be necessary for KDHCDC to contribute directly to the development of the parking structure and that KDHCDC would pay for any reserved spaces based on the proportional cost of the spaces.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): \_\_\_\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

This addendum to the Master Agreement acknowledges the \$2 million dollar contribution and designates 84 spaces in the structure in return. The 84 spaces would be reserved for the exclusive use by the district on a 24 hour basis. The agreement also provides that KDHCDC would contribute to the utilities and maintenance of the parking structure in proportion to the number of spaces reserved for their use to the total number of spaces in the structure. Payment would be made on a quarterly basis. The 690 space structure had a total project cost of \$16,600,000. The 84 spaces comprise 12% of the total spaces and therefore the agreement provides that KDHCDC would pay 12% of the utilities and maintenance. Kaweah Delta Health Care District is in agreement with the addendum.

**Prior Council/Board Actions:** The Master Agreement was entered into on February 5, 2003.

**Committee/Commission Review and Actions:**

**Alternatives:**

**Attachments:** Addendum to Master Agreement

**Recommended Motion (and Alternative Motions if expected):**

I move that City Council and the Redevelopment Agency approve the Addendum to the Master Agreement between the City, the Visalia the Redevelopment Agency and Kaweah Delta Health Care District regarding implementation of Kaweah Delta Health Care District Long Term Facility Development Plan and authorize the City Manger and RDA Executive Director to enter into the agreement on behalf of the city and agency.

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:



# City of Visalia Agenda Item Transmittal

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9b

**Agenda Item Wording:** Adopt the 2007 Transit Planning Study.

**Deadline for Action:** June 2, 2008

**Submitting Department:** Administration -Transit Division

**Contact Name and Phone Number:**

Monty Cox 713-4591

**Department Recommendation:**

Adopt the 2007 Transit Planning Study and authorize transit staff to implement its recommendations as outlined.

**Department Summary and Discussion:**

**Summary**

During the past year staff worked with a consultant, Moore Associates, to conduct a transit planning study. This study is required in order to be eligible for Federal Transit Administration (FTA) funding for capital and operating purposes; and was conducted over an extended period of time in order to meet additional planning requirements related to the Measure R and Prop 1B programs. Many of the recommendations included in this study have already been authorized by Council and implemented since the study began; however, it must be formally adopted in order to meet the funding requirements. The study included the following Tasks:

1. Evaluation of existing conditions and transit services
2. Evaluate interregional Service Demand
3. Develop Mooney Blvd Corridor Plan
4. Fixed Route Recommendations
5. Demand response Recommendations
6. Vanpool Recommendations
7. Measure R Plan
8. Fleet recommendations
9. Update VCC Operating Plan
10. Update VCC Capital Plan
11. Update VCC Financial Plan

**For action by:**

- City Council
- Redev. Agency Bd.
- Cap. Impr. Corp.
- VPFA

**For placement on which agenda:**

- Work Session
- Closed Session

**Regular Session:**

- Consent Calendar
- Regular Item
- Public Hearing

Est. Time (Min.): \_\_\_\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance**     N/A      
**City Atty**     N/A      
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

The consultant prepared the draft plan and submitted it to the City for review. Staff requested some changes due to Measure R and other programs that were being implemented during the study and the revised draft is now presented to Council for adoption.

### Fixed Route Recommendations

This study was completed during the implantation of the Tulare County Measure R and was therefore, the planning document that determined the appropriate transit service expansions to be funded by that measure. The City of Visalia has \$684,000 annually from Measure R and will fund the following service expansions:

1. Increase Sunday bus service from 3:30 pm to 6:30 pm.
2. Add one bus to Route 1 to improve frequencies and on-time performance.
3. Add one bus to Route 7 and expand that route to Demaree Avenue.
4. Augment the farebox revenues needed to support these new bus services.

### Demand response Recommendations

The Dial-A-Ride service was looked at specifically and the following recommendations were made to improve this service:

- Implement a pilot project to add additional dispatch staff on weekdays from 6:30 to 9:30 am
- Increase the frequency of reviewing accident reports, drug & alcohol reports, passenger complaints, and driver sensitivity training provided.
- Assist contractor in assessing service provided to the Creative Center, ABLE Industries, and the Senior center to maximize the efficiency of the service overall.
- Monitor trip times and lengths for increases indicating a reduction in dispatching quality.
- Maintain on-time performance standards and consistently monitor levels achieved.
- Review definition of trip denials and make sure dispatch staff is recording and managing trip requests properly.
- Monitor passenger cancellations and implement policies to penalize abusers which affect the service provided to others.
- Monitor passenger no-shows and implement policies to deter these from happening.
- Evaluate subscriptions or standing reservations to make sure the 50% threshold is not exceeded and is it is keeping others from accessing the service.
- Maintain current certification process and ADA policies.

## **Discussion**

### Evaluation of existing conditions and transit services

1. Fixed Route Service – The fixed route service has expanded annually over the last few years and this expansion accounts for the documented decline in cost effectiveness. The fixed Route service was evaluated using a ridecheck analysis and passenger surveys, as well as a review of all federal and state reported data, with the following observations:
  - a) There was a decline in ridership from FY 01/02 to 03/04 and an increase of 300,000 annual riders by FY 05/06.
  - b) Passengers per vehicle service hour (vsh) fluctuated from 22.0 to 17.1 ending at 18.1.
  - c) Passengers per service mile (vsm) also declined from 1.6 to 1.1 ending at 1.3.

- d) Operating cost / passenger rose from \$1.83 to \$2.54 and then declined to \$2.24.
  - e) The farebox recovery ratio requirement of 20% was met every year until FY 04/05 when it dropped to 17.3%. It increased to 19.1% in FY 05/06 and 21.1% in 06/07.
  - f) During the study period several route changes and a fare increase were implemented.
2. Dial-A-Ride Service – The Dial-A-Ride service was reviewed and compared with industry standards resulting in the following observations:
- a) Recent population growth, expansion of fixed routes and changes in policies have all affected the Dial-A-Ride experience.
  - b) In 2006 transit staff noted an increase in customer complaints related to late pick ups and long trip lengths.
  - c) Ridership declined 9% over the past two years.
  - d) A potential link exists between increased fixed route service and a decline in Dial-A-Ride ridership.
3. Peer Review – A comparison of specific data with similar agencies (Redding, Chico, Napa, Merced) was conducted with the following results:
- a) Visalia had the lowest cost/vsh (\$43.41), cost/vsm (\$3.13), cost/passenger (\$2.54).
  - b) Visalia had the second highest passengers/vsh (17.1) and passengers/vsm (1.2).
  - c) Visalia had the lowest average fare (\$0.44) which contributed to the 17.3% farebox ratio below the required 20% mandated by the Transportation Development Act.
4. Ridecheck Analysis – a ride check was conducted during November 2006 as part of this study to assess schedule adherence and assess productivity at the individual bus stop level. The following was determined from this analysis:
- a) On-Time-Performance
    - o On-time-performance was measured at 56.5% as measured from every timepoint along all routes; however, it was recorded as 76.4% as measured from the start of each trip.
    - o A bus leaving early from field (non-starting point) time points was the majority of the problem.
    - o Running late was less of a problem, but still significant.
    - o This was immediately addressed through adjustment of the schedules and driver training/enforcement.
  - b) Boarding & Alighting Counts
    - o Boardings peaked between 3:00 p.m. and 6:30 p.m.
    - o Second highest period was 12:00 p.m. to 3:00 p.m.
    - o Route 9, serving southeast Visalia, Farmersville and Exeter, had the highest and Route 2, which serves south Visalia, had the lowest boardings.
    - o Routes 7, serving northwest Visalia, & 9 had the highest alighting figures and Route 2 had the lowest.
5. Fixed Route Boarding Analysis – The following information was derived from a survey of persons using services offered by Visalia City Coach:

- a) Demographic Information – The typical customer is female (56.8%), between the ages of 23 & 59 (56.2%), employed full-time (16.2%), absent a mobility disability (79.2%), and ride-dependent (52.3%).
- b) Travel Behavior – The majority of customers use the bus to get to work (25%) or school (20.2%). They use VCC because of the lack of alternatives (31%) and convenience (30.6%). They are evenly split between riding more than three years (38.5%), one to three years (30%), less than one year (27%).
- c) Fare Type – Customers were identified by fare type with 79.3% paying the general base fare, 16.4% paid the senior/disabled fare and 4.3% paid the child fare. In addition, 43.5% paid with cash, 32% used the Day Pass and 24.6% paid with a Monthly pass.
- d) Customer Satisfaction – Respondents were asked to rate the service on a scale of 1 to 4, with 4 being satisfactory, and the average rating was 3.40 which is above average for similar transit services in other communities.
- e) Service enhancements – Participants were given a list of five service enhancements and asked which was most important. The most frequently cited response was “extended Sunday hours” (40.3%) followed by “later evening service” (23.5%).
- f) Information Channels – Participants were asked how they typically obtain information regarding VCC and 61% stated they got their information from bus stop locations. This confirms the importance of keeping information at bus stops up to date and maintained.

#### 6. Dial-A-Ride Customer Survey Analysis

- a. Rider Profile – The average rider is female (86.4%), over the age of 80 (37.8%), has a mobility related disability (77.8%), a household annual income less than \$15,000 (55.9%), no driver license (80%), and no vehicle (84.4%).
- b. Trip Patterns – The majority of Dial-A-Ride customers go to medical appointments (39.1%) or shopping (34.4%).
- c. Reservations – Dial-A-Ride is required by federal law to give priority to those who cannot access the fixed route bus (determined through ADA Certification process). This is done by only allowing ADA certified customers up to 14 days to make advanced reservations for their trips on Dial-A-Ride. All others are allowed to make same-day requests only. Some (13.6%) of ADA customers do not get the time they request and can be negotiated within one hour of that time. Of those making same-day requests 75% were able to schedule their ride.
- d. Fare Type – ADA Dial-A-Ride customers (61%) pay a reduced fare of \$1.50 while seniors and non-ADA disabled customers (39.5%) pay \$2.00 per ride. No survey respondents indicated they paid the general public fare of \$3.00.
- e. Frequency – Dial-A-Ride customers use the service less than once a week (42.2%), 1-4 times a week (42.2%) or more than 4 times per week (15.6%).
- f. Customer Rating – When asked about over-all satisfaction, Dial-A-Ride customers responded Good (44.4%) or Excellent (42.2%) with no respondents indicating Poor.
- g. Information – Customers learned about Dial-A-Ride primarily from family or friends (71%) or Transit brochures (18%).

#### Evaluate interregional Service Demand

The consultant assessed the viability of some type of interregional bus service between Tulare and Fresno counties. They used results from a demographic analysis, trip generators, and traffic counts to create a visual of traffic activity which they compared with codified travel patterns. The following factors need to be considered in this effort:

1. Overall population growth within the region.
2. Growth is driven by immigration to the region.
3. Growth of Fresno as a Central Valley regional center.
4. Perceived reduction in private sector transportation options.

Given the uncertainty of near-term funding, the perceived absence of priority from the Fresno perspective, and the absence of readily identifiable origin/destination pairings, the idea of a publicly-funded inter-regional service is premature at this time.

### Develop Mooney Blvd Corridor Plan

It has been suggested in recent planning efforts that a more comprehensive and convenient connection between the cities of Visalia and Tulare is needed and would improve overall transit service for both communities. This plan focuses on Mooney Blvd. as the corridor that provides the critical link between the two communities. Currently, hundreds of passengers travel this corridor each day by catching the Tulare bus at the Tulare Transit Center, travel to the Tulare County Government Plaza on South Mooney in Visalia, transfer to a Visalia City Coach bus after a significant wait, and reach their final destination at the College of the Sequoias (COS), downtown Visalia or some other destination along the route. Some may even need to transfer again before reaching their final destination.

The consultant for this study recommends that Visalia extend its Mooney Blvd. route to the Tulare Transit Center via Mooney Blvd., Tulare Ave and J Street. This would significantly reduce the travel time for bus riders which would compete better with the auto trip time and increase bus ridership. This will become more critical during the next few years as Caltrans completes widening of Mooney Blvd. and significant delays are experienced. Detours can be designed that reduce this impact as much as possible for the bus riding public. Staff is working with the City of Tulare to work toward implementing this recommendation.

### Vanpool Recommendations

With the increased development of the industrial park the consultant included a recommendation for the City of Visalia to provide vanpools as part of the transit services available. Since Kings Area Rural Transit (KART) operates a very successful vanpool program throughout Fresno, Madera, Tulare, Kern and Kings counties; all that the City of Visalia will need to do is budget funds from the annual Federal Transit Administration (FTA) grants for the purchase of additional vanpool vehicles. The Operation of the vanpools would be self funded by the participants. This is possible because of the volume of vanpools operated currently by KART, estimated at over 300.

### Measure R and Prop 1B Expenditure Plans

This study serves as the programming document for the Measure R and Prop 1B funding programs. The consultant prepared a comprehensive Transit Capital and Financial plan that incorporated these funding sources into the overall transit operations and capital programs. These funds essentially allowed the transit operation to implement some expansions that were planned in later years so that we could benefit from them now while the City is growing at the current pace.

The Measure R Plan is as follows:

Extend Route 7	\$315,250
Increase Route 1	\$180,000
Increase Sunday to 6:30 pm	\$ 74,417
Supplement farebox	<u>\$114,333</u>
Total	\$ 684,000

The Prop 1B Expenditure Plan is as follows:

Sequoia Shuttle/Visitor Center and Parking	<u>\$1,015,390</u>
	\$1,015,390

Both the Measure R and Prop 1B plans have been approved by Council previously as those funding applications were due. This plan now incorporates these projects into the overall transit program.

### Fleet recommendations

One of the tasks included in the study is to update the Transit Fleet Plan given the changes in funding, operations and needs over the previous several years. For the City of Visalia Transit Division, this has meant an acceleration of vehicle purchases as the City has aggressively pursued various funding mechanisms. Although the City has been successful in securing significant capital funding the City only just recently became in line with the federal recommended replacement schedule for our fixed route fleet. Federal regulations require fixed route buses to be operated a minimum of 12 years. That is also the number of years bus manufacturers design their buses to last. Prior to this year the City has operated buses up to 15 or 16 years. Replacing them with new grant funds helps reduce our operating costs, funding for which are not as available.

### Update VCC Operating Plan, Capital Plan and Financial Plan

The process of updating the operating plan includes an understanding of the operating revenues available and designing a plan that maximizes the use of that funding. The operations plan includes the evaluation of the existing routes and other services and recommendations to improve those services. The plan must also take into account any new funding sources and the improvements that will be funded with those sources. The operations plan must also comply with federal and state regulations that place some restraints or special requirements on the services provided. These requirements include meeting required farebox ratios and ADA accommodations.

The Capital and Financial requirements to meet the various recommended expansions are discussed in detail in the plan. Fleet and other capital/infrastructure purchases are also scheduled to meet the replacement and expansion needs of the service. The funding for this expanded service would come from various sources. The following chart outlines the proposed capital Plan:

Expenses	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
<b>Fixed-Route</b>								
40-Foot Replacement	0	0	8	0	0	0	0	0
40-Foot Expansion	0	3	0	0	0	0	0	0
<b>Total Cost</b>	\$0	\$1,282,350	\$3,522,188	\$0	\$0	\$0	\$0	\$0
35-Foot Replacement	0	0	0	0	0	0	0	0
35-Foot Expansion	0	4	0	0	0	0	0	0
<b>Total Cost</b>	\$0	\$1,688,200	\$0	\$0	\$0	\$0	\$0	\$0
Trolley Replacement	3	0	0	0	0	0	0	0
Trolley Expansion	0	0	0	0	0	0	0	0
<b>Total Cost</b>	\$540,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$540,000	\$2,971,550	\$3,522,188	\$0	\$0	\$0	\$0	\$0
<b>Demand-Response</b>								
Type III Replacement	6	0	0	0	2	2	2	1
Type III Expansion	0	0	0	0	0	0	0	0
<b>Total Cost</b>	\$552,000	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148	\$113,148
<b>Subtotal</b>	\$552,000	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148	\$113,148
<b>Facilities</b>								
Transit Center (PTMISEA)								
Environmental Phase (P&ED)	\$20,000							
Design Phase (FS&E)	\$130,000							
Right of Way Phase (R/W)	\$65,390	\$634,610						
Construction Phase (CON)			\$1,500,000					
<b>Subtotal</b>	\$1,015,390	\$634,610	\$1,500,000	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$113,148
<b>Funding</b>								
CMAQ	\$425,000	\$2,081,000	\$2,479,000		\$141,536	\$141,536	\$141,536	\$141,536
Prop 1B (PTMISEA)								
PUC 99313	\$924,992							
PUC 99314	\$90,408							
FTA Section 5307		\$507,688	\$592,312					
Local Transportation Funds		\$126,922	\$907,688					
Earmark	\$612,000	\$620,550	\$723,188		\$47,094	\$53,306	\$59,706	
Local Match	\$55,000	\$270,000	\$321,000		\$18,464	\$18,464	\$18,464	
<b>Total Funding</b>	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$141,536

Source: City of Visalia

**Prior Council/Board Actions:** None

**Committee/Commission Review and Actions:** Transit Advisory Committee approval April 2.

**Alternatives:** None.

**Attachments:** None

**City Manager/Executive Director Recommendation:**

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Recommended Motion (and Alternative Motions if expected):**

I move that the City Council adopt the 2007 Transit Planning Study and authorize transit staff to implement its recommendations as outlined.

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:



# CITY OF VISALIA



TRANSIT STUDY

NOVEMBER 2007

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# 1

## 1. EXECUTIVE SUMMARY

## 1.1 Existing Conditions and Service Evaluation

The first step in evaluating the performance of the Visalia City Coach service was to examine the existing conditions of both the service and its service area. The Existing Conditions and Service Evaluation chapter of the report is comprised of eight sections:

- Introduction,
- Fixed-Route Service Evaluation,
- Dial-A-Ride Evaluation,
- Peer Review,
- Ride Check Analysis,
- Fixed-Route Onboard Survey Analysis,
- Dial-A-Ride Customer Survey Analysis, and
- Interregional Service Demand Analysis.

The findings of each section are summarized below.

### Overview

The City of Visalia was incorporated in 1874 at the base of the Sierra Nevada Mountain Range. It is the gateway to both Sequoia and Kings Canyon National Parks. Visalia's population increased 17.4 percent from 75,636 in 1990 to 91,565 in 2000. From 2000 to 2006 the population of Visalia increased an additional 25.4 percent.

### Ride-Dependent Population

In most communities throughout the nation, the transit-dependent population is composed of youth (those between the ages of 5 and 17), seniors, persons with disabilities, and low-income individuals.

As of the 2000 decennial census, nearly 10,000 seniors resided within Visalia, making up 10.9 percent of the population. There are approximately 15,462 disabled individuals in Visalia, representing 18.6 percent of the population. More than 15,000 residents in Visalia cited an income at or below the federal poverty level comprising 16.8 percent of the population. The number of households

reporting lack of access to a personal vehicle was 2,737, 8.8 percent of respondent households.

### Trip Generators

The identification of major activity centers throughout the Visalia City Coach (VCC) service area provides the basis for identifying and quantifying demand for public transit service, as well as identifying temporal and spatial service gaps. The majority of the city's activity centers are concentrated in the downtown (central) and/or western (Mooney Boulevard corridor) portion of the city. There are an increasing number of trip generators scattered throughout the remainder of the city.

### Fixed-Route Service Evaluation

Visalia City Coach operates 9 fixed-route lines and a demand-response service within the City of Visalia and the communities of Exeter, Farmersville, and Goshen.

The hours of operation for both services are Monday through Friday, 6:00 a.m. to 9:30 p.m.; Saturday, 9:00 a.m. to 6:30 p.m.; and Sunday, 8:00 a.m. to 6:30 p.m.

This service does not operate on New Year's Day, Easter, Memorial Day, Independence Day, Thanksgiving Day, and Christmas Day. The service operates under its Sunday schedule on President's Day, Labor Day, and Christmas Eve.

A one-way trip fare of \$1.00 is charged for adult passengers on the fixed-route service. Two children (ages 6 years or younger) may ride free per fare-paying adult. For each additional child, a fee of \$1.00 applies. Seniors (60 years or older)/Disabled/ Medicare card holders are charged a fare of 75 cents. A discounted fare of 25 cents is offered to this latter group of passengers if travel occurs between the hours of 10:00 a.m. and 2:00 p.m.

Riders have the option of purchasing day passes as well. A general day pass is \$2.00. A day pass for Seniors/Disabled/Medicare Card holders is available for \$1.50. The City also offers a general public, unlimited ride, 31-day pass for \$30.00.

### Performance Indicators

Ridership on the City's fixed-route service declined between FY 2001/02 and FY 2003/04. However, the service has gained nearly 300,000 passengers since FY 2003/04. The Passengers/VSH indicator declined from 22.0 in FY 2001/02 to 17.1 in FY 2004/05 before rebounding slightly to 18.1 in FY 2005/06. The Passengers/VSM indicator declined from 1.6 in FY 2001/02 to 1.1 in FY 2004/05 before rebounding to 1.3 in FY 2005/06.

The Operating Cost/VSH indicator has dropped steadily since reaching a high of \$47.37 in FY 2002/03. The Operating Cost/Passenger indicator rose steadily from FY 2001/02 to FY 2004/05, increasing from \$1.83 to \$2.54 (28 percent), before dropping to \$2.24 in FY 2005/06. Prior to FY 2004/05, VCC had been performing above the mandated farebox recovery standard. However, since FY 2004/05, VCC has fallen below the 20-percent requirement. The ratio reached its lowest point the same fiscal year with an indicator of 17.3 percent, but has since begun to increase. As of FY 2005/06 the figure stood at 19.1 percent.

### Dial-A-Ride Evaluation

It is critical a demand-response service evolve to meet particular local transportation needs of a community and the City's Dial-A-Ride service is no exception. Recent population growth, changes in Dial-A-Ride service policies and expansion of fixed-route service over the years have progressively resulted in supply and demand issues that affect Dial-A-Ride's productivity and ultimately the Dial-A-Ride experience.

In 2006, City staff noted an increase in customer complaints related to late pick-ups, long trip times, and perceived customer issues. While customer complaints of this nature are not uncommon and are experienced by many demand-response systems of a similar size, City staff has taken certain steps to verify the validity of these customer concerns, ensure a consistent service quality, and ensure the program has the resources needed to support the City's transit mission.

Dial-A-Ride ridership declined nine percent over the past two years to 33,600 riders in FY 2005/06. Based on the first five months of FY 2006/07 we project this will drop two percent again this year. This raises a number of questions:

- Is there a relationship between recent ridership decline and customer issues?
- Have changes to the fixed-route service impacted Dial-A-Ride?
- Is the current Dial-A-Ride operating structure working?

A significant challenge for Dial-A-Ride is balancing ADA-certified patrons' needs with those of the general public in a community where the population has grown from 76,000 in 1990 to 111,000 in 2006 (46 percent increase). Several elements impact the Dial-A-Ride program's overall level of service, such as the effectiveness and quality of the Dial-A-Ride operation itself and the degree to which the fixed-route system is able to expand and attract riders (potentially relieving Dial-A-Ride demand).

#### Peer Review

The Peer Review compares the performance of the Visalia City Coach fixed-route service with four like-peer services using established performance indicators. The peer group included Redding Area Bus Authority, Chico Area Transit System, Napa VINE, and Merced County Transit. These transit providers were selected because they have similar service area characteristics (population and area), fleet size, ridership, and service offerings.

Visalia performed well in the peer group. The service had the lowest Cost/VSH, Cost/VSM, and Cost/Passenger at \$43.41 (30 percent below the peer average), \$3.13 (18 percent below the peer average), and \$2.54, respectively. VCC also ranked second highest amongst its peers in Passengers/VSH and Passengers/VSM at 17.1 (6 percent above the peer average), and 1.2, respectively. However, Visalia also had the lowest Average Fare/Passenger (\$0.44), resulting in a Farebox Recovery Ratio of 17.3 percent.

#### Ride Check Analysis

Moore & Associates conducted a ride check during November, 2006 to evaluate Visalia City Coach's (VCC) fixed-route on-time performance. A total of 180 trips were evaluated. The ride check was conducted across all service days (i.e., weekdays, Saturday, Sunday) and all day-parts. A ride check has two primary objectives:

1. Assess schedule adherence, and
2. Assess productivity at the individual bus stop level.

### On-Time Performance

When compared with the industry standard of 90 percent, the Visalia City Coach's performance was significantly lower at 56.5 percent. Nonetheless, we believe the 90-percent standard is attainable for Visalia.

As is typical in many transit programs, on-time performance of the City's fixed-route service declines as the trip or run progresses. The average schedule adherence was 76.36 percent at the start of the trip, this figure decreases to 58.64 percent at the midpoint of the trip, and further declines to 33.75 percent by the end of the surveyed trip.

There is no single contributor (internal or external) responsible for VCC's poor schedule adherence. Early departures, late arrivals, and missed trips were among the influencing factors.

We observed an issue with "running hot." This refers to the tendency of drivers to depart early from stops. "Running hot" is a serious problem in public transit because potential passengers may arrive at a bus stop on time and miss their bus because it has already departed. VCC trips left early from the start-point of the run 12.1 percent of the time. Buses departed from the mid-point early 22.2 percent of the time, and buses arrived early at the final time-point 43.1 percent of the time. The overall average for "running hot" throughout the system was 25.7 percent.

Running late was less of a problem, but still significant. System-wide, 11.5 percent of trips began their run late, 19.1 percent reached their midpoint late, and 23.1 percent arrived at their destination after the published schedule time.

The rise in hot running as the trip progresses may indicate drivers are not waiting long enough at time-points and thereby steadily increasing the gap between published schedule and actual running time.

The on-time performance for the system as a whole was 56.5 percent. Route 5 had the highest overall on-time performance percentage (84.1 percent) and Route 1 the worst (44.9 percent). Routes 6, 9, and 10 had the highest start-point percentage for on-time performance, each with ratings of 100 percent. Route 2 had the poorest (50 percent). Route 5 had the highest midpoint on-time performance (90.9 percent), while Route 2 had the lowest (46.2 percent). Route 5 had the highest on-time performance rating in regards to endpoints (71.4 percent) while Route 7 had the worst (4.5 percent).

### Boarding and Alighting

Our analysis revealed boarding activity peaked between 3:00 p.m. to 6:30 p.m. During this day-part, 34 trips were evaluated with 614 boardings, averaging 18.1 boardings per trip. The next highest period, 12:00 p.m. to 3:00 p.m., 56 trips were evaluated with 822 boardings averaging 14.7 boardings per trip.

Route 9 was the most active route with the highest overall boarding activity (33.6 boardings), while Route 2 had the lowest (3.5 boardings). The early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part had the highest average number of boarders per trip for all routes except Route 9. The period between 6:00 a.m. to 9:00 a.m. had the lowest boarding activity per trip at 8.3. The variance was substantial, with the morning (i.e., 6:00 a.m. to 9:00 a.m.) day-part having a lower average than the early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part. The general trend (in terms of VCC ridership) is a curve that peaks towards early evening (i.e., 3:00 p.m. to 6:30 p.m.), and then declines until service ends at 10:30 p.m.

Routes 7 and 9 had the highest average alighting figures (18.9 alightings and 26.5 alightings, respectively). Route 2 had the lowest average alighting (2.1). This can be attributed to the absence of significant trip generators along the alignment.

### Fixed-Route Onboard Survey Analysis

As the managing entity for Visalia City Coach, the City of Visalia contracted with Moore & Associates, Inc. to conduct a survey of persons utilizing services offered by VCC.



Beyond primary market research and insight into customer satisfaction, this data was used in the development of the study's service recommendations.

Administered from November 6-12, 2006, the survey had several core objectives:

- Develop a demographic profile,
- Codify travel behavior,
- Assess customer satisfaction,
- Identify potential service enhancements, and
- Identify most-likely marketing channels.

#### Demographic Information

Using the aggregate data collected during the onboard/customer survey process, Moore & Associates developed a demographic profile of the Visalia City Coach customer. A slight majority is female (56.8 percent). The profile rider is between the *ages of 23-59* (56.2 percent), *employed full-time* (16.2 percent), *absent of a mobility disability* (79.2 percent), and *ride-dependent* (52.3 percent).

#### Travel Behavior

When queried as to trip purpose, many survey respondents selected multiple responses from among the options provided. On a system-wide basis, *work* (25.0 percent) and *school* (20.2 percent) were cited most frequently.

VCC customers were asked to identify the primary motivator for selecting VCC with respect to the surveyed trip. *Lack of alternatives* and *convenience* were chosen most often (31.0 percent and 30.6 percent, respectively).

When asked *how long they have been riding*, 38.5 percent indicated a period of *three years or more*. Thirty percent indicated riding *one to three years*. Nearly 27 percent noted riding for *less than one year*. We believe this data supports our observation that VCC's current customer base is composed of:

- 1) A solid core of dedicated transit riders,
- 2) A limited number of "choice" riders, and
- 3) Appreciable annual turnover.

### Fare Type

Survey participants were asked to which of VCC's three existing fare categories they belong. The *general* base fare category was cited by 79.3 percent of respondents. Of the remainder, 16.4 percent noted they belong to the *senior/disabled/Medicare* category, and 4.3 percent claimed the *child* category.

Additionally, each survey respondent was asked to identify his/her typical fare payment method. Of the respondents, 43.5 percent cited paying with *cash*. The balance was split among non-cash methods of payment. Approximately 32 percent indicated using *day passes* while 24.6 percent cited *monthly passes*.

### Customer Satisfaction

Survey participants were asked to rate nine distinct service attributes using a four-point numerical rating scale (1= dissatisfied, 4= satisfactory). The mean score from each attribute was used to calculate an overall rating.

Respondents were also asked to share their *overall satisfaction* with the VCC program. The service received a satisfactory rating of 3.40. Based on our public transit survey experience, VCC's overall ranking compared favorably with that of many other medium-sized urban transit programs.

### Service Enhancements

Survey participants were provided with a list of five service enhancement options and asked to select the option they would most like to see implemented or enhanced.

The most-frequently cited response was *extended Sunday hours* (40.3 percent), followed by *later evening service* (23.5 percent) and *newer buses* (17.6 percent).

### Information Channels

To help target future VCC marketing activities, survey participants were asked how they typically obtain information about VCC services. Sixty-one percent stated they primarily obtain service information from bus stop locations. This

confirms the importance of installing and maintaining easy-to-read service information at individual bus stop locations throughout the VCC service area.

### Dial-A-Ride Customer Survey Analysis

With the assistance of City staff, Moore & Associates distributed direct-mail surveys to a random sample of registered VCC Dial-A-Ride (DAR) patrons. The survey was designed to:

- Develop a demographic profile of DAR customers,
- Codify travel patterns,
- Assess customer satisfaction,
- Identify potential service enhancements, and
- Identify preferred marketing channels.

### Rider Profile

The average rider is female (86.4 percent), over the age of 80 (37.8 percent), has a disability which affects their personal mobility (77.8 percent), a household income of less than \$15,000 per year (55.9 percent), lack of driver license (80.0 percent), and does not have access to a personal vehicle (84.4 percent).

### Trip Patterns

Respondents were asked to provide the primary purpose for which they use Dial-A-Ride. As could be anticipated, based on the service offered and the demographic profile of the clientele, most responded using Dial-A-Ride for healthcare purposes (39.1 percent), shopping was a close second (34.4 percent).

### Reservations

All patrons who have established standing reservations with the City's Dial-A-Ride service are always (100.0 percent) able to book their trips. Nearly all ADA-certified patrons reported being able to secure their desired trip time. Only 13.6 percent of ADA-certified customers who scheduled their ride between one to seven days in advance noted they were not able to secure their desired trip. Of those who made same-day reservations, 75.0 percent were able to secure their desired travel time.

### Fare

Approximately 61 percent of respondents indicated they fall within the ADA fare category; while 39.5 percent reported being either senior or disabled. No respondent identified being part of the general public category.

### Frequency

Respondents were asked how often they ride the Dial-A-Ride service. Approximately 43 percent responded they ride less than once a week. The remainder (57.8 percent) indicated they use the service more often, with 15.6 percent riding five or more times a week.

More than half of the survey sample indicated they were patrons of the Dial-A-Ride service for more than two years. Established riders (patrons longer than 12 months) make up almost 70 percent of the survey sample.

### Overall Rating

When asked to share their overall satisfaction with the Dial-A-Ride program, 44.4 percent responded “Good”. A close 42.2 percent noted the DAR service as “Excellent”. No respondents indicated having a “Poor” overall experience.

### Information

The survey queried respondents to indicate which channels they use to obtain information regarding the Dial-A-Ride service. Approximately 71 percent replied they obtain information from family and friends. Eighteen percent cited the Transit Center or VCC brochures.

### Interregional Service Demand Analysis

This project included assessing the viability of potential interregional service between Tulare and Fresno Counties. To quantify demand, our team combined results from demographic analysis, trip generators, and traffic counts to create a visual of traffic activity within the study area. The data obtained was compared and contrasted with existing, codified travel (transit and non-transit) patterns.

### Ride-Dependent Population

Approximately one-fourth (25.0%) of Fresno County's population is comprised of seniors (65 years or older). By comparison, 13 percent of Tulare County residents are categorized as seniors.

Fresno County is home to more than twice as many disabled residents as Tulare County. However, given the fact Fresno County has a significantly larger population than Tulare County, the percentage of the population represented by disabled residents is nearly identical between the two counties.

Tulare and Fresno Counties are similar in terms of their demographic makeup, and the percentage of residents with incomes at or below the federal poverty level is no exception. Here again, the numeric difference between the two populations is quite high (almost 100,000), yet the difference in percentage is just over one percent.

Fresno County has nearly three times as many households citing lack of access to a personal vehicle as Tulare County.

Fresno County residents are more likely to spend 45 minutes or more on public transit, likely due to the size of Fresno. From this, we infer at least 2,662 people in the study area are already using transit for long trips and are therefore potential customers for the proposed interregional service. It is clear, however, that Tulare County residents are not currently riding transit for long periods of time in high numbers.

### Trip Generators

Demand within the city of Fresno is concentrated downtown and along Shaw Avenue in the northern part of the city. It appears much of the demand in Fresno is distributed randomly, but the vast majority of key trip generators are located along a relatively select number of major thoroughfares.

Demand within Visalia is concentrated within a select number of districts: Downtown, the industrial park near the western border, and Mooney Boulevard. Trip generators in Visalia are more concentrated than in the city of Fresno because Visalia is a much more compact urban area.

#### Traffic Counts

Moore & Associates focused on travel along State Route 99, the major highway linking Tulare and Fresno Counties, and its connectors. It is clear the majority of vehicular activity within the study area occurs in and around the city of Fresno.

#### Findings

We believe possible demand for inter-regional service is predicated on the following factors:

1. Overall population growth within the region.
2. Growth is driven by immigration to the region. New arrivals are coming from larger population centers (Los Angeles, San Francisco Bay Area). These immigrants are accustomed to traveling greater distances to access services and destinations.
3. Growth of Fresno as a Central Valley regional center, including the expansion of educational, government, and healthcare jobs and services.
4. Perceived reduction in private sector transportation options (Greyhound, Orange Belt Stages).

Given the uncertainty of near-term transit funding, the perceived absence of priority regarding inter-regional service from the Fresno perspective, and the absence of readily identifiable origin/destination pairings, we conclude the idea of a publicly-funded inter-regional service is premature at this writing.

## 1.2 Operational and Capital Plan

The second portion of this report presents recommendations supporting the growth and/or improvement of the Visalia City Coach program. The Operational and Capital Plans include four sections:

- Fixed-Route Recommendations,
- Demand-Response Recommendations,
- Vanpool Recommendations, and
- Fleet Recommendations.

Exhibit I-1 Summary of Fixed-Route Recommendations

Fixed-Route Recommendations	
Service Element	Recommendation
Service Extension	Extend Route 7 from Mooney Blvd to Demaree Road using Houston Road and Riggin Ave.
	Extend Route 7 along Houston Road from Mooney Blvd to Demaree Road.
	Adjust scheduling accordingly.
	Extend service along Mooney Blvd to the city of Tulare.
Service Hours	Extend weekday evening service hours from 9:30 p.m. to 10:00 p.m.
	Extend Sunday hours from 3:30 p.m. to 6:30 p.m.
Capacity	Purchase another vehicle for Route 1 service.
Farebox	Backfill the farebox to 25 percent.
Marketing	Implement marketing and community outreach efforts.

Exhibit I-2 Summary of Demand-Response Recommendations

Demand-Response Recommendations	
Service Element	Recommendation
Staffing	Undertake a three to six-month pilot project to increase dispatch coverage from 6:30 a.m. to 9:30 a.m.
	Monitor complaints, on-time performance, trip denials, and ridership trends, etc. to justify continuation of increased dispatching coverage.
Training	Monitor accident reports, drug and alcohol reports, and passenger complaints on a regular basis.
	Ensure drivers complete sensitivity training.
Frequent Trip Destinations/Patronage Patterns	Maintain the current level of service to Creative Center, Able Industries, and the Senior Center.
	Maximize integration of additional trips on subscription return trips from the Creative Center, Able Industries, and Senior Center.
Average Trip Time and Trip Length	Regular monitoring of trip times and trip lengths through VCC's in-house data collection process.
On-Time Performance	Maintain VCC's on-time performance standard striving to achieve a 90-percent or higher performance.
Trip Denials	Review the definition of "trip denial."
	Log all ADA-certified and non ADA-certified trip denials.
Cancellations	Closely monitor cancellations for chronic abusers.
	Initiate proactive policies that penalize abusers, should the number of cancellations increases.
No-Shows	Closely monitor no-shows for chronic abusers.
	Initiate proactive policies that penalize abusers.
Subscription and Standing Reservations	Cap ADA-subscriptions at 50-percent of available capacity.
	Monitor to determine whether exceedance is justified based on capacity.
ADA Service Compliance	Maintain current policies.



Exhibit I-2 Summary of Demand-Response Recommendations Cont.

Demand-Response Recommendations	
Service Element	Recommendation
Customer Complaints and Resolution	Continue to ensure drivers receive sensitivity training and are aware of speed limits in the service area.
	Develop a complaint metric measuring complaints per 1,000 riders. Consider adding a customer service penalty in the third-party contract, if the level and pattern of complaints continues.
Dispatch Procedures	Undertake a three to six-month pilot project that increases the morning dispatch coverage from 6:30 a.m. to 9:30 a.m. to improve responsiveness to callers.
	Closely monitor effectiveness through direct observation, ridership changes, and complaints.
	Consider penalties if calls are not answered by dispatch within a specified number of minutes.
Contractor Performance Incentives and Penalties	Maintain current incentives and penalties.
	Consider adding on-time performance and customer service penalty in future contracts.
Data Collection and Reporting	Ensure that contractor reconciles no-shows and cancellations with the monthly summary "DAR Ridership Category" report.
	Enhance reporting by adding a line on the bottom of the "DAR Ridership Category" report to reflect percentage of total trips for all categories.
	Reflect the total number of fixed-route versus Dial-A-Ride complaints on the monthly "Complaint Report" and reflect complaints per 1,000 riders.
Service Extension	Extend weekday evening service hours from 9:30 p.m. to 10:00 p.m.
	Extend Sunday hours from 3:30 p.m. to 6:30 p.m.

Exhibit I-3 Summary of Vanpool Recommendations

Vanpool Recommendations	
Service Element	Recommendation
Service	Begin vanpool service related to the industrial center
Vehicles	Purchase up to 17 vehicles

Exhibit I-4 Summary of Fleet Recommendations

Fixed-Route Recommendations	
Service Element	Recommendation
Fixed-Route	Include Additional 40-foot buses within fleet mix.
	Utilize CNG vehicles whenever feasible.
	Replace vehicles as soon as they reach the 12-year, 500,000-mile threshold.
Demand-Response	Trim the fleet to six active vehicles and one spare.
	Adopt a 5-year, 150,000-mile replacement schedule.
	Stagger the replacement of demand-response vehicles.

## 1.3 Financial Plan

The final portion of this report includes financial planning tools supporting the implementation of the recommendations outlined in the Operational and Capital Plans:

- Fixed-Route Financial Plan,
- Demand-Response Financial Plan,
- Vanpool Financial Plan, and
- Capital Plan.

### Fixed-Route Financial Plan

This set of recommendations for the City's fixed-route service were drafted in response to the passage of Measure R assuming all funding for these recommendations (with the exception of the marketing portion of the budget) will be drawn from those monies.

The Plan assumes the City will receive a total of \$684,000 in Measure R funds, with the majority of it devoted to fixed-route improvements and a portion (just over \$30,000 dollars) devoted to demand-response improvements. The combination of service improvements and marketing will increase fare revenue by increasing ridership. This increase in revenue will allow the City to achieve the mandated farebox recovery standard.

### Demand-Response Financial Plan

Two service improvements—the extension of service hours on weekdays and Sunday—are based on improvements to the fixed-route service, and they will be funded exclusively with Measure R monies. All other operational recommendations outlined in the Operational Plan would be realized at nominal cost to the City.

### Vanpool Financial Plan

The capital portion of the Plan outlines the supporting infrastructure needed for the City to carry out the service modifications discussed within this study, as well as carrying out day-to-day services. The projected budget for vanpool service assumes purchase of seventeen vans. It should be noted that following the initiation of this study, the City began to participate in a regional vanpool/rideshare project sponsored by the Kings County Area Public transit Agency. At the time of this report's writing, it was still unclear

what direction the KCAPTA project would take. Therefore, discussion of a City-based vanpool program remains in this report.

The financial portion of the Plan features operating and capital costs by year and identifies potential funding sources over a three-year period. The Plan includes costs related to maintenance, fuel, contract operations, and marketing. The Plan relies heavily upon user fees for operational costs, and as such assumes outside funding will only be necessary to assist with funding the capital portions of the recommendations.

Exhibit I-5 Capital Plan

Expenses	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
<b>Fixed-Route</b>								
40-Foot Replacement	0	0	8	0	0	0	0	0
40-Foot Expansion	0	3	0	0	0	0	0	0
Total Cost	\$0	\$1,282,350	\$3,522,188	\$0	\$0	\$0	\$0	\$0
35-Foot Replacement	0	0	0	0	0	0	0	0
35-Foot Expansion	0	4	0	0	0	0	0	0
Total Cost	\$0	\$1,689,200	\$0	\$0	\$0	\$0	\$0	\$0
Trolley Replacement	3	0	0	0	0	0	0	0
Trolley Expansion	0	0	0	0	0	0	0	0
Total Cost	\$540,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$540,000	\$2,971,550	\$3,522,188	\$0	\$0	\$0	\$0	\$0
<b>Demand-Response</b>								
Type III Replacement	6	0	0	0	2	2	2	1
Type III Expansion	0	0	0	0	0	0	0	0
Total Cost	\$552,000	\$0	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148
Subtotal	\$552,000	\$0	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148
<b>Facilities</b>								
Transit Center (PTMISEA)								
Environmental Phase (PA&ED)	\$20,000							
Design Phase (PS&E)	\$130,000							
Right of Way Phase (R/W)	\$865,390	\$634,610						
Construction Phase (CON)			\$1,500,000					
Subtotal	\$1,015,390	\$634,610	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$113,148
<b>Funding</b>								
CMAQ	\$425,000	\$2,081,000	\$2,479,000		\$141,536	\$141,536	\$141,536	\$141,536
Prop 1B (PTMISEA)								
PUC 99313	\$924,982							
PUC 99314	\$90,408							
FTA Section 5307		\$507,688	\$592,312					
Local Transportation Funds		\$126,922	\$907,688					
Earmark	\$612,000	\$620,550	\$722,188		\$47,094	\$53,306	\$59,706	
Local Match	\$55,000	\$270,000	\$321,000		\$18,464	\$18,464	\$18,464	
Total Funding	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$141,536

Source: City of Visalia

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# 2

## 2. EXISTING CONDITIONS AND SERVICE EVALUATION

## 2.1 Introduction

The City of Visalia was incorporated in 1874 at the base of the Sierra Nevada Mountain Range it is the gateway to both Sequoia and Kings Canyon National Parks. In recent years, Visalia has broadened its economic base to include businesses in the agricultural, manufacturing, and service industries. The City of Visalia serves as the Tulare County governmental seat.

### Project Overview

The City of Visalia published a Request for Proposals (RFP) for a set of transit studies related to its Visalia City Coach (VCC) program. Through a competitive selection process, the City selected Moore & Associates to undertake this work. This project included four separate elements:

1. Fixed-Route and Demand-Response Analysis.
2. Interregional Service Analysis.
3. Southeast Quadrant Service Development.
4. Fleet Analysis.

The project work scope was subsequently revised to replace the Southeast Quadrant Service Development section (Task 3) with a plan for the allocation of Measure R funds. The scope evolved a second time to reflect an effort to maximize the value of the project. The revised work scope maintains the integrity of Tasks one, two, and four, but expands Task 3 into an Operations Plan and Associated Budget. The individual work elements are intended to either update or supplement the City's regularly occurring Short Range Transit Plan process. The Study was conducted throughout 2007, and reflects prevailing market conditions and non-audited performance data.

### Service Area Characteristics

Visalia is located at the intersection of State Highways 99 and 198, 185 miles north of Los Angeles and 225 southeast of San Francisco. Visalia is connected with these metropolises by Interstate 5, which runs north-south from Canada to Mexico. Access to the Pacific Coast is via State Highway 41. Amtrak, Greyhound, Orange Belt Stages, and the Visalia Municipal Airport are among the other transportation options available.

Visalia’s housing prices are significantly lower than those found in other portions of California. The median single-family home price for the Central Valley was \$261,000 according to Census 2000. This has resulted in significant migration to Visalia and surrounding Tulare County as existing homeowners relocated to enjoy greater housing value. Visalia also enjoys a 94.6 percent housing occupancy rate, 3.6 percentage points above the national average.

**Population**

Visalia’s population has increased 21.1 percent from 75,636 in 1990 to 91,565 in 2000. From 2000 to 2006, the population increased an additional 25.4 percent.

**Exhibit II-1 Population Change**

	1990	2000	% Increase	2006	% Increase
City of Visalia	75,636	91,565	21.1%	114,835	25.4%

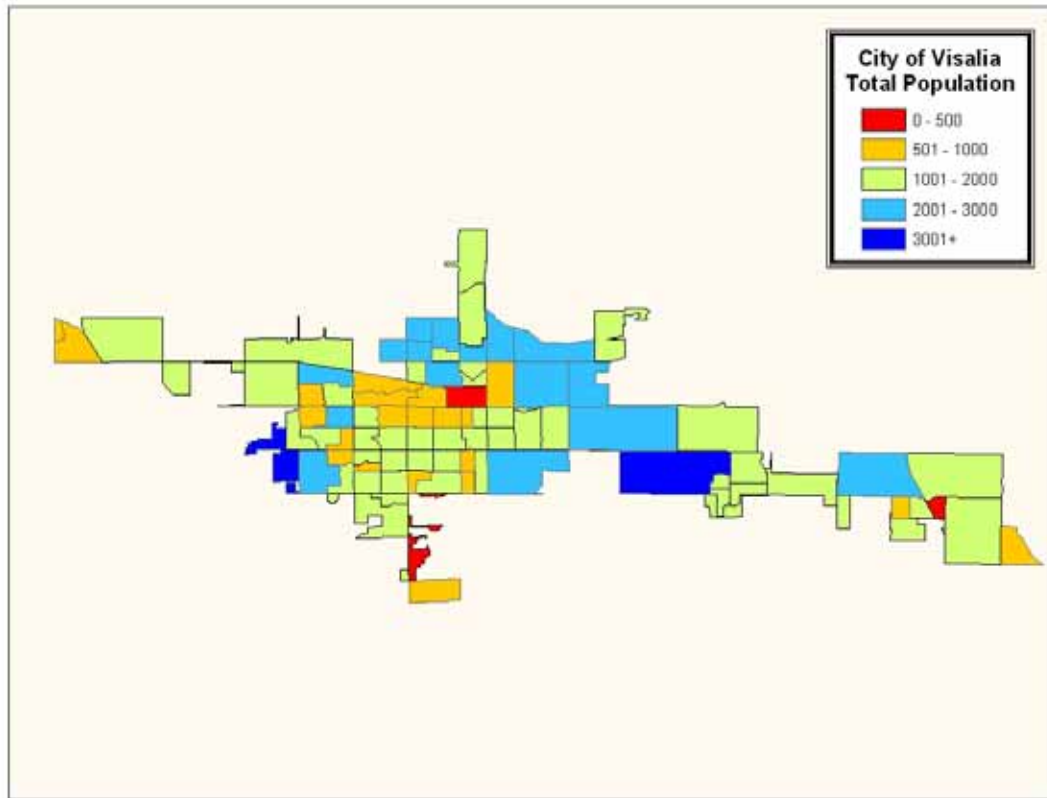
*Source: Census 2000*

While there are several established neighborhoods located in or near the city center, much of the recent residential growth has occurred in the outlying areas, particularly to the south and east. This pattern of residential growth brings with it both increased and changing mobility needs. For example, the importance of the Mooney Boulevard corridor as a retail zone has increased across the last five years, and in response, so has the level of public transit service.

In reviewing the census data which follows, it is important to note the associated data is gathered on a self-certifying basis. In other words, the data oftentimes tends to be subjective, based solely on the point-of-view of the individual respondent. Further, there is often duplication in reporting between demographic segments (i.e., seniors and low-income individuals, youth and persons lacking access to a personal vehicle).



## Exhibit II-2 Population Distribution by Census Block Group



Source: Census 2000

### Ride-Dependent Population

In most communities throughout the nation, the ride-dependent population is composed of youth (between the ages of 5 and 17), seniors, persons with disabilities, and persons of low-income.

Individuals within these demographics generally rely on public transit on a larger scale for their basic mobility needs than the population as a whole. Therefore, many public transit providers have come to view the ride-dependent population as their core customer group. While the City of Visalia's transit program has effectively addressed many of these needs, it is also important to note the City has focused much of its service planning and marketing efforts to successfully expand the transit customer base throughout the Visalia Urbanized Area. This strategy has resulted in periods of

appreciable ridership growth as well as increased public support for VCC as a transportation alternative.

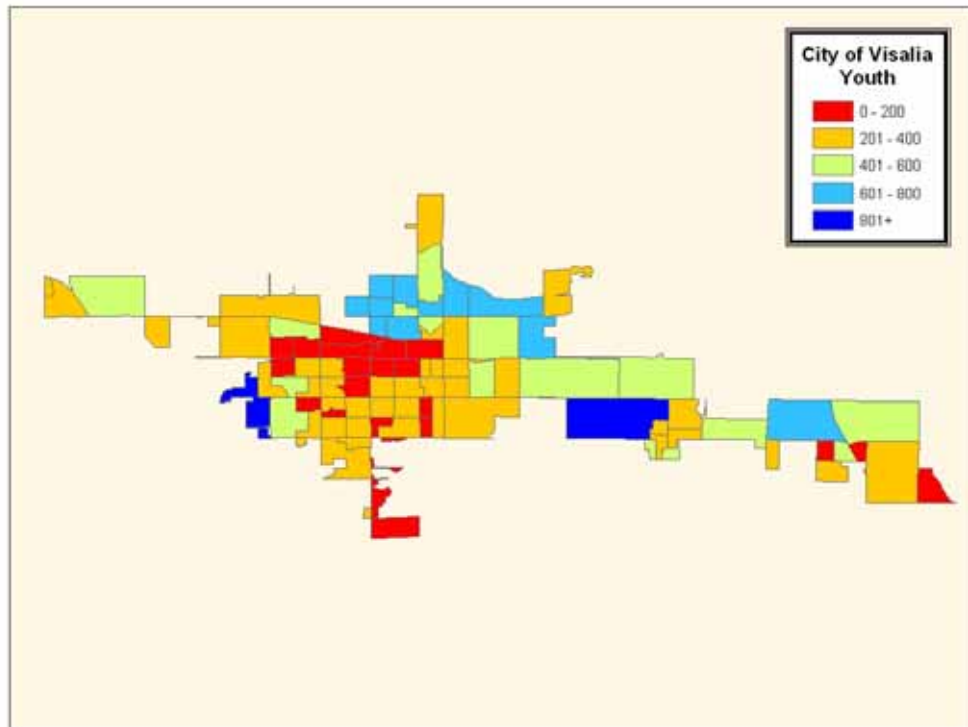
The following text accompanied with Geographic Information System (GIS) maps, plots areas with high concentrations of ride-dependant populations.

#### Youth Population

For the purposes of this report, the term “youth” is defined as individuals between 5 and 17 years of age. Most of Visalia’s 20,000-plus youth residents are concentrated in the central and eastern portions of the city. These areas also have high concentrations of households lacking access to a personal vehicle. Collectively, these aspects present definite mobility challenges for both the youth themselves and the households in which they reside.

The mobility needs of youth population are often addressed by parents or the school district. However, as many youth enter the teenage years, their mobility needs change. To address their evolution, the City has worked successfully to promote public transit at the secondary school level, and develop and market certain targeted fare media.

## Exhibit II-3 Youth Population Distribution by Census Block Group



Source: Census 2000

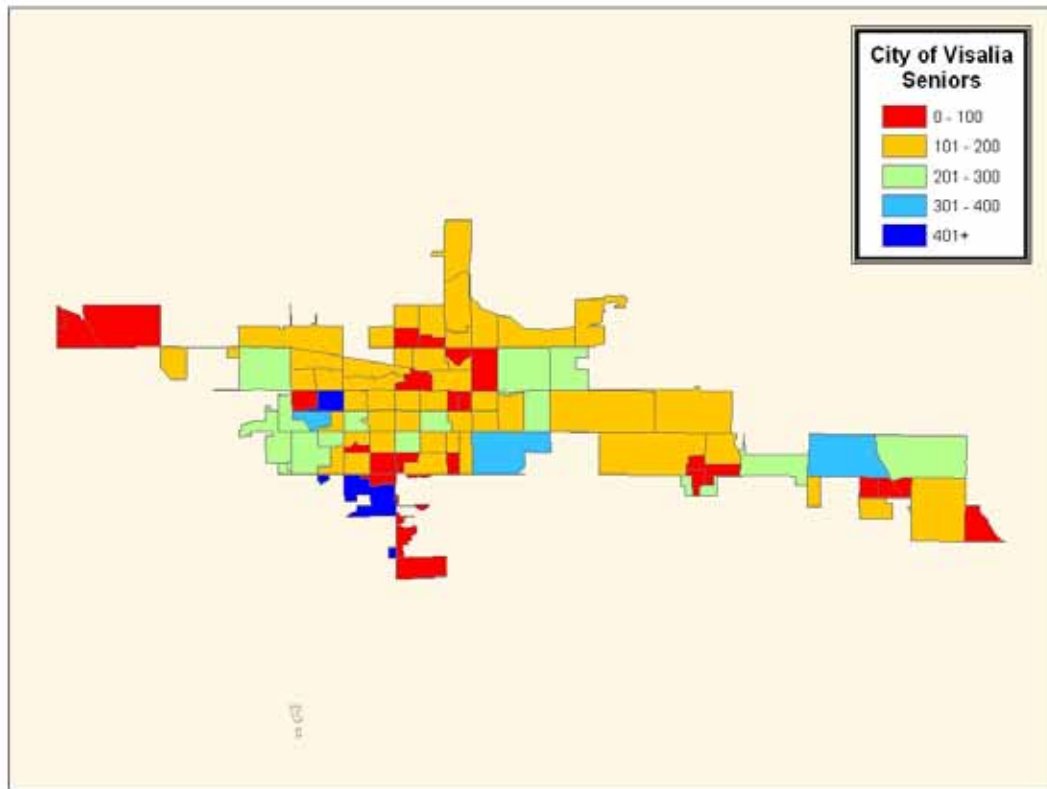
### Senior Population

Seniors, defined as individuals 65 years of age or older, represent 10.9 percent of Visalia's population according to the Census 2000. Numbering close to 10,000, seniors reside primarily in the southern and eastern portions of the city. Here again the incidence of vehicle ownership/access to a personal vehicle is lower than the population at-large. More so than any other age demographic, seniors make residence location decisions based on proximity to key services including healthcare, social network, and access to places of worship.

Visalia seniors enjoy the availability of a well-run, cost-accessible public transit service commonly known as Dial-A-Ride. This shared-ride, reservation-based program offers service seven days a week. In addition, the City has effectively promoted senior use of the larger fixed-route service through targeted outreach and preferential pricing strategies.

The southern sector of the city has numerous businesses and is in close proximity to the Civic Center and a health center. This may explain the high level of seniors living there.

Exhibit II-4 Senior Population Distribution by Census Block Group



Source: Census 2000

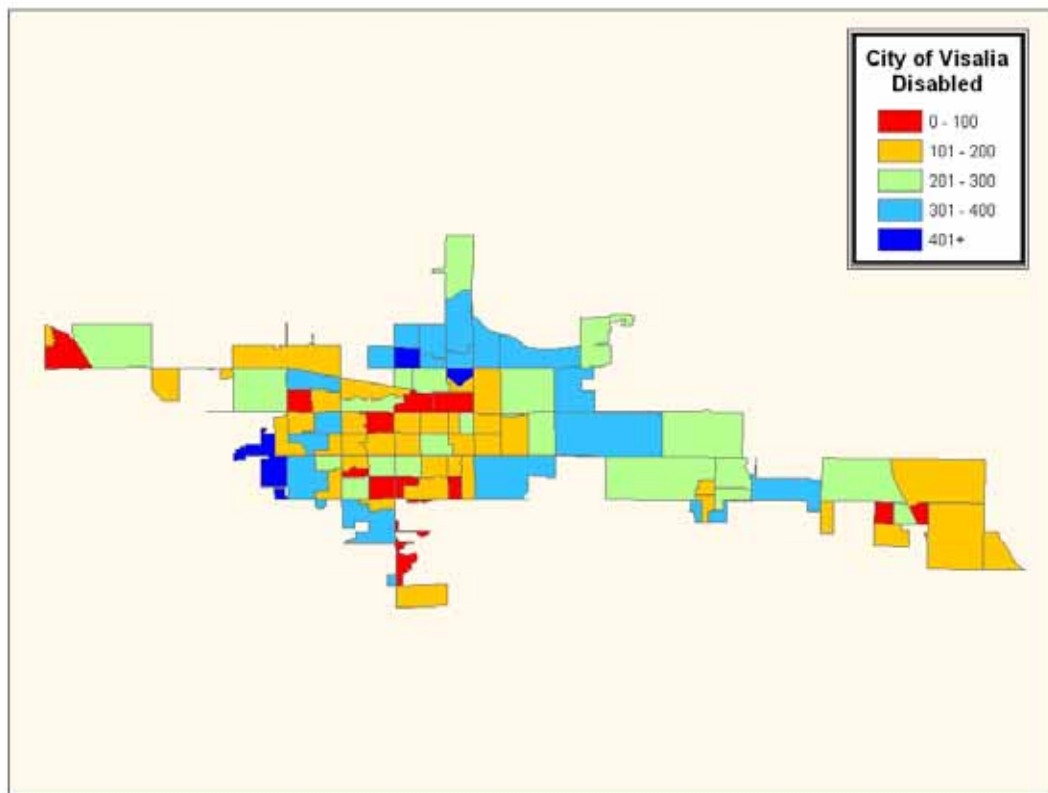
#### Disabled Population

According to Census 2000, there were more than 15,000 persons with disabilities residing in Visalia. Collectively, these individuals represent 18.6 percent of Visalia's population.

Visalia's disabled population is located either in or around the central downtown area. Other significant population clusters include a census block in the southwestern sector of the unincorporated area. Clusters of persons with

disabilities often lie in relative proximity to healthcare centers, group homes, or transitional centers specific to this demographic. The City’s demand-response program includes many disabled residents as its customers. The City has worked effectively to enhance mobility options for these persons through targeted outreach, service training, and specialized fares. Further, many disabled individuals have successfully transitioned to the general-public fixed-route service, thereby expanding their travel options.

Exhibit II-5 Disabled Population Distribution by Census Block Group



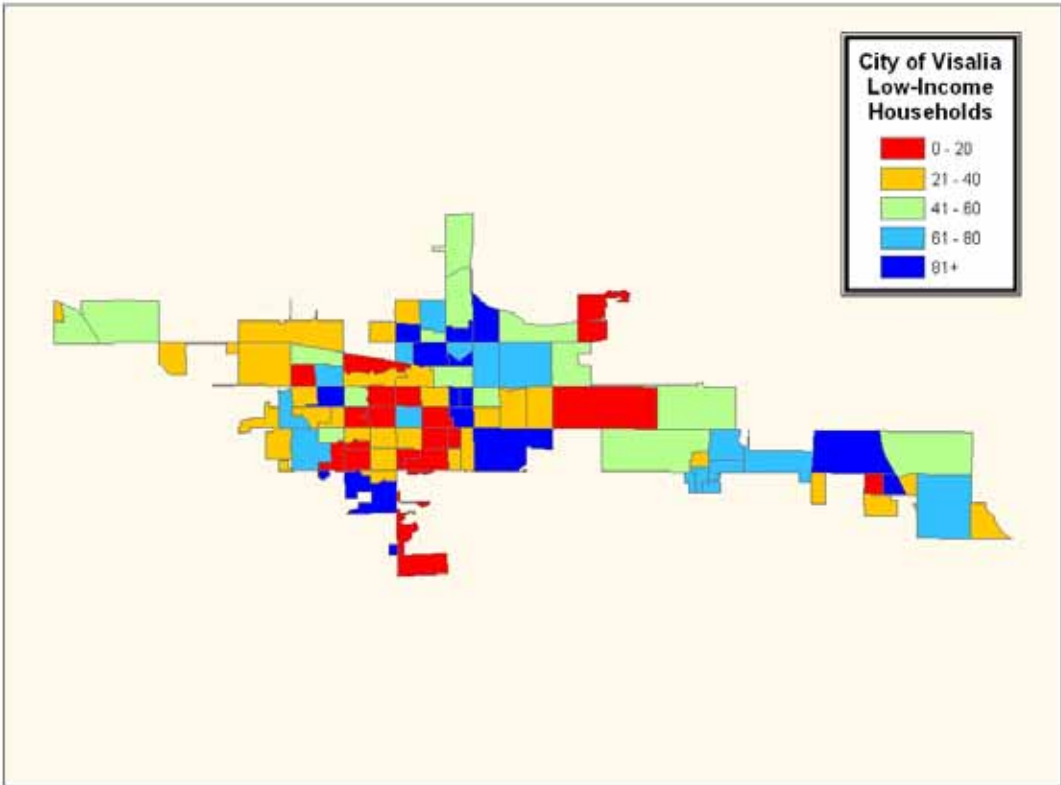
Source: Census 2000

#### Low-Income Population

According to Census 2000, approximately 15,000 residents were at or near the federal poverty level. Residents with incomes below the poverty level comprise 16.8 percent of Visalia’s population in 2007. This was defined as \$20,650 in yearly income for a family of four in that year. The highest concentrations of

residents living at or below the poverty line were located within the central and eastern portions of the city. Given their economic position, individuals of low income are often fully-dependent on mobility options such as public transit. Unlike seniors or persons with disabilities, low-income individuals typically utilize transit with greater frequency to access healthcare, job training, and transitional employment. The City has effectively enhanced mobility through targeted outreach pertaining to job/vocational training and specialized fares. Non-peak service is particularly important to this demographic as their efforts to enter/re-enter the workforce often lie outside the traditional nine-to-five, Monday-Friday workday.

Exhibit II-6 Low-Income Population Distribution by Census Block Group



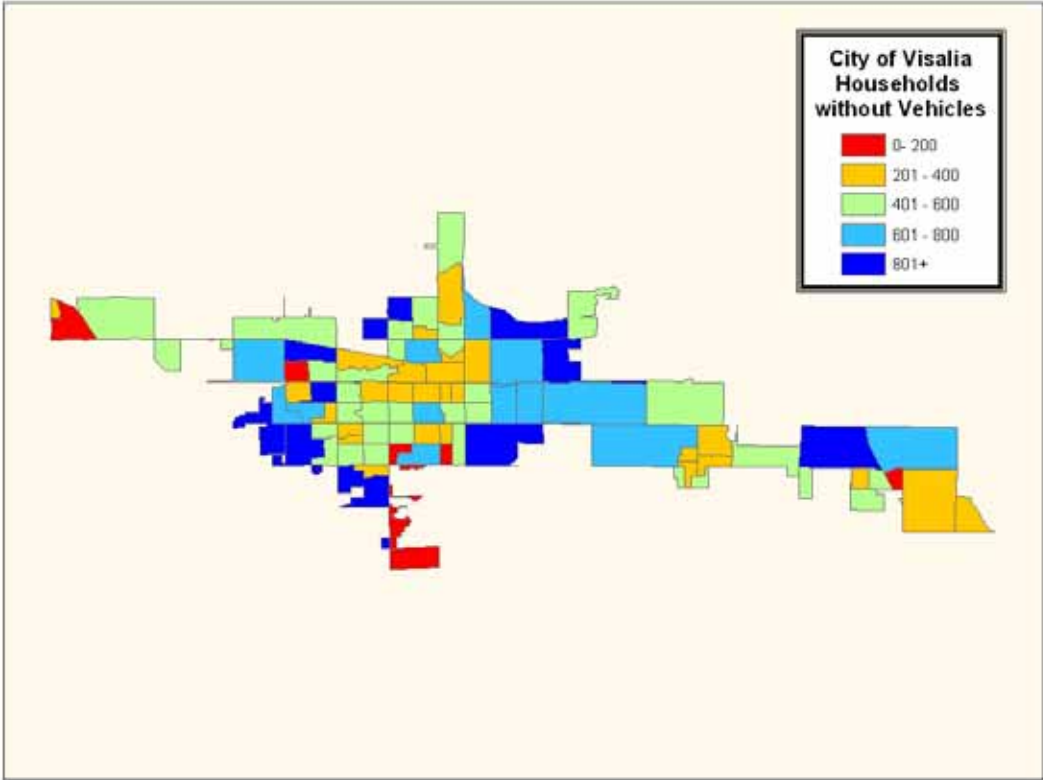
Source: Census 2000

Households Lacking Access to Personal Vehicles

According to Census 2000, the number of Visalia households citing lack of access to a personal vehicle was 2,700; 8.8 percent of total households. There is a strong correlation between where low-income residents choose to locate and households lacking access to a personal vehicle.

We believe there is definite cross-over between many demographic groups (seniors and low-income individuals, youth and persons lacking access to a personal vehicle). If there is an element of commonality between these groups it is reliance upon alternative modes (i.e., public transit) for their basic mobility needs. As noted above, the City has done an effective job of developing affordable, convenient transportation options.

Exhibit II-7 Households Lacking Vehicle Access by Census Block Group



Source: Census 2000

### Trip Generators

The identification of significant activity centers throughout the Visalia City Coach (VCC) service area creates a framework for:

- Identifying and quantifying demand for public transit service, and
- Assessing temporal and spatial service gaps.

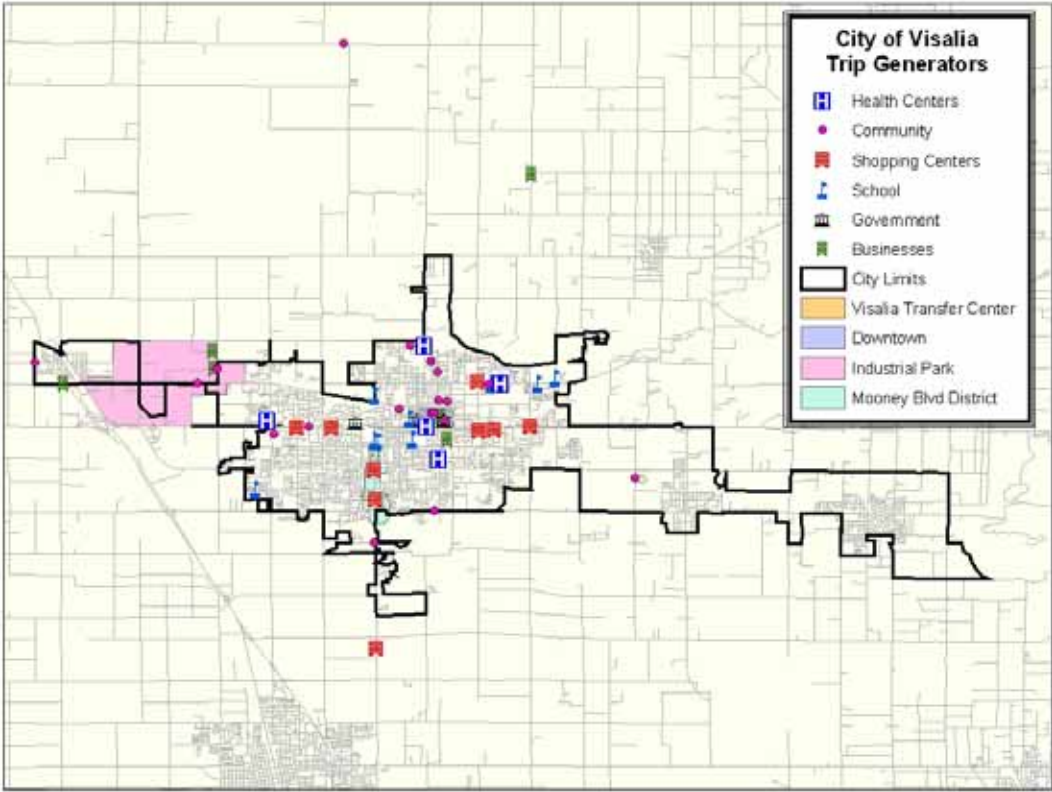
The majority of Visalia's traditional activity centers are concentrated in the central and western portion of the city. Like many American cities, Visalia has grown from the inside outward. City leaders have worked effectively to preserve/revive the central business district, while also promoting residential and commercial development beyond the city's core. This outward growth has resulted in evolving travel patterns, changing mobility needs, and increased cross-town travel.

Visalia City Coach has historically focused on a timed-transfer service delivery strategy (i.e., downtown Visalia Transit center). This approach generally results in increased mobility options and effective allocation of operational and capital resources. The most obvious trade-off is a need for an intra-service transfer in order to complete the desired trip. To offset any perceived inconvenience, VCC has embraced a no-cost intra-service transfer policy.

Our listing of trip generators was compiled through customer surveys, field observations, review of economic development data, and discussions with City staff.



Exhibit II-8 Map of Trip Generators



## Exhibit II-9 List of Trip Generators

Name	Address
Bayly Corp	702 S. Bridge St.
International Paper Company	7101 W. Doe Ave.
Latino Farm Labor Service	34401 Road 140
US Cotton Classing Office	7100 W. Sunnyview Ave.
Valhalla Sales & Marketing	113 N. Church St.
Recreation Park	440 North Giddings St.
Visalia Adventure Park	5600 W. Cypress Ave.
Visalia Senior Citizen Center	301 N. Locust St.
AARP Senior Employment	240 W. Caldwell Ave.
Visalia Gleaning Seniors	2201 W. Midvalley Ave.
Senior Care Center	1633 S. Court St.
Tulare County Child Care Educational Program: Carson	110 NE 1st Ave.
Tulare County Child Care Educational Program: Fairview Village	2645 N. Conyer St.
Tulare County Child Care Educational Program: No. 2	1804 N. Court St.
Tulare County Child Care Educational Program	7000 W. Doe Ave.
Tulare County Child Care Educational Program: No. 1	247 W. Ferguson Ave. #1
Tulare County Child Care Educational Program: La Sierra Center	1230 N. Cain St.
Tulare County Child Care Educational Program: Facilities Office	6515 W. Goshen Ave.
Tulare County Child Care Educational Program: Senaida Garcia	528 S. Chinowth St.
Tulare County Child Care Educational Program: Linnell	1436 N. Mariposa Ave. #4
Juvenile Detention Facility	11200 Avenue 368
Murray Community School	2101 N. Shirk Rd.
Tulare County Child Care Educational Program: Goshen Center	308 W. Oak Ave.
Tulare County Child Care Educational Program: Goshen	6416 Avenue 308
YMCA	211 W Tulare Ave.
Visalia City Hall	707 W. Acequia
Tulare County Civic Center	2800 W. Burrel Ave.
Community Health Center	1633 S. Court St.
Visalia Health Care Center	2611 N. Dinuba Blvd.
Kaweah Delta District Hospital	400 W Mineral King Ave.
Visalia Convalescent Hospital	1925 E. Houston Ave.
Visalia Medical Center	5400 W. Hillsdale Dr.
Golden West High School	1717 N. McQuiliff St.
Redwood High School	1001 W. Main St.
El Diamante High School	5100 W. Whitendale Ave.
La Sierra High School	1735 E. Houston Ave.
Mount Whitney High School	900 S. Conyer St.
Sequoia High School	901 N. Mooney Blvd.
College of the Sequoias	915 S. Mooney Blvd.
Chapman University	1821 W. Meadow Ave.
Sequoia Mall	3303 S. Mooney Blvd.
Visalia Mall	2031 S. Mooney Blvd.
Lovers Lane Shopping Center	520 S. Lovers Ln.
Wal-Mart	1819 E. Noble Ave.
Costco Shopping Center	3742 S Mooney Blvd.

## 2.2 Fixed-Route Service Evaluation

In 1981, the City of Visalia established a general public, curb-to-curb Dial-A-Ride service. With the introduction of fixed-route service in 1987, the general public Dial-A-Ride service transitioned into a paratransit service which remained in effect until 1992.

In 1992, the City adopted its first ADA Paratransit Plan which shifted the focus of the Dial-A-Ride to providing transportation to residents whose limited mobility prevents their use of traditional fixed-route service. While the Dial-A-Ride service remains open to the general public, priority is given to ADA-certified persons and seniors.

Visalia City Coach features nine fixed-routes and a complementary demand-response service throughout the Visalia Urbanized Area. Communities served include Visalia, Exeter, Farmersville, and Goshen.

Exhibit II-10 VCC Routes

Route	Service Area	Headway
1	Downtown/Tulare Transfer	20 min.
2	Downtown/Court/Sequoia Mall/VMC	20 min.
4	Downtown/Tulare/VMC	30 min.
5	Downtown/Visalia Mall/VMC	30 min.
6	Downtown/Goshen (via Goshen Avenue)	60 min.
7	Downtown/North Visalia	20 min.
8	St. John's Parkway/Downtown	30 min.
9	Downtown/Farmersville/Exeter	90 min.
10	Downtown/Goshen (via Highway 198)	60 min.

Source: City of Visalia

All VCC services operate Monday through Friday, 6:00 a.m. to 9:30 p.m.; Saturday, 9:00 a.m. to 6:30 p.m.; and Sunday, 8:00 a.m. to 3:30 p.m.

This service does not operate during the following holidays:

- New Year's Day
- Easter
- Memorial Day
- Independence Day

- Thanksgiving Day, and
- Christmas Day.

The service operates on a Sunday schedule on the following:

- President’s Day
- Labor Day
- Christmas Eve, and
- Labor Day.

The adult base fare (cash, one-way) for the fixed-route service is one dollar. Two children (age 6 years or younger) may ride fare-free with each fare-paying adult (for additional children, a fare of one dollar applies). Seniors (60 years or older), persons with disabilities, and Medicare card holders are eligible for a reduced fare of 75 cents. As a mode-shift incentive, these specific customers can ride the VCC fixed-route service on a promotional fare of only 25 cents for travel between 10:00 a.m. and 2:00 p.m.

To broaden the historic transit customer market, the City has adopted a variety of non-cash fare options including an unlimited-ride day pass (two dollars), reduced-fare day pass (\$1.50), and an unlimited-ride monthly pass (\$30.00).

Exhibit II-11 Fixed-Route Fare Structure

Type	Fare
<b>Single Trip</b>	
Adult cash	\$1.00
Seniors(60 years or older)/Disabled/Medicare	\$0.75
older)/Disabled/Medicare (10:00 a.m. to 2:00 p.m. daily)	\$0.25
Children (6 years or younger)	First 2 free, each additional child \$1.00
<b>Day Pass</b>	
Adult cash	\$2.00
Seniors/Disabled/Medicare	\$1.50
Monthly pass	\$30.00

Source: City of Visalia

Performance Indicators

The purpose of this section is to evaluate the Visalia City Coach fixed-route service based on a series of quantitative criteria as well as previously-adopted performance standards which combine to determine the effectiveness and efficiency of the system as a whole. The indicators are evaluated over a five-year period which allows us to illustrate recent as well as historic performance.

Exhibit II-12 Performance Indicators

Performance Measure	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Operating Cost	\$2,655,278	\$2,910,350	\$2,061,869	\$2,309,501	\$3,241,973
Fare Revenue	\$717,970	\$653,722	\$498,316	\$543,461	\$569,640
Vehicle Service Hours	56,406	61,436	56,396	69,160	73,411
Vehicle Service Miles	794,059	858,998	803,631	959,425	1,000,124
Passengers	1,238,752	1,136,644	1,039,219	1,184,088	1,329,146
<b>Performance Indicators</b>					
Operating Cost/VSH	\$47.07	\$47.37	\$36.56	\$33.39	\$44.16
Operating Cost/Passenger	\$1.83	\$2.13	\$1.98	\$1.95	\$2.44
Passengers/VSH	22.0	18.5	18.4	17.1	18.1
Passengers/VSM	1.6	1.3	1.3	1.2	1.3
Farebox Recovery	27.0%	22.5%	24.2%	23.5%	17.6%

Source: City of Visalia

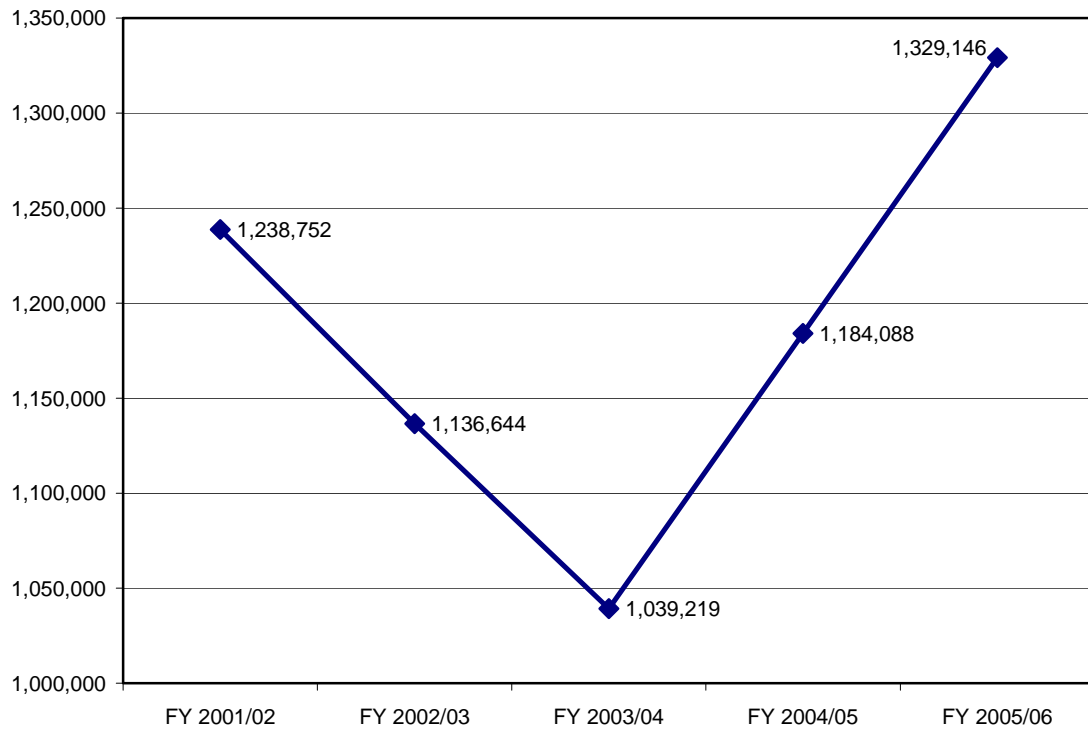
Fixed-Route Ridership

Fixed-route ridership decreased between FY 2001/02 and FY 2003/04, dropping nearly 100,000 rides each year. Ridership has increased since FY 2003/04. We believe much of this decline can be attributed to poor on-time performance and negative perceptions regarding the safety of the service. Since that time, ridership has increased consistently, with the largest jump (22 percent) occurring between FY 2004/05 and FY 2005/06. During this period, the City changed operations contractors, introduced its downtown transit center, and commissioned a series of targeted marketing efforts.

As adopted in the City’s 2004 Short Range Transit Plan, annual ridership growth should parallel annual population growth. According to the federal census, the average yearly population growth for the Visalia Urbanized Area was approximately four percent between 2000 and 2005. Since FY 2003/04, Visalia City Coach has experienced an average annual ridership increase of 11 percent,

which is nearly three times the annual population growth rate. In summary, actual ridership growth exceeds the adopted metric.

Exhibit II-13 Ridership



Source: City of Visalia

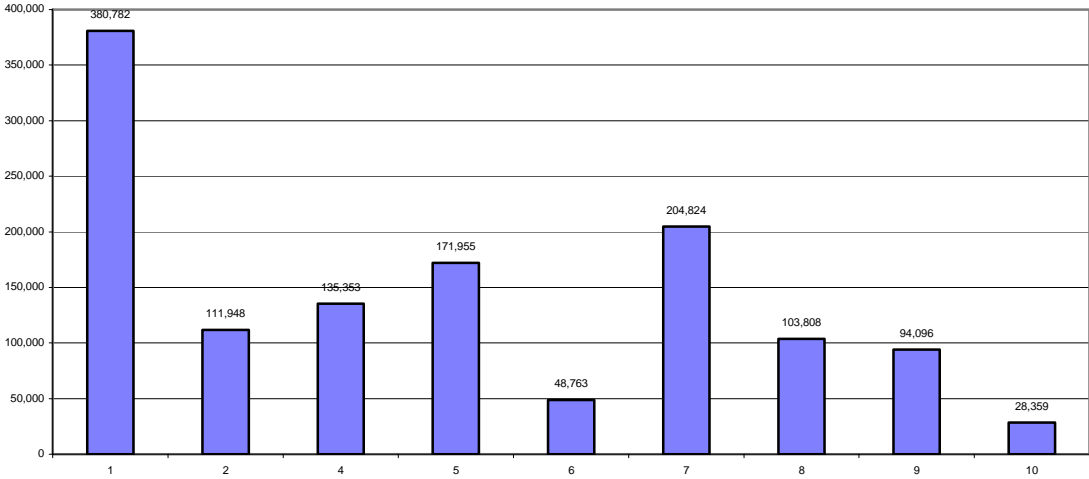
### Ridership by Route

Ridership was greatest on Route 1 (29.8 percent of total ridership), Route 5 (13.4 percent), and Route 7 (16.0 percent) in FY 2006/07. These findings are consistent with ride checks conducted as part of this study. These routes serve high traffic areas experiencing rapid growth and development.

Productivity for Route 6 (3.8 percent of total ridership) and Route 10 (2.2 percent of total ridership) lag behind the system total. These routes are unique in that they both provide service from the Visalia Transit Center to Goshen, yet travel along different alignments. The routes combine to offer a quasi 30-minute service to Goshen. For starters, the routes operate less frequently (60 minute vs. 20 or 30-minute headways), travel through areas of lower density, and are characteristically life-line in nature. Even when combined, ridership for Routes 6

and 10 fell below the ridership of the next lowest-performing VCC route, Route 9. A possible solution is to combine these two routes into one loop and double its frequency to 30 minutes. Given the fact Routes 6 and 10 link the unincorporated community of Goshen with downtown Visalia, operating costs for these services are subsidized by the County.

Exhibit II-14 Ridership by Route



Source: City of Visalia

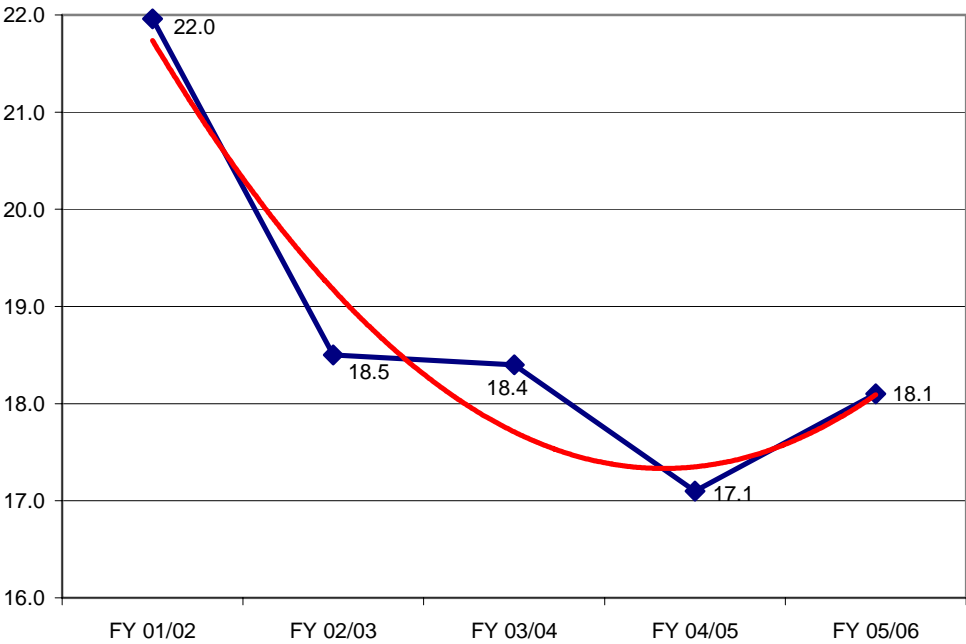
Passengers/Vehicle Service Hour

One of the most commonly used yardsticks for assessing service effectiveness, Passengers/VSH, quantifies the number of rides provided within a single service hour.

Beginning in FY 2001/02, Visalia City Coach has experienced a declining trend with respect to the Passengers/VSH indicator. The most significant decline occurred between FY 2001/02 and FY 2002/03, when the system experienced a decline of 16 percent in a single year. From FY 2002/03 to FY 2005/06, the indicator hovered between 17.0 and 18.0.

The City’s 2004 Short Range Transit Plan set a benchmark for this indicator of 21.0. The highest value since that time was recorded at 18.5, 12 percent below the criterion. We believe the decline in this indicator can be attributed chiefly to a significant increase in the City’s fixed-route service (i.e., more annual revenue hours). In other words, the increase in service outpaced an increase in ridership. Actual performance for the most recent fiscal year was 18.1 Passengers/VSH.

Exhibit II-15 Passengers/VSH



Source: City of Visalia



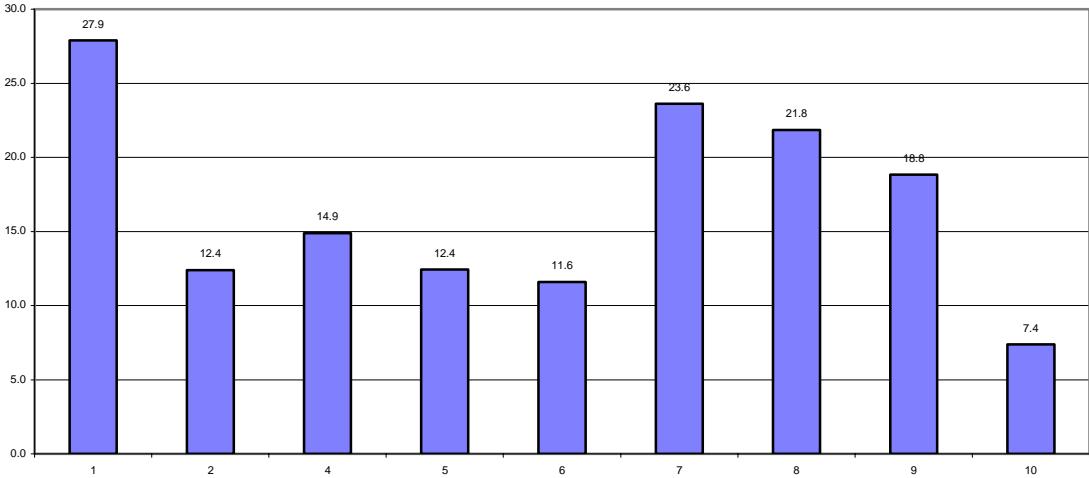
Passengers/Vehicle Service Hour by Route

To continue our assessment of VCC’s fixed route program, we undertook an analysis of Passengers/VSH by individual route. Routes 1 (27.9), 7 (23.6), 8 (21.8), and 9 (18.8) posted the highest Passengers/VSH performance.

Routes 6 and 10 posted Passengers/VSH indicators of 11.6 and 7.4, respectively. As noted on our ridership analysis, the routes are the lowest performing of all VCC lines. This low productivity can be tied to the very low density (i.e., population base) present at the western terminus of the two lines as well as the absence of any significant trip generators in or around Goshen.

While the route pairing provides important mobility for the Goshen community, we recommend the City consider reducing the level of service offered (i.e., focus on peak-hour service) so as to increase overall productivity and optimize resources.

Exhibit II-16 Passengers/VSH by Route



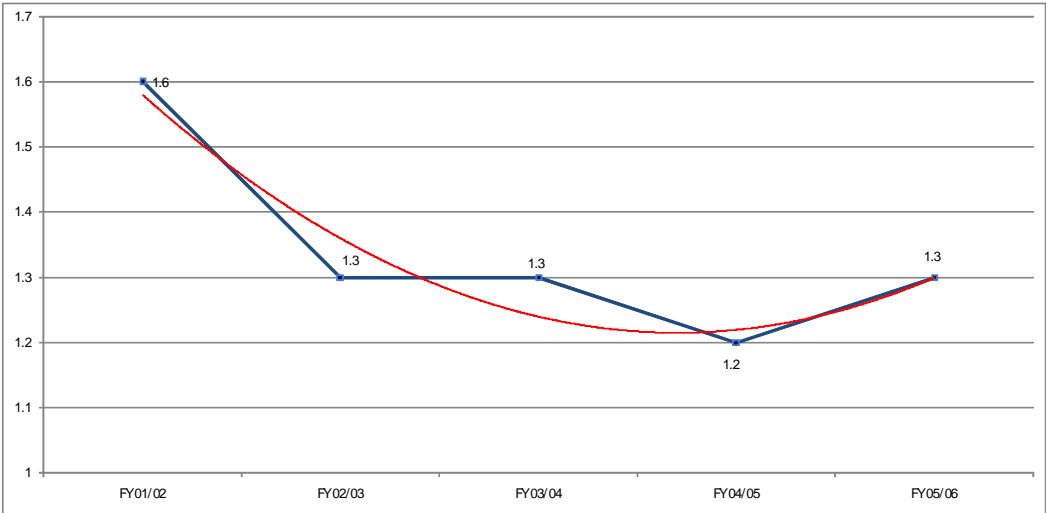
Source: City of Visalia

Passengers/Vehicle Service Mile

The Passengers/VSM metric is another method commonly employed to evaluate public transit service performance. It indicates the number of passengers transported for each service mile traveled.

In FY 2001/02, Visalia City Coach’s Passengers/VSM indicator stood at 1.6. A declining trend was noted between FY 2001/02 and FY 2004/05. During this period, there was a decline in annual ridership as well as vehicle service miles. Since FY 2004/05 the VCC service plan has stabilized, and the Passengers/VSM indicator has increased 8.3 percent. In FY 2005/06, the City surpassed the 1.2 standard set in the 2004 Short Range Transit Plan. Continued ridership gains will result in optimized Passenger/VSM performance.

Exhibit II-17 Passengers/VSM



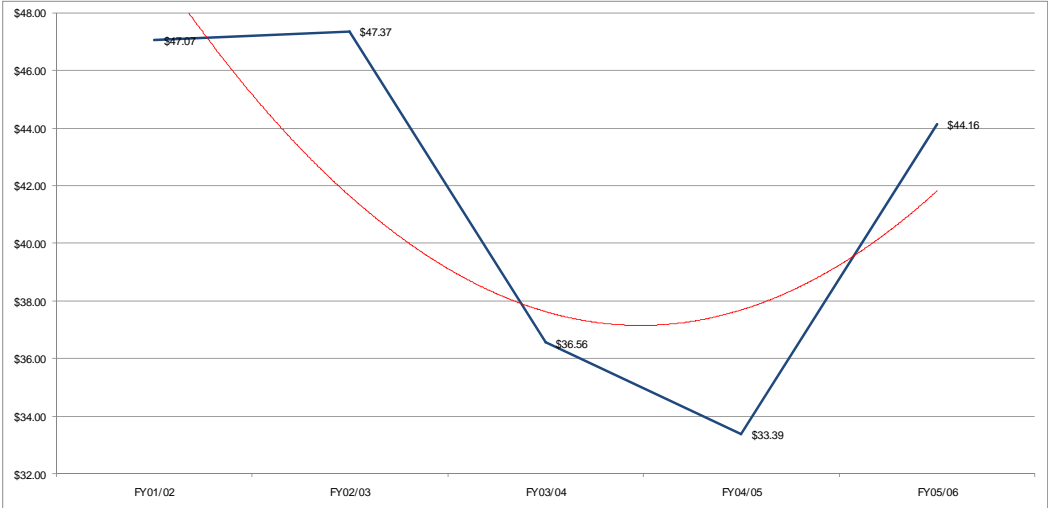
Source: City of Visalia

Operating Cost/Vehicle Service Hour

Visalia has seen a decline in Operating Cost, which is a positive trend. In other words, the cost of transit operation declined steadily through FY 2004/2005. Subsequent to the time, the City changed operations contractors. While service quality certainly improved, there was an associated increase in annual operating cost. Further, there were (at least) two significant external cost influences: fuel and liability insurance.

While the commercial liability market has settled down, fuel costs remain volatile. Therefore, we recommend the City adopt a policy of more frequent fare adjustments, so that fare revenue keeps pace with operating cost.

Exhibit II-18 Operating Cost/VSH



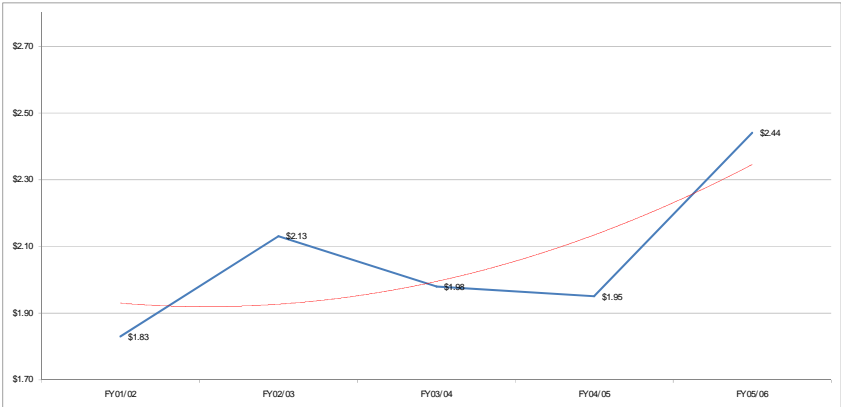
Source: City of Visalia

Operating Cost/Passenger

The Operating Cost/Passenger indicator experienced a rising trend from FY 2001/02 to FY 2005/06, increasing from \$1.83 to \$2.44 (33.3 percent).

While operating costs experienced a rollercoaster trend, ridership declined between FY 2001/02 and FY 2003/04 and then increased in the succeeding fiscal years. From FY 2004/05 to FY 2005/06, with the sharp increase in fuel prices, the indicator rose 25 percent to \$2.44.

Exhibit II-19 Operating Cost/Passenger



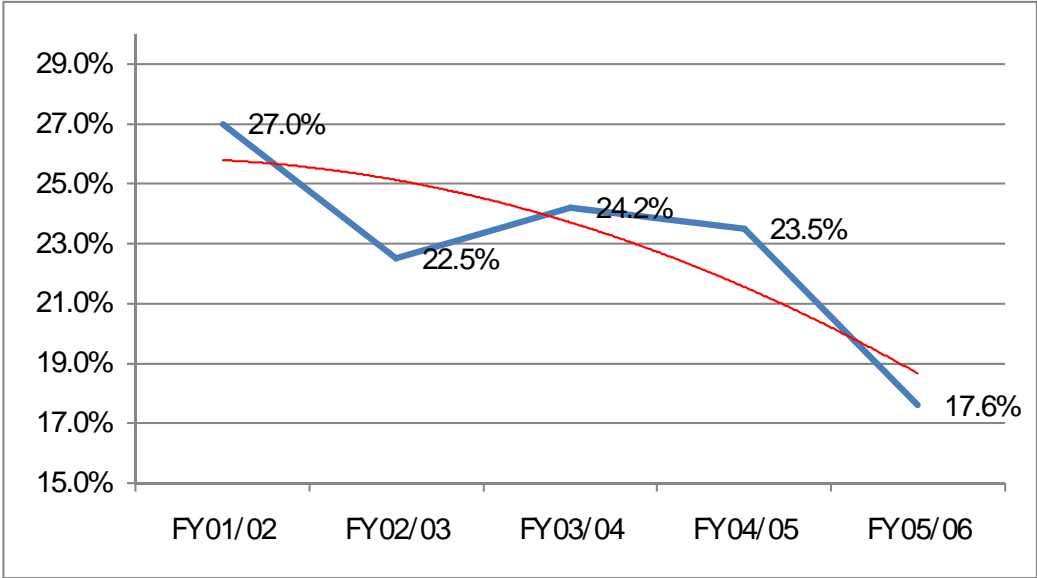
Source: City of Visalia

Farebox Recovery Ratio

Up until FY 2005/2006, Visalia City Coach’s farebox recovery exceeded the mandated ratio. Subsequently, the ratio has dropped as low as 17.6 percent. Some of the more common cost factors influencing this decline were discussed above. The quickest way to supplement farebox would be to adjust VCC’s baseline fare structure.

In order to be eligible for matching federal and state capital and operating funds, public transit operators must achieve stipulated farebox recovery standards. Operators in urbanized communities such as Visalia must achieve a farebox recovery ratio of not less than 20 percent. Farebox recovery ratio illustrates that percentage of total operating cost “recovered” through the payment of customer fares. Other than annual ridership, farebox recovery is the most basic assessment of public transit performance.

Exhibit II-20 Farebox Recovery Ratio

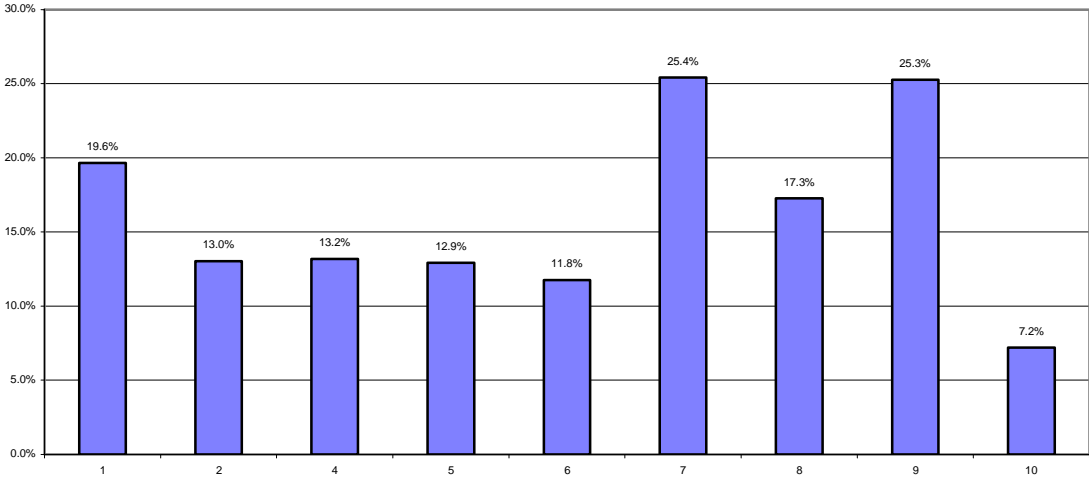


Source: City of Visalia

Farebox Recovery Ratio by Route

To assess the cost-effectiveness on a Route-by-Route basis, we reviewed farebox recovery data by route. It is clear the most cost-effective routes are Routes 7 (25.4 percent) and 9 (25.3 percent). Route 10 is the least cost-effective route in the system (7.2-percent). Strategies for enhancing farebox recovery are discussed within the Recommendations section of this report.

Exhibit II-21 Farebox Recovery Ratio by Route



Source: City of Visalia

## 2.3 Demand-Response Service Evaluation

It is critical a community's demand-response service evolve to meet local transportation needs in a community, and Visalia City Coach's (VCC) Dial-A-Ride program is no exception. Rapid population growth, changes in Dial-A-Ride service policies, and expansion of fixed-route services over the years have progressively resulted in supply and demand issues affecting Dial-A-Ride's productivity and ultimately the Dial-A-Ride customer.

Throughout 2006, City staff has reported an increase in passenger complaints related to late pick-ups, long trip times, and dispatcher and driver insensitivity. While customer complaints of this nature are not uncommon and are experienced by many demand-response programs of a similar size, we believe this increase in complaints can be largely attributed to a numerically modest, yet vocally significant group of patrons. We believe the generally high satisfaction ratings noted in the DAR customer survey support this conclusion.

Dial-A-Ride ridership declined nine percent over the past two years to 33,600 riders in FY 2005/06. Based on the first five months of FY 2006/07 we project this will drop two percent again this year. This raises a number of questions:

- Is there a relationship between recent ridership decline and customer issues?
- Have changes to the fixed-route service impacted Dial-A-Ride?
- Is the current Dial-A-Ride operating structure working?

A significant challenge for Dial-A-Ride is balancing ADA-certified customers' needs with those of the general public in a community where the population has grown from 75,636 in 1990 to nearly 115,000 in 2006 (a 52-percent increase)

Several other key elements impact the Dial-A-Ride system's overall level of service, these include: the effectiveness and quality of the Dial-A-Ride operation itself and the degree to which the VCC fixed-route service is able to expand and attract riders to its system (possibly relieving Dial-A-Ride demand).

This service evaluation is intended to result in recommendations designed to improve both the productivity and effectiveness of the Dial-A-Ride service. This effort will evaluate key operational, maintenance, and administrative areas, with particular attention to concerns expressed by City staff.

### Objectives of Evaluation

The objectives of this evaluation are to evaluate areas of the Dial-A-Ride service's operations (both internal and external) that impact the daily delivery of demand-responsive service and to develop recommendations that lead to sound service improvements.

The ultimate goal is to optimize the number of trips provided as cost-effectively as possible, to maintain a quality level of service, and to ensure the program is well positioned to address Dial-A-Ride expansion commensurate with service area population growth.

### Evaluation Approach

Two site visits were conducted to observe Dial-A-Ride operations at peak times of day and to collect system data. The first visit took place on December 5, 2006 from approximately 1:30 p.m. to 5:30 p.m. and again on January 10, 2007 from 7:30 a.m. to 11:30 a.m. A meeting was also conducted with the operations contractor's resident manager to solicit input regarding various aspects of the Dial-A-Ride operation.

Meetings with City staff were conducted on several occasions to solicit information regarding Dial-A-Ride concerns, to collect performance data, and to review data collection procedures and responsibilities.

### Dial-A-Ride Service Overview

Visalia's Dial-A-Ride service was initiated in 1981 and, with the introduction of fixed-route service in 1987, transitioned to a more specialized program serving seniors, persons with disabilities, and the general public. With the passage of the Americans with Disabilities Act (ADA) in 1990, Dial-A-Ride again responded by adjusting operations to comply with the ADA's policies. Today, a high percentage of daily trips are provided to ADA-certified riders.



The City's Dial-A-Ride serves Visalia and the communities of Goshen, Farmersville and Exeter. The Exeter Dial-A-Ride serves the City of Exeter unless the patron has a medical appointment in Farmersville. VCC fixed-route and Dial-A-Ride services are operated by MV Transportation through a multi-year contract which began in September 2003. MV is responsible for dispatching, drivers, fare collection, vehicle maintenance, and data collection and reporting.

The City's Transit Division is responsible for providing vehicles, planning, marketing, data reporting, contract administration, coordinating advisory meetings, and outreach in the community. Tulare County also contracts with the City for fixed-route and demand-response services serving the unincorporated community of Goshen and other unincorporated pockets within the Visalia Urbanized Area.

The Dial-A-Ride fleet consists of nine cutaway buses. Five to six are utilized during peak periods. Hours of operation are from 6:00 a.m. to 9:30 p.m. on weekdays; 9:00 a.m. to 6:30 p.m. on Saturday; and 8:00 a.m. to 3:30 p.m. on Sunday.

### Dial-A-Ride Operations

#### Staffing

The local MV Transportation administrative staff is comprised of a Transit Manager, Operations Manager, and payroll clerk. A total of 40 full-time and two part-time drivers are utilized for the fixed-route program and 10 full-time drivers for the Dial-A-Ride service. There are seven part-time "behind-the-wheel" trainers (who also drive, dispatch, or supervise) and seven full-time mechanics dedicated to the Visalia project. Three full-time and two part-time dispatchers cover both Dial-A-Ride and fixed-route services.

MV Transportation currently dispatches and administers VCC operations from a City-owned facility in the eastern sector of Visalia. VCC operations were relocated to the new transit maintenance and operations facility at 525 North Cain Street near Goshen and Ben Maddox in early 2007. MV Transportation also operates Tulare County's transit system from this facility. A dedicated dispatcher responds to all TCAT customer calls.

*Findings:* The number of personnel assigned to the various Dial-A-Ride functions—management/administrative managers, drivers, dispatchers, driver trainers, and mechanics—are supporting the current Dial-A-Ride operation at a functional level. The service is able to provide trips to the vast majority of those who request them in an efficient and timely manner at reasonable cost, improving the mobility of residents within the service area who would not otherwise be able to make necessary trips.

Key operating components such as trip denials, subscription levels, on-time performance, staff sensitivity training, dispatch staff levels, and number of vehicles being utilized, play an integral role in addressing these questions. Based on MV Transportation reporting data, trip denials and on-time performance are not significant factors in declining ridership. As described in greater detail below, MV transportation reports indicate no trip denials and on-time performance stood at 88 percent or within two percentage points of the City’s 90-percent on-time performance standard.

We recommend the City undertake a pilot project of three to six months to increase the morning dispatch coverage from 6:30 a.m. to 9:30 a.m., thereby improving responsiveness to callers, reducing dispatcher workload, and the incidence of perceived poor telephone etiquette. This effort should be closely monitored with respect to complaints received regarding being “on hold” or lack of responsiveness, dispatcher etiquette, and ridership trends. Positive findings would warrant continuation.

### Training

MV Transportation’s training program for Dial-A-Ride drivers is consistent with its corporate program. Training includes eight hours of Behind-the-Wheel (BTW) and 40 hours of classroom instruction. A new driver is required to go on the road with a BTW trainer to learn the basic of defensive driving, vehicle handling, procedures for loading and unloading passengers, wheelchair securing and restraint procedures, accident and emergency procedures, service area coverage, and driver log requirements.

Driver skills are evaluated every six months. This includes a “ride along” or unobserved ride check by a supervisor or site manager. A supervisor confirms the driver’s license, medical certificate and other required certificates are current. Drivers also are required to participate in monthly safety meetings and annual retraining and re-certification programs.

New dispatchers are trained on the job by the contractor’s dispatching staff and managers. Dispatchers learn essential skills for dispatching along with vehicle monitoring and personnel management, ADA requirements, telephone courtesy, customer relations, emergency procedures, etc.

*Findings:* MV Transportation has a well defined training program and standards. The current training program reflects current industry standards and practices.

#### Frequent Trip Destinations

Like most established demand-response programs with a subscription service component and regular users, many trip origins and destinations are predictable. There are two high-demand weekday subscription rider trip destinations that impact system capacity: the Creative Center and ABLE Industries. The Senior Center is another frequent destination on weekdays and Saturday. ABLE Industries provides job training, employment services, life skills education, and community supportive services to disabled residents. It is located at 8127 Avenue 304 in Visalia. The Creative Center is a non-profit organization providing visual and performing arts opportunities to developmentally disabled adults. It is located at 606 N. Bridge Street in Visalia.

On weekdays, three vehicles are dedicated to transporting approximately 50 to 60 disabled adults to the Creative Center at 606 North Bridge Street and ABLE Industries at 8127 Avenue 304. Trips to the Creative Center and ABLE Industries are provided between 6:45 a.m. to 9:00 a.m., with return trips at 2:15 p.m. and 3:00 p.m., respectively.

A dedicated Senior Center bus was initiated two years ago. On weekdays, a Dial-A-Ride bus returns seniors from the Senior Center, located at 310 North Locust Street, to their homes. This bus increases capacity during a time when Dial-A-Ride is transporting Creative Center and ABLE Industries clients and eliminates conflict with other trip requests, trip denials, late pickups, and long trip times. Saturday pick-ups at the Senior Center are integrated into the regular Dial-A-Ride program.

Seniors schedule their own pick-ups and are picked up as a group at the Senior Center at 1:00 p.m. for weekday return trips and at 4:00 p.m. for Saturday return trips. Approximately 15 to 20 seniors are transported to the Center on weekdays and eight to ten on Saturday.

The Senior Center bus drops off the last senior between 3:00 p.m. to 3:30 p.m. on weekdays and typically returns to the yard. There are occasions, however, when the bus is used to support the regular Dial-A-Ride service when it is low on drivers or when a vehicle requires maintenance.

Many frequent destinations are located along Mooney Boulevard, the community's main commercial corridor, primarily for shopping, medical/dental appointments, banking, and school. These include the Visalia Mall, Sequoia Mall, Costco, Food Co, Grocery Outlet, Western Dental, Bank of America, Washington Mutual, College of the Sequoias, etc.

Key healthcare destinations are the Visalia Medical Center at 5345 West Hillsdale Avenue, Visalia Health Center at 2611 N. Dinuba Boulevard, and Family HealthCare Network at 400 East Oak Avenue.

To quantify demand for Dial-A-Ride service between Exeter and Visalia and Farmersville and Visalia, Moore & Associates analyzed all Visalia DAR trip sheets for the months of July and August 2007. These sheets revealed that, in that two month period, a total of 20 patrons made trips between Farmersville and Visalia and seven patrons made trips between Exeter and Visalia. Given a total of 1,600 rides were provided by the City Dial-A-Ride services, trips between

Farmersville and Visalia made up 1.3 percent of total trips and trips between Exeter and Visalia made up only 0.4 percent. Demand for trips between Farmersville, Exeter, and Visalia is minimal, and the City should reevaluate its provision of service in the area.

*Findings:* Despite occupying a large portion of weekday peak morning and evening hours, service to the Creative Center, Able Industries, and the Senior Center operates smoothly and integrates well with the existing scheduling process. Four of approximately six Dial-A-Ride vehicles are utilized in the peak periods, leaving limited capacity for other riders.

#### Patronage Patterns

The high number of subscription riders and known frequent destinations discussed above has created a predictable rider patronage pattern for over half of the service's total trips, allowing for Dial-A-Ride dispatchers to optimize vehicle pick-ups and drop-offs.

Regular riders and trip clustering result in fairly stable weekday and weekend peak periods. The morning weekday peak period runs from 7:00 a.m. to 9:30 a.m. driven in large part by the high number of Creative Center and ABLE Industries subscription riders. There is a less pronounced lunch-hour peak from 12:00 a.m. to 1:00 p.m. The afternoon peak period runs from 3:00 p.m. to 6:30 p.m., and includes service for clients waiting at the Creative Center, ABLE Industries, and the Senior Center.

The weekend peak periods vary dramatically from weekday peak periods given the nature of trip destinations. Saturday peak period typically is from 12:00 p.m. to 3:00 p.m. and Sunday runs from 8:00 a.m. to 12:00 p.m.

*Findings:* See findings in "Frequent Trip Destinations" above.

#### Average Trip Time and Trip Length

The average trip time on a Dial-A-Ride van is approximately 30 to 40 minutes. This is based on a sample of driver logs and on staff estimates. The average

Dial-A-Ride trip length is estimated at 4.6 miles based on a sample of driver logs that track trip distance for every pick-up and drop-off.

*Findings:* Dial-A-Ride’s average trip time and trip length is within reasonable levels given the size of the service area. The City does not formally track trip times and trip lengths.

**On-Time Performance**

The program’s current on-time performance standard for subscription and advance-reservation patrons (ADA-certified) is that 90 percent be picked up within a 30-minute window, plus or minus 15 minutes from the recorded reservation time. The on-time performance standard for same-day reservations is 50 percent of patrons within 30 minutes and 100 percent of patrons within 60 minutes before or after a scheduled pick up.

City staff monitors Dial-A-Ride on-time performance regularly. Every week, two Dial-A-Ride bus numbers are randomly drawn to assess driver logs that will be tabulated to evaluate on-time performance within 30 minutes, over 30 minutes, and over 60 minutes.

A review of Dial-A-Ride’s overall on-time performance data for the last three calendar years reveals gradual improvement, from 82 percent in 2004 to 88 percent in 2006 (January through September):

**Exhibit II-22 Scheduling Performance**

Calendar Year	Same-Day Trips			Pre-Scheduled Trips			Percent On Time
	Within 30 minutes	+30 minutes	+60 minutes	On-Time	Early	Late	
2004	93%	100%	100%	82%	10%	8%	82%
2005	87%	72%	100%	85%	9%	6%	85%
2006	100%	100%	100%	88%	5%	7%	88%

Calendar Year 2006 data indicates 88 percent of pre-scheduled or standing trips were on time, five percent early; and seven percent late. The incidence of prescheduled trips provided earlier than scheduled over the past three years

dropped 10 percent in 2004 to five percent in 2006. Late trips comprised seven percent of total pre-scheduled trips. One hundred percent of same-day trips were within 30 minutes of scheduled pick up.

*Findings:* The trend in on-time performance shows improvement over the past three years primarily with same-day trips. Same-day trips constitute less than five percent of total trips but meet the City’s on-time performance standard. The on-time performance of pre-scheduled trips--the overwhelming majority of Dial-A-Ride trips—improved by three percentage points to 88 percent falling short of the performance standard by only two percent.

### Trip Denials

City policy states there shall not be a pattern of trip denials. A trip is considered “denied” if it cannot be scheduled within 60 minutes of requested pick up time and applies only to reservation requests received at least 24 hours in advance.

A review of MV Transportation’s Monthly Reports submitted to the City reflects zero trip denials reported throughout 2006. Dispatchers are required to track all Dial-A-Ride trip denials. The “DAR Reservation Form” used by dispatchers includes a check list for the type of denials, including:

- Patron was not ADA-certified and requested time was not available.
- Patron was not ADA-certified and requested an advanced reservation.
- Patron was ADA-certified and requested time was not available.
- Patron was ADA-certified and refused two-hour window (negotiated offer).

*Findings:* Discussions with MV Transportation staff confirm it generally does not deny trips and was able to accommodate requested trips. The 2004 Dial-A-Ride survey conducted by Moore & Associates indicated, however, that 25 percent of respondents indicated they were denied a trip in the last three months.

It is recommended the definition of a “trip denial” be reviewed and actions be taken to ensure that any trip (ADA-certified and non ADA-certified trip) that is requested and not provided be logged appropriately with an explanation of the

reason why the trip was denied. Confusion can arise as to what constitutes a denial, particularly when a client's original trip time could not be accommodated and an alternative time is accepted. The definition of a "trip denial" and how it is documented should be clearly communicated to all dispatch staff.

### Cancellations

A Dial-A-Ride cancellation is recorded when a client fails to call at least one hour in advance of pick-up time. Otherwise it is considered a no-show (see below). Dial-A-Ride cancellations were eight percent of total trips in FY 2005/06 and seven percent during the first six months of FY 2006/07.

A high incidence of cancellations and no-shows lead to poor productivity and can result in a high rate of trip denials. Although there is no increase in lost revenue service miles, cancellations and no-shows negatively impact productivity particularly when a client cancels a ride close to pick-up time. This results in a potential lost trip for another patron. A high number of cancellations also can be an indication a person does not have confidence he/she will be able to schedule a ride unless they book many trips in advance.

*Findings:* The current level of cancellations is not atypical of a medium-size demand-responsive program.

It is recommended the City monitor cancellations for chronic abusers who negatively impact other riders' ability to schedule a trip. If the number of cancellations and no-shows increases, proactive policies that penalize abusers should be initiated.

### No-Shows

Dial-A-Ride no-shows are noted when one of the following occurs:

- Failure to cancel an unneeded scheduled trip,
- Failure to meet the bus at the designated pick-up location and scheduled time, or
- Failure to cancel a trip at least one hour before scheduled pick-up time.



Visalia's no-show performance standard calls for less than one no-show per 20 passenger trips or a five percent no-show rate. No-shows were six percent of total trips in FY 2005/06 and six percent for the first six months of FY 2006/07, slightly above the adopted performance standard. No-shows account for over 2,000 "lost" trips annually.

*Findings:* There are no penalties imposed on patrons in regular violation of the no-show policy. The current level of no-shows is not atypical of demand-responsive systems. Many systems, however, impose penalties on regular abusers. Juneau, Alaska's Care-A-Van Dial-A-Ride service imposes a two-week suspension for patrons after their third no-show. As a result of this policy, the City experiences no more than a dozen no-shows in a given year. No-shows are far more damaging to productivity than cancellations, and if controlled, could dramatically reduce wait and ride times.

#### Subscription or Standing Reservations

Only ADA-certified riders may make a subscription reservation or an advance reservation. Subscription trips may be scheduled up to 14 days in advance.

Tabulations of subscription riders from the MV Transportation Monthly Report entitled "DAR Ridership Category" for FY 2005/06 and the first six months of FY 2006/07 reveal they comprise 61 percent and 60 percent of total trips, respectively. The majority of these subscription trips are to the Creative Center, ABLE Industries, and Senior Center. Based on discussions with dispatchers, subscription trips comprise about 40 percent of trips on Saturday and 20 percent on Sunday.

ADA regulations allow a maximum of 50 percent of system capacity dedicated at any time of the day to subscription service. The exception is if there is excess non-subscription capacity at a given time that is not being used. ADA also allows an operator to establish trip purpose restrictions or waiting lists for participation for subscription service only.

*Findings:* The 50-percent ADA threshold for subscription trips is being exceeded.

It is recommended the City address the fact the 50-percent ADA threshold has been exceeded, and that further monitoring occur to determine whether this is justified based on capacity that would otherwise go unfulfilled, or whether it is preventing other Dial-A-Ride patrons from accessing service.

#### Customer Complaints and Resolution

A complaint log is prepared by MV Transportation and submitted to the City on a monthly basis. Total system complaints for the period July to November 2006 were reviewed. During this period, a total of 105 complaints were received. Nineteen complaints or 18 percent of total complaints were Dial-A-Ride related.

The nature of Dial-A-Ride complaints include:

- Perceived driver behavior (3)
- Too fast speed (3)
- Air conditioning (2)
- Late pick up
- Long trip time (new driver)
- Missed pick up because passenger was not ready
- Misunderstanding about drop-off location
- Rebooking after passenger failed to show
- Misunderstanding about need to be ADA-certified for advance reservation
- Vehicle reliability/performance
- Need for driver to address on-board passenger conflict
- Poor tie-down (walker flipped)
- Radio too loud.

Driver demeanor and possible speeding were the top two complaints. A perception of rudeness in one case may have been due to lack of communication resulting from the fact the driver did not speak Spanish. The frequency of the remaining complaints listed above was low.

*Findings:* Customer complaints are well documented by MV Transportation staff on a “VCC Customer Complaint Log.” MV Transportation and the City address

these issues by contacting or meeting with the complainant and parties involved, identifying the issues, and resolving them.

It is recommended MV Transportation staff continue to ensure drivers receive sensitivity training and that drivers are reminded of speed limits throughout the service area.

It also recommended development of a complaint indicator assessing complaints per 1,000 riders should be considered. In future contracts, the City should also consider adding a customer service penalty, if the level and pattern of complaints continues (i.e., \$50 to \$100 per valid complaint after three have been received).

#### Dispatch Procedures

The first major component of the current set of dispatch procedures examined in this report is dispatch coverage. Dispatch coverage for both services (fixed-route and Dial-A-Ride) was from 4:00 a.m. to 11:00 p.m. One dispatcher covers the morning peak period, from approximately 4:00 a.m. to 10:30 a.m. A second dispatcher overlaps an hour, with coverage from 9:30 a.m. to 6:00 p.m. A third dispatcher partially overlaps, with coverage from 2:30 p.m. to 11:00 p.m.

Dispatchers schedule all Dial-A-Ride trip requests; including subscription trips, ADA-certified advance reservations (scheduled up to 14 days in advance), and same-day (non ADA-certified) trips. In addition to scheduling trips, dispatchers also respond to incoming calls for Dial-A-Ride and fixed-route services. This includes general public questions, comments, and complaints; maintenance issues, and driver questions. They are also responsible for noting driver breaks and vehicle deviations for refueling, developing driver schedules, and compiling operational statistics.

The County of Tulare's transit program is located in an area adjacent to the City's Dial-A-Ride dispatch office. Dispatchers answer TCAT calls when the TCAT dispatcher cannot answer the telephone. Although infrequent, the dispatcher must leave his/her seat to answer the TCAT telephone.

Client calls are answered on five potential lines—713-4950, 4952, 4953, 4954, and 4959 (Line 713-4951 is for maintenance, 713-4956 is for faxes, and 713-4959 is also designated as a modem line). The number 713-4950 is the advertised reservation line. When this line is busy, the calls are routed to the next available number. A review of City telephone bills for May through November 2006 shows the following number of minutes used by line.

Exhibit II-23 Incoming Call Patterns

Month	Minutes Used by Dispatch Telephone Line					Total
	713-4950	713-4952	713-4953	713-4954	713-4959	
May	87	51	83	167	210	598
June	138	33	95	164	195	625
July	165	28	63	71	175	502
August	100	22	55	107	301	585
September	94	47	84	130	215	570
October	93	26	44	107	257	527
November	96	20	37	104	218	475
Total	773	227	461	850	1,571	3,882
% of Total	20%	6%	12%	22%	40%	100%

There were a total of 3,882 minutes used on all lines for dispatching from May through November 2006. Twenty percent of minutes (or one of every five minutes) were on the advertised call-in line 713-4950. The majority of minutes (40 percent) were attributed to line 713-4959, a driver call in number. Twenty-two percent of minutes were on 713-4954.

The second major component of dispatching procedures is scheduling. Scheduling is based on three primary references: a manual “real-time” board system that tracks pick-ups and drop-offs by vehicle and time of day as they are occurring, a large “current day” visual board of vehicle pick-ups and drop-offs for an entire day’s hours of operation, and a large “subscription and advance-reservation” visual board of ADA-certified subscription and advance-reservation trips by day of week and time of day. These three components allow the dispatcher to quickly schedule real-time trip requests and to plan up to two weeks in advance for subscription and advance-reservation trip requests. Dispatchers also develop driver schedules using this procedure.

On the manual “real-time” board, every Dial-A-Ride trip request—subscription, advance-reservation, and same-day—is written on a trip ticket and placed in the proper vehicle queue at the nearest 15-minute time increment for pick up or drop off. The trip ticket is removed once the trip has been completed.

The “current day” board is located next to the dispatcher and displays vehicle pick-ups and drop-offs by time of day. This board allows dispatchers to make changes to the board and quickly observe the daily load of each vehicle by time of day and available capacity for new trip requests.

The “subscription and advance-reservation” board allows dispatchers to track all ADA-certified subscription and advance-reservation trips by day of week and time of day. These trip requests are then developed into driver queues and driver schedules, noted on the “current day” board, and tracked on the “real-time” board as they occur.

*Findings:* Recent observations and findings outlined in the City’s 2004 Short Range Transit Plan reveal dispatching problems have not been adequately addressed and continue to be an area in need of improvement.

The morning peak-period coverage with only one dispatcher places a heavy burden on the dispatcher who must juggle peak-period trip demands with driver calls, same-day calls, advance-reservations trip requests, questions on fixed-routes, etc. During our site visit, a significant level of call activity was observed. Given staffing levels, some callers needed to be placed on-hold to attend to others based on the sequence received.

As indicated by the table of minutes used by dispatch telephone line, most calls roll over to lines other than the main call-in line. Further, aside from the dispatch/computer line (713-4959), the majority of minutes are on line 713-4954, three lines down from the main call-in line. One dispatcher indicated drivers frequently think that dispatchers ignore their call when put on-hold for a long

period of time due to other calls or interruptions. Dial-A-Ride clients no doubt feel the same way.

Callers on-hold generate complaints and convey a misconception the service is bad or that staff does not care. A 2004 Dial-A-Ride survey conducted by Moore & Associates found over 30 percent of all respondents reported having problems getting through to the dispatcher to reserve their trip. Other problems included getting a busy signal and getting no answer. Further, the survey revealed over 80 percent of those indicating a problem said they were placed on hold for an average of 14 minutes (some noted hold times of as long as 30 minutes). Forty percent of respondents were dissatisfied with the City's Dial-A-Ride trip reservation policy.

#### ADA Certifications

The City administers the ADA certification process. A total of 557 clients were ADA-certified as of January 2007. Ninety-Five percent were from Visalia and five percent from the communities of Farmersville, Goshen, Tulare, Exeter, Woodlake, Dinuba, and Traver.

The City's ADA eligibility requirements are consistent with ADA requirements and specify the following client eligibility conditions:

- Unable to access a bus stop,
- Accessible bus not available,
- Unable to use an accessible bus, or
- Travel requires personal care attendant (PCA)

The process requires a completed application by the applicant and a disability determination by a physician, rehabilitation counselor, physical therapist, or other licensed professional. ADA-certified clients must re-certify every three years to maintain eligibility.

There are two fare categories of ADA-certified riders. The first is an Attendant-Required certification, wherein the rider must travel with an attendant, but the

attendant rides free of charge. The second category requires that companions of the ADA-certified rider pay the same fare as the patron.

*Findings:* The City's certification process complies with ADA requirements.

#### ADA Service Compliance

To determine the service's level of compliance with ADA specifications, Moore & Associates examined several different indicators.

**Service Area:** Dial-A-Ride provides service within three-quarters of a mile of VCC fixed-route alignments at all times when service is in operation. Service was expanded in 2005 to include Exeter and Farmersville.

**Fare:** The fare is \$1.50 or half that of the general public.

**Reservations:** Dial-A-Ride accepts reservations between 6:15 a.m. and 7:15 p.m. on weekdays, 7:15 a.m. and 6:15 p.m. on Saturday, and 8:15 a.m. and 3:15 p.m. on Sunday. Reservations can be made the day before the desired trip day or up to 14 days in advance.

**Subscriptions:** Subscriptions are available to ADA-certified clients.

**Scheduling:** ADA-certified clients can expect a vehicle to arrive within 30 minutes, plus or minus 15 minutes before or after the scheduled pick-up time, at least 90 percent of the time.

**Curb-to-Curb:** Clients are responsible for accessing the vehicle at the curb.

*Findings:* Dial-A-Ride operating procedures are consistent with ADA requirements.

#### Contractor Performance Incentives and Penalties

Contractor performance incentives and penalties are not uncommon in third-party transit contracts. Sections 9.5 and 9.6 of the City's 2003 Dial-A-Ride contract with MV Transportation delineate specific incentives and fines.

The operations contractor is eligible to receive \$500 each quarter when it exceeds a passengers/VSH standard (3.6 in FY 2006/07). A quarterly incentive of \$500 is given if 50 percent of same-day passengers are picked up within 30 minutes and 100 percent within 60 minutes; as well as if 90 percent of pre-scheduled passengers are picked up within a 30-minute window, plus or minus 15 minutes from the recorded reservation time.

If the Dial-A-Ride Passengers/VSH indicator is less than 3.6, the operations contractor will not be paid for more than the maximum vehicle revenue hours determined by dividing the number of monthly Dial-A-Ride passengers by 3.6.

A review of 11 recent quarterly “Incentives and Penalties Reports” reveals the operations contractor received incentives in only two quarters for on-time performance and fined in four quarters for excessive revenue vehicle hours.

*Findings:* Since FY 2003/04, the operations contractor generally has not achieved the City’s Passengers/VSH standard. The City’s on-time performance standards also have been difficult to achieve. Further, the incentive levels do not appear to be a major motivating factor.

The City should continue to maintain current performance incentives and penalties. The City should consider an on-time performance penalty and a customer service penalty in future new contracts, contract extensions or renewals.

#### Fleet

Dial-A-Ride has a fleet of nine vehicles maintained by MV Transportation, four are 1995 Chevy vans with an average of 225,000 miles per vehicle and five are 2002 El Dorado Aerotech buses with an average of 114,000 miles per vehicle. The average vehicle mileage was 163,000.



The average age of the fleet is seven years. VCC utilizes a seven-year useful life or 200,000-mile replacement standard. The five Year 2002 buses are scheduled for replacement in FY 2009/10.

MV Transportation dispatch staff indicated it does not have problems with vehicle availability and that minor problems are usually repaired overnight.

*Findings:* The City generally utilizes five Year 2002 vehicles during peak periods and four year 1995 vehicles for backup. The CARB Fleet Rule could jeopardize future use of Year 1995 vehicles. Caltrans utilizes a four-year, 100,000-mile useful life standard for Type I - IV vehicles, and a seven-year, 200,000-mile useful life standard for Type VII vehicles.

#### Data Collection and Reporting

MV Transportation provides extensive Dial-A-Ride operating information to City staff on a monthly basis. A review of various operating data and reports shows that monthly reports submitted to the City address 23 different areas of fixed-route and Dial-A-Ride operations. Eight reports on Dial-A-Ride are included. The City also tracks many aspects of the operation on a weekly, monthly, and annual basis to determine quarterly incentives and penalties, to monitor contractor performance, to evaluate productivity, etc.

*Findings:* While not all reports were examined in detail, the monthly “DAR Ridership Category” report for no-shows, cancellations, and wheelchairs did not reconcile with the detailed “No-Show List.” The rates or percentages for key indicators (subscription, advance-reservation, same-day trips, no shows, cancellations, wheelchairs, etc.) are not provided but would be helpful and easy to add.

The monthly “Complaint Report” does not reflect total complaints by fixed-route and/or Dial-A-Ride.

We recommend the operations contractor reconcile no-shows and cancellations with the monthly summary “DAR Ridership Category” report and that a line be

added to the bottom of this report reflecting the percentage of total trips for each category to improve ease of use by City staff.

It is also recommended the monthly “Complaint Report” show the total number of complaints by fixed-route versus Dial-A-Ride and that a complaint indicator (i.e., fixed-route complaints versus Dial-A-Ride complaints per 1,000 rides) be developed and included on the monthly report to the City.

## 2.4 Peer Review

A peer review provides an assessment tool of how efficiently and effectively the City of Visalia is providing service compared with similar public transit programs. The review also highlights the level of service each peer provides relative to the size of its service area as well as the number of persons residing therein. The goal of the peer review is not to identify a direct match, but rather to identify a *range* of acceptable performance.

To facilitate the peer review process, we identified public transit programs featuring similar service area characteristics (e.g., population and area), fleet size, ridership, and service levels. Like-peers were selected based on three criteria:

1. California systems were chosen because of similarity in funding and governance.
2. Service areas, population, and fleet size comparable to Visalia and/or the Visalia Urbanized Area.
3. Localities with similar land-use and development patterns.

The selection of quantitative evaluation criteria we employed in our assessment of Visalia City Coach reflect those performance measures utilized within FTA and/or State of California triennial audits (TDA). Peer data was obtained from the 2005 National Transit Database.

### Peer Group

The table below provides a statistical comparison between Visalia City Coach’s service area and the service area of like-peers.

Exhibit II-24 Peer Review

	Visalia	Chico	Napa	Redding	Merced County
Area (sq miles)	40	35	24	71	36
Population	120,044	89,221	79,867	105,267	110,483
Passengers	1,118,986	866,825	756,801	740,744	905,300
Total Vehicles Available	39	29	40	39	56

### Chico Area Transit System

The Chico Area Transit System (CATS) and the Chico Clipper paratransit system are now part of a countywide consolidated transit program called Butte Regional

Transit or “B-Line.” Data relating specifically to CATS was last recorded in FY 2004/05, the final year of CATS service.

CATS offered a fixed-route service which operates within the boundaries of the city of Chico. Its hours of operation were Monday through Friday, 6:15 a.m. to 8:50 p.m., and Saturday, 8:30 a.m. to 6:15 p.m. The adult cash baseline fare is 75 cents. Reduced fare for eligible youth and seniors are also available. Along with a fixed-route service, Chico Clipper paratransit service was available for seniors and the disabled. Hours of operation are the same as the fixed-route, and the service offers rides within three-fourths of a mile of fixed-route service. The base fare is \$1.50 per ride.

#### [Napa Vine Transit](#)

Napa’s fixed-route system is administered by the Napa County Transportation Planning Agency, formed in 1988. Serving the entire Napa Valley, its hours of operation are Monday through Friday, 5:25 a.m. to 9:30 p.m.; Saturday, 6:30 a.m. to 8:30 p.m.; and Sunday, 8:30 a.m. to 7:00 p.m. The adult cash baseline fare is one dollar. Reduced fare is available for qualified youth, seniors, and persons with disabilities. A complementary demand-response service operates Monday through Friday, 5:20 a.m. to 9:30 p.m.; Saturday, 6:00 a.m. to 8:30 p.m.; and Sunday 8:00 a.m. to 7:00 p.m. The adult baseline fare varies from \$2.50 to \$3.00 depending upon the route.

#### [Redding Area Bus Authority](#)

The Redding Area Bus Authority serves the urbanized portions of Shasta County including the cities of Redding, Shasta Lake, and Anderson. RABA’s fixed-route service includes 13 routes operating Monday through Friday, 6:30 a.m. to 7:30 p.m. and Saturday, 9:30 a.m. to 7:30 p.m. RABA has a baseline fare of \$1.50. A three-zone fare plan (75 cents/zone) is in effect; although intra-service transfers are free. Seniors, persons with disabilities, and Medicare cardholders are eligible for reduced fare. RABA’s demand-response service provides curb-to-curb transportation for individuals unable to utilize the fixed-route bus service. The base fare is three dollars plus \$1.50 for each zone change.

### Merced County Transit

Merced County Transit operates both a fixed-route and demand-response services. The fixed-route service, known as “The Bus”, runs Monday through Friday, 7:00 a.m. to 6:00 p.m. and Saturday, 9:30 a.m. to 5:30 p.m. The service operates within the incorporated city as well as surrounding county areas. The adult cash base fare is one dollar. A discounted fare is available for youth age 16 and younger. The County’s demand-response service hours vary by service area and service day. Fares are similar to the fixed-route service.

### Indicator Comparison

To supplement the data charts which follow some background narrative is warranted. First, given each of the selected peers is a California program, it is subject to the same regulatory and performance standards as the City of Visalia’s transit program. Further, each of the peers can be termed a mature program, having been in operation for at least fifteen years. Also, each peer offers both a fixed-route as well as demand-response service.

Using the like-peers to identify a range of “normal” or acceptable performance we believe Visalia stacks up very well. For example, Visalia’s ridership growth, ridership per capita, and operating cost are the best of the group. We believe this performance can be attributed to a variety of factors, both external and internal. With respect to the former, Visalia has the largest service area population, a highly-defined road network, up-to-date fleet, and ongoing marketing efforts. By contrast, some of the peers have experienced high vehicle maintenance costs due to aging fleet, insufficient capital replacement efforts, or a combination thereof. Visalia has also worked extensively with other transit operators throughout Tulare County with respect to schedule coordination, elimination of service duplication, and inter-service fares/pricing. These efforts have either removed or diminished many of the barriers (actual or perceived) often associated with public transit. Lastly, Visalia aggressively markets its public transit service, year-in and year-out. By contrast, the peers either do not market their service, or have done so on a tactical rather than strategic basis. In the case of RABA, its annual ridership has declined nearly twenty percent across the past five years despite continued growth in service area population.

The obvious area of improvement for Visalia is increased fare revenue or farebox recovery. The City has seen a decline of nearly ten percentage points across the past five years. As noted previously, several factors – external and internal – contribute to this decline. However, given the recent dip below the mandated 20-percent threshold, a focused effort to reverse this trend is required. While continued ridership will help reduce the severity of the decline, we believe the City must consider periodic fare adjustments to offset increases in operating costs as well as maintain its proactive fleet replacement strategy. Opening of the new Maintenance and Operations Center as well as retirement of some of the older vehicles should support this effort.

Exhibit II-25 Indicator Comparison FY 2004/05

<b>Performance Indicator</b>	<b>Visalia City Coach</b>	<b>Chico Area Transit System</b>	<b>Napa Vine</b>	<b>Redding Area Bus Authority</b>	<b>Merced County Transit</b>	<b>Average</b>
Operating Cost	\$3,002,237	\$2,186,683	\$3,858,709	\$2,529,653	\$3,832,567	\$3,081,970
Fare Revenue	\$520,451	\$431,071	\$587,513	\$451,276	\$537,153	\$505,493
Vehicle Service Hours (VSH)	69,160	46,792	57,459	46,627	54,072	54,822
Vehicle Service Miles (VSM)	959,425	586,795	877,562	743,277	1,014,128	836,237
Passengers	1,184,088	833,982	745,331	705,596	903,788	874,557
Total Fleet	30	20	22	21	28	24
Peak Fleet	22	16	18	14	21	18
<b>Performance Measure</b>						
Operating Cost/VSH	\$43.41	\$46.73	\$67.16	\$54.25	\$70.88	\$56.49
Operating Cost/VSM	\$3.13	\$3.73	\$4.40	\$3.40	\$3.78	\$3.69
Operating Cost/Passenger	\$2.54	\$2.62	\$5.18	\$3.59	\$4.24	\$3.63
Passengers/VSH	17.1	17.8	13.0	15.1	16.7	16.0
Passengers/VSM	1.2	1.4	0.8	0.9	0.9	1.1
Farebox Recovery	17.3%	19.7%	15.2%	17.8%	14.0%	16.8%
Average Fare/Passenger	\$0.44	\$0.52	\$0.79	\$0.64	\$0.59	\$0.60

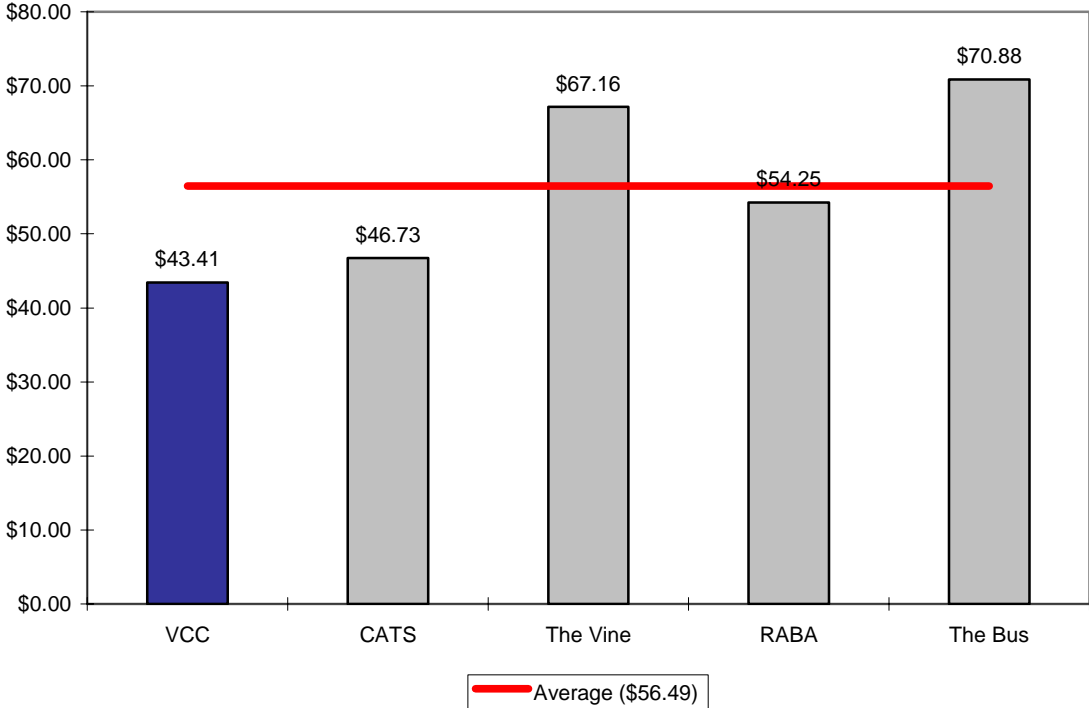
Source: Federal Transit Administration National Transit Database

Operating Cost/Vehicle Service Hour

Two performance indicators are used to measure service efficiency: Operating Cost/Vehicle Service Hour (VSH) and Operating Cost/Vehicle Service Mile (VSM).

Visalia is performing most efficiently compared to its peers with its indicator at \$43.41, 30 percent below the peer average. A combination of the system’s high annual service hours and moderate operating costs (3 percent below the peer average) contribute to its low indicator. In comparison, Merced County ranked highest at \$70.88, 25 percent above the peer average.

Exhibit II-26 Operating Cost/VSH

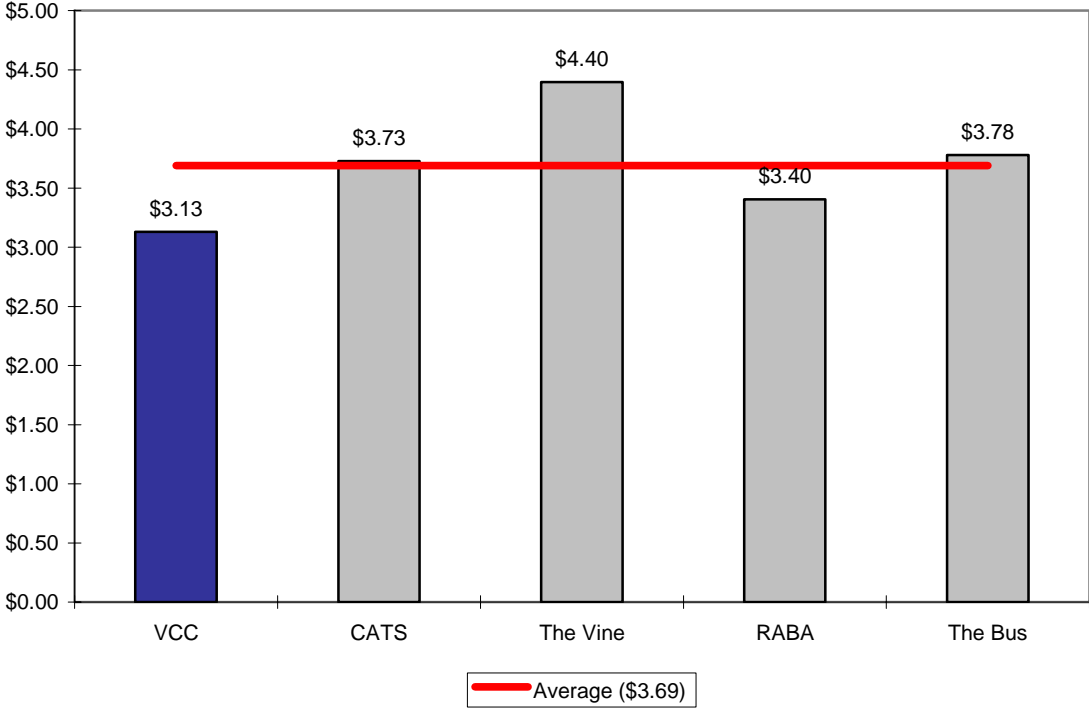




Operating Cost/Vehicle Service Mile

Napa’s indicator for Operating Cost/VSM was the highest at \$4.40. This is attributed to the system’s combination of high operating costs and average annual service mileage. By contrast, Visalia has the lowest indicator at \$3.13, 18 percent below the peer average.

Exhibit II-27 Operating Cost/VSM

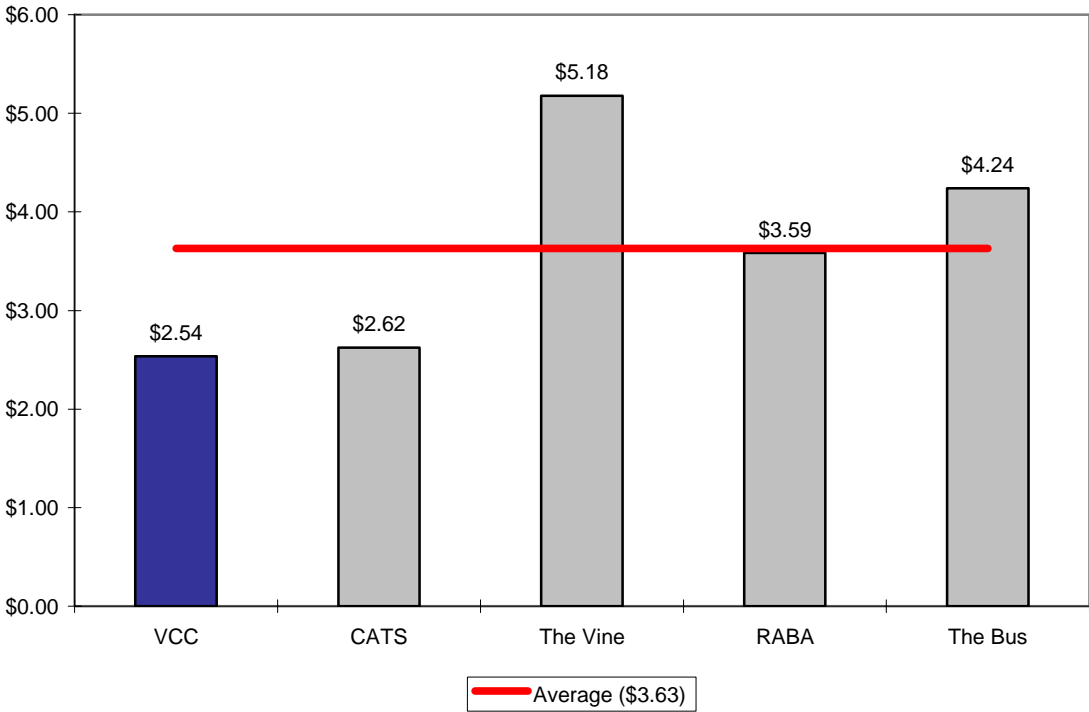


Operating Cost/Passenger

Operating Cost/Passenger is an indicator measuring cost effectiveness. Effectiveness is defined as the extent to which a service is meeting its intended goals. By contrast, efficiency is defined as the amount of resources required to achieve a given outcome.

At an Operating Cost/Passenger of \$2.54, Visalia performed best. VCC's low indicator is the product of moderate operating costs and high ridership. The system carried nearly 26 percent more riders than the peer average. Napa posted the highest Operating Cost/Passenger at \$5.18, 65.7 percent higher than that of Visalia, approximately 30 percent higher than the peer average.

Exhibit II-28 Operating Cost/Passenger

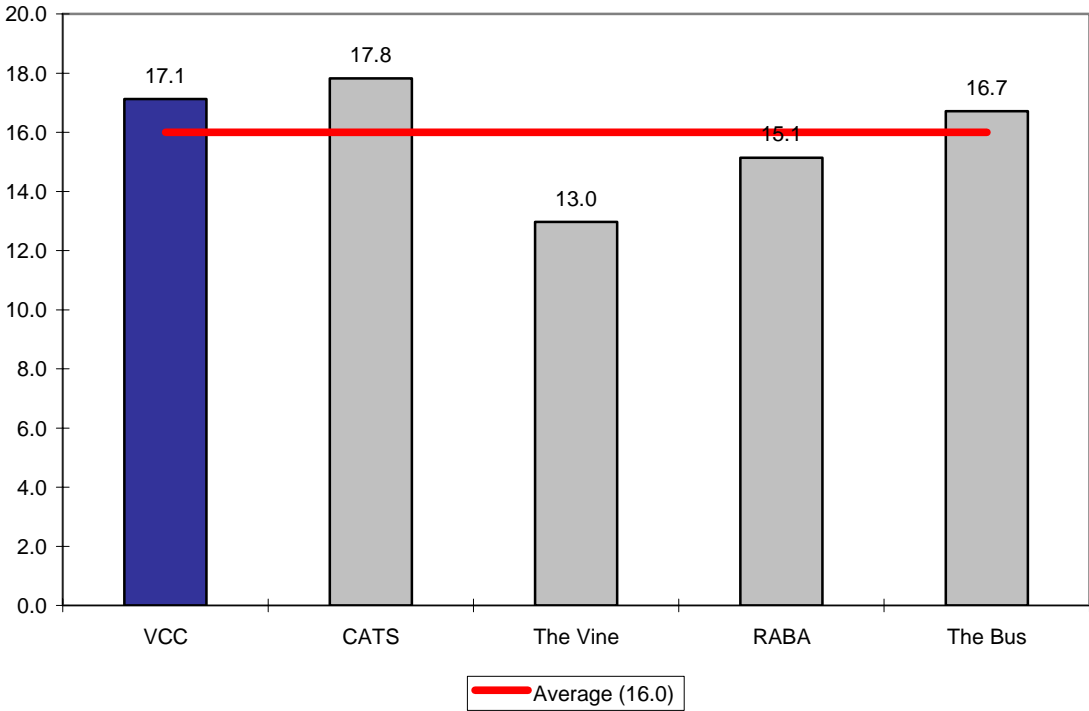


Passengers/Vehicle Service Hour

An additional measurement of service effectiveness, Passengers/VSH, indicates how many passengers are riding a transit service on an hourly basis. Visalia ranked second highest amongst its peers; it recorded 17.1 Passengers/VSH, 6 percent above the peer average. The highest indicator, attained by Chico, was not significantly higher (17.8).

VCC’s performance can be attributed to its service frequency; six of the system’s ten routes operate on headways of less than one hour.

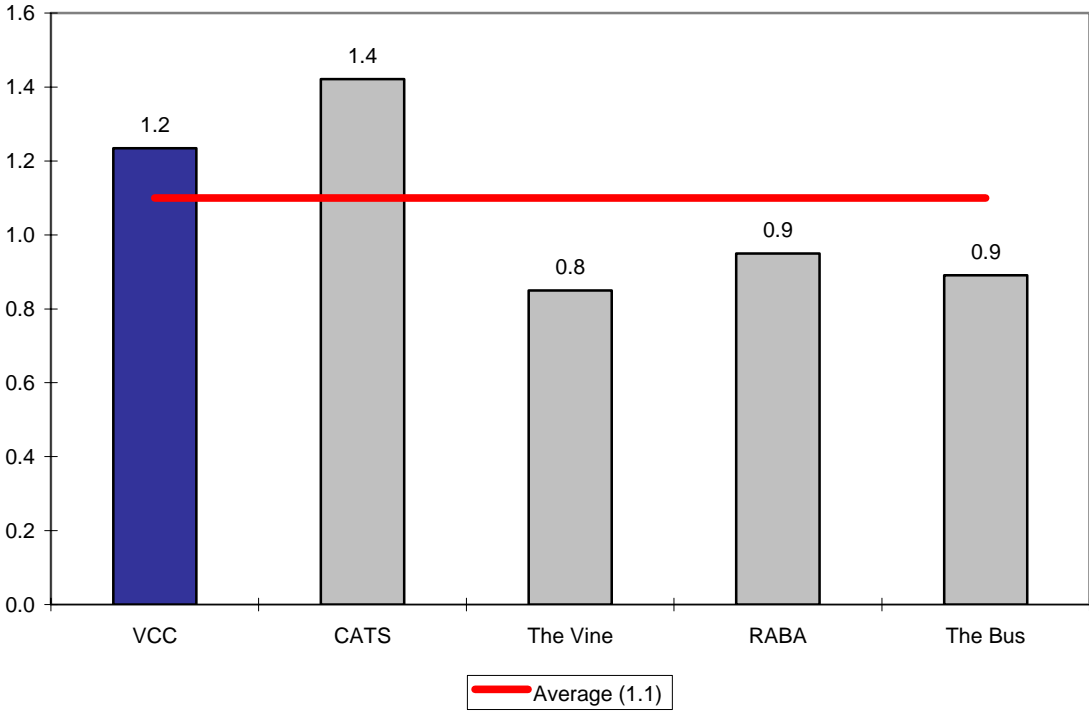
Exhibit II-29 Passengers/VSH



Passengers/Vehicle Service Mile

When compared to its peers, Visalia demonstrated a high level of effectiveness, reporting the second highest indicator at 1.2 Passengers/VSM. Even with its significant service area, high performance indicator can be attributed to the high ridership figures for the service. Napa had the lowest indicator at 0.8, approximately 38 percent below the peer average. On the other hand, Chico's indicator is recorded at 1.4 Passengers/VSM, 21 percent above the peer average.

Exhibit II-30 Passengers/VSM

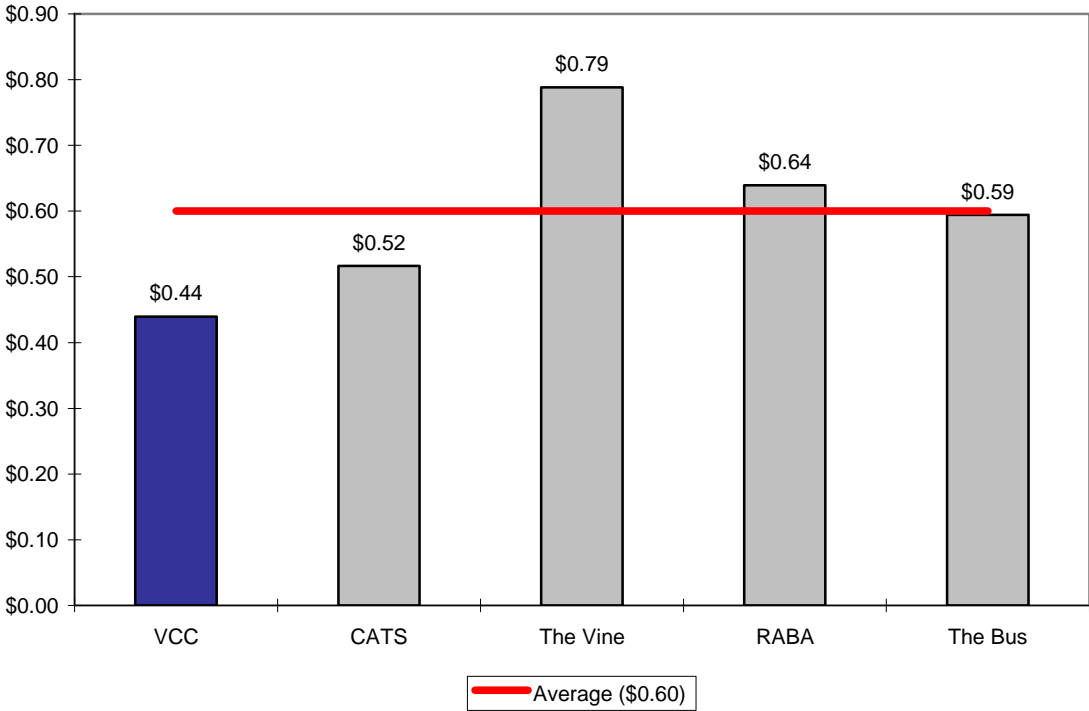


Average Fare/Passenger

Visalia had the lowest Average Fare/Passenger (\$0.44), resulting in a Farebox Recovery Ratio of 17.3 percent. The system’s indicator was .5 percent higher than the peer average.

With its Average Fare/Passenger at \$0.52, CATS’ farebox recovery ratio is 19.7 percent. Napa’s Average Fare/Passenger indicator was the highest at \$0.79, 24 percent above the peer average. The system has the second lowest Farebox Recovery Ratio; achieving only 15.2 percent.

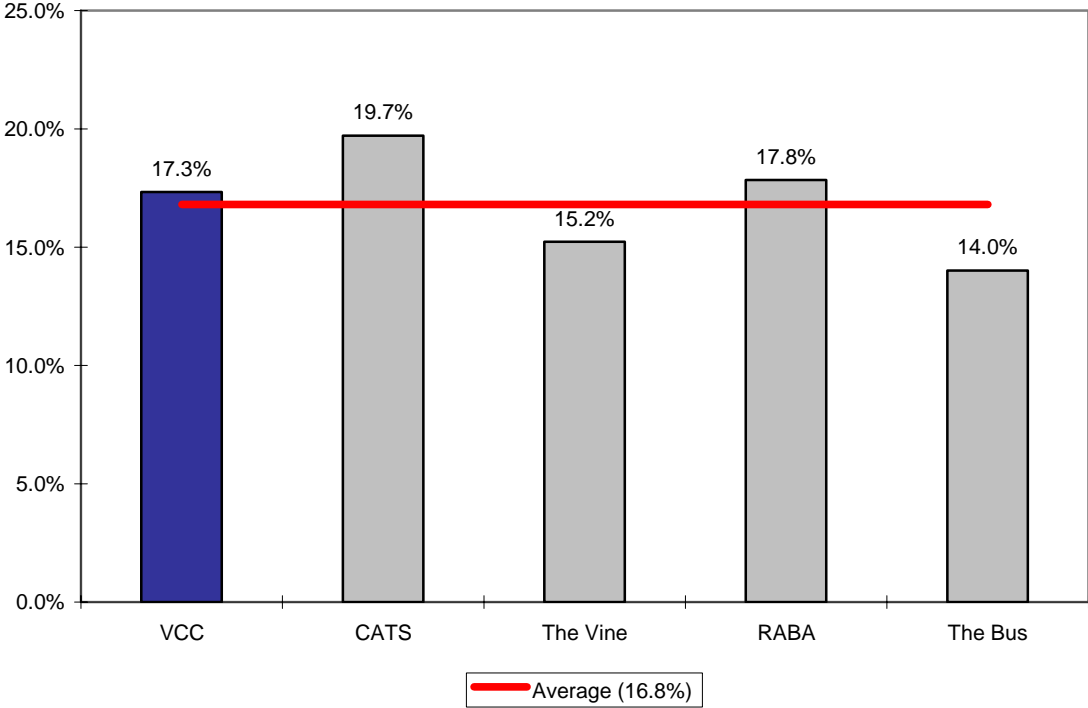
Exhibit II-31 Average Fare/Passenger



Farebox Recovery Ratio

A system’s farebox recovery rate illustrates the percentage of operating cost paid for by passenger fares and is the most common measure of public subsidy of transit service. All the peer agencies are urbanized areas and therefore required to attain a farebox ratio of at least 20 percent.

Exhibit II-32 Farebox Recovery Ratio



## 2.5 Fixed-Route Productivity

Moore & Associates conducted a ride check during the week of November 6, 2006. A total of 180 trips were evaluated. The ride checks were conducted across all service days (i.e., weekdays, Saturday, Sunday) and all day-parts. A ride check has two primary objectives:

1. Assess schedule adherence, and
2. Assess productivity at the individual bus stop level.

### Fixed-Route On-Time Performance

On-time performance was assessed at the beginning (departure), midpoint (departure), and end of each trip (arrival). The methodology for assessing the on-time performance was identical to that employed by Moore & Associates in numerous communities throughout California. To start, our survey coordinator synchronizes his time-piece with those of the survey personnel. Trained surveyors then rode each of VCC's buses collecting data at all time-points along the route. The data collected by the surveyors was then entered into electronic spreadsheets where it was cleaned, coded, and analyzed.

The following criteria were used to evaluate Visalia City Coach on-time performance:

- On-time, defined as trip departure within 0-5 minutes of the published schedule time.
- Early, defined as any departure prior to the published schedule time.
- Late, defined as any departure occurring 6 or more minutes after the published schedule time.

### System-Wide

Employing an industry standard of 90 percent, VCC on-time performance stood at 56.5 percent. Nonetheless, we believe the 90 percent standard is both relevant and attainable. The table below illustrates composite on-time performance as well as performance on weekdays (56.4 percent), Saturday (60.0 percent), and Sunday (44.7 percent).

Exhibit II-33 On-Time Performance by Day

	On Time	Early	Late
Weekday	56.4%	22.5%	21.1%
Saturday	60.0%	28.6%	11.4%
Sunday	44.7%	47.4%	7.9%
Overall	56.5%	25.7%	17.9%

As is often the case in many transit programs, the on-time performance of Visalia’s fixed-route service declines as the run progresses. The average schedule adherence was 76.36 percent at the start of the trip, this figure decreases to 58.64 percent at the midpoint of the trip, and it further decreases to 33.75 percent by the end of the surveyed trip.

There is no single contributor (internal or external) responsible for VCC’s poor schedule adherence. Early departures, late arrivals, and missed trips were among the influencing factors.

The service has a significant problem with “running hot.” This refers to the tendency of bus drivers to depart early from stops. “Running hot” is a serious problem because potential passengers could arrive at the bus stop on time and miss their bus if it departed prior to the scheduled time. System-wide, trips leave early from the start-point of the run 12.12 percent of the time. Trips depart from the mid-point of the run early 22.22 percent of the time and trips arrive early at the final stop on the line 43.13 percent of the time. The overall average for “running hot” throughout the service is 25.7 percent.

Running late is less of a problem, but still worth noting. System-wide, 11.52 percent of trips begin their run late, 19.14 percent of trips reach their midpoint late, and 23.13 percent of buses arrive at their destination late.

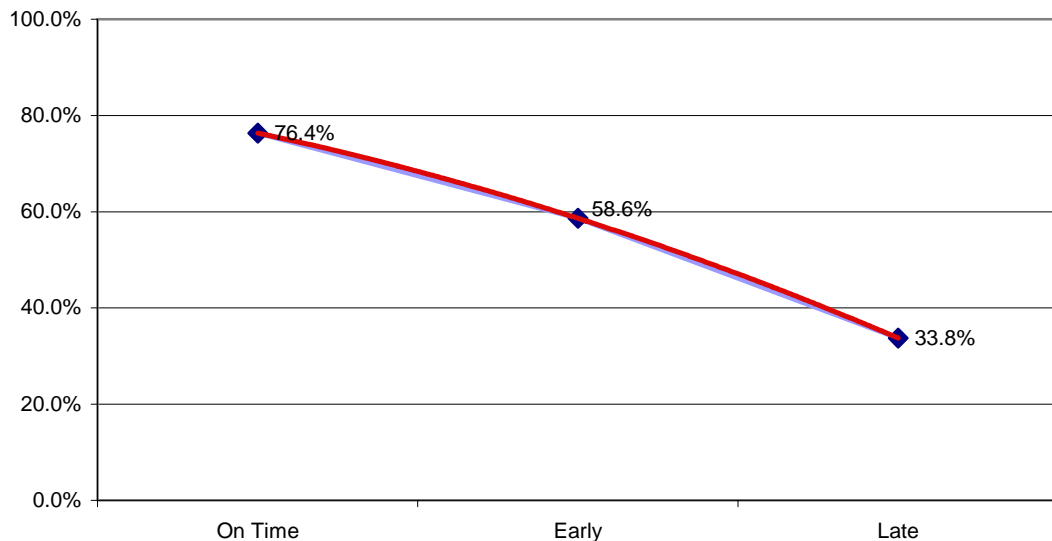


Exhibit II-34 On-Time Performance by Trip Segment

	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Weekday	74.58%	11.86%	13.56%	60.18%	17.70%	22.12%	33.33%	38.74%	27.93%
Saturday	82.86%	11.43%	5.71%	62.86%	22.86%	14.29%	34.29%	51.43%	14.29%
Sunday	75.00%	16.67%	8.33%	25.00%	66.67%	8.33%	35.71%	57.14%	7.14%
Overall	76.36%	12.12%	11.52%	58.64%	22.22%	19.14%	33.75%	43.13%	23.13%

The rise in early arrivals as the trip progresses may indicate drivers are not waiting long enough at published time-points and thus steadily increasing the gap between the scheduled time and the actual running time. The following exhibit illustrates on-time performance for the City’s fixed-route service.

Exhibit II-35 Aggregate On-Time Performance



Route-by-Route

The on-time performance for the service as a whole is 56.5 percent. Route 5 had the highest overall on-time performance percentage (84.1 percent) and Route 1 had the lowest (44.9 percent). Routes 6, 9, and 10 have the highest start-point percentage for on-time performance, each with ratings of 100 percent while Route 2 was the poorest with a rating of 50 percent. Route 5 had the highest rating for its midpoint on-time performance at 90.9 percent, and Route 2 had the lowest score with an on-time performance rating of 46.2 percent. Route 5 had the

highest on-time performance rating in regards to endpoints with a score of 71.4 percent while Route 7 had the worst on-time percentage with a score of 4.5 percent. The route-by-route information is broken down by day of the week and is presented in the tables which follow.

Exhibit II-36 On-Time Performance Percentages by Route

<i>Weekday</i>	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 1	59.4%	15.6%	25.0%	45.7%	31.4%	22.9%	13.3%	53.3%	33.3%
Route 2	55.6%	27.8%	16.7%	63.2%	26.3%	10.5%	57.1%	14.3%	28.6%
Route 4	100.0%	0.0%	0.0%	87.5%	12.5%	0.0%	62.5%	12.5%	25.0%
Route 5	93.3%	0.0%	6.7%	86.7%	6.7%	6.7%	57.1%	21.4%	21.4%
Route 6	100.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%	0.0%
Route 7	69.2%	23.1%	7.7%	28.6%	0.0%	71.4%	0.0%	76.9%	23.1%
Route 8	75.1%	6.3%	18.7%	61.5%	0.0%	38.5%	37.5%	25.0%	37.5%
Route 9	100.0%	0.0%	0.0%	60.0%	0.0%	40.0%	20.0%	60.0%	20.0%
Route 10	100.0%	0.0%	0.0%	62.5%	12.5%	25.0%	62.5%	12.5%	25.0%

<i>Saturday</i>	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 1	75.0%	12.5%	12.5%	87.5%	0.0%	12.5%	14.3%	57.1%	28.6%
Route 2	33.3%	66.7%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%	0.0%
Route 4	33.3%	33.3%	33.3%	50.0%	25.0%	25.0%	50.0%	25.0%	25.0%
Route 5	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 6	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 7	100.0%	0.0%	0.0%	62.5%	37.5%	0.0%	11.1%	88.9%	0.0%
Route 8	100.0%	0.0%	0.0%	33.3%	33.3%	33.3%	66.7%	0.0%	33.3%
Route 9	100.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	50.0%	50.0%
Route 10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

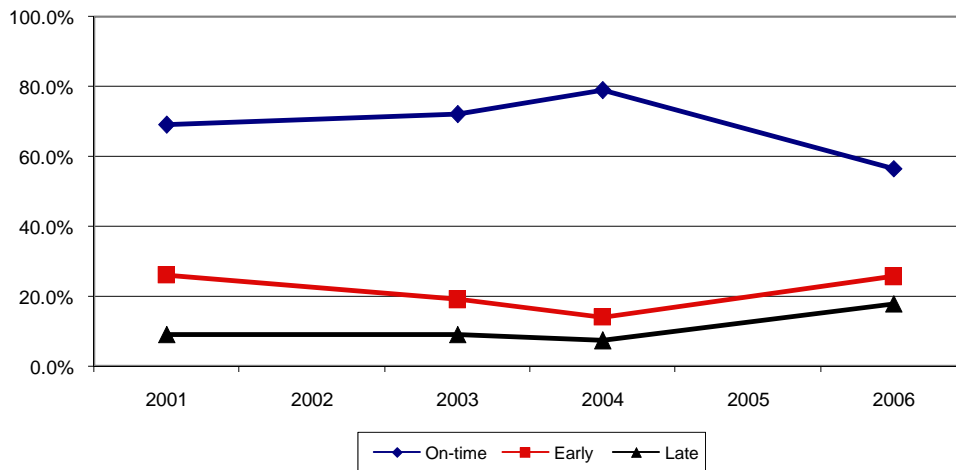
  

<i>Sunday</i>	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 1	100.0%	0.0%	0.0%	33.3%	50.0%	16.7%	33.3%	50.0%	16.7%
Route 2	33.3%	66.7%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Route 4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Route 5	50.0%	0.0%	50.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%
Route 6	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Route 7	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Route 8	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Route 9	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

2004 Short Range Transit Plan

In 2004 Moore & Associates prepared a Short Range Transit Plan (SRTP) for the City of Visalia that included an on-time performance element. On-time performance improved from 2001 to 2004, yet the percentages have since diminished considerably. Since 2004, VCC’s on-time performance has dropped from 78.8 percent to 56.5 percent. During the same period, the incidence of lines “running hot” has risen from 14.0 percent to 25.7 percent, while the incidence of lines running late rose from 7.3 percent to 17.9 percent. The chart below illustrates the on-time performance trends from ride checks conducted between 2001 and 2006.

Exhibit II-37 Historic On-Time Performance



The City’s 2004 SRTP discusses a number of factors that could contribute to the incidence of early departures. These problems appear to have become more pronounced since the 2004 SRTP and they include:

- Inadequate schedule or operating time,
- Inadequate allocation of time between established time points, and
- Increased traffic levels along VCC alignments.

Given the number of late trips rarely exceeded 20 percent we believe the majority of the issues with on-time performance result from “running hot” and attention

should be paid to addressing this problem. It is also necessary to reduce the number of late runs as well, as it is impossible to reach the 90-percent standard without such action.

**Alternate On-Time Performance Review**

The ride check data was also evaluated using a different set of criteria at the request of City staff. The criterion for “early” was changed to allow for a one- minute buffer, expanding the “on time” window. Listed below are the criteria used for the evaluation process:

- On-time, defined as trip departure between one minute prior and five minutes after the published schedule.
- Early, defined as any departure more than one minute prior to the published schedule.
- Late, defined as any departure occurring six or more minutes after the published schedule.

**System-Wide**

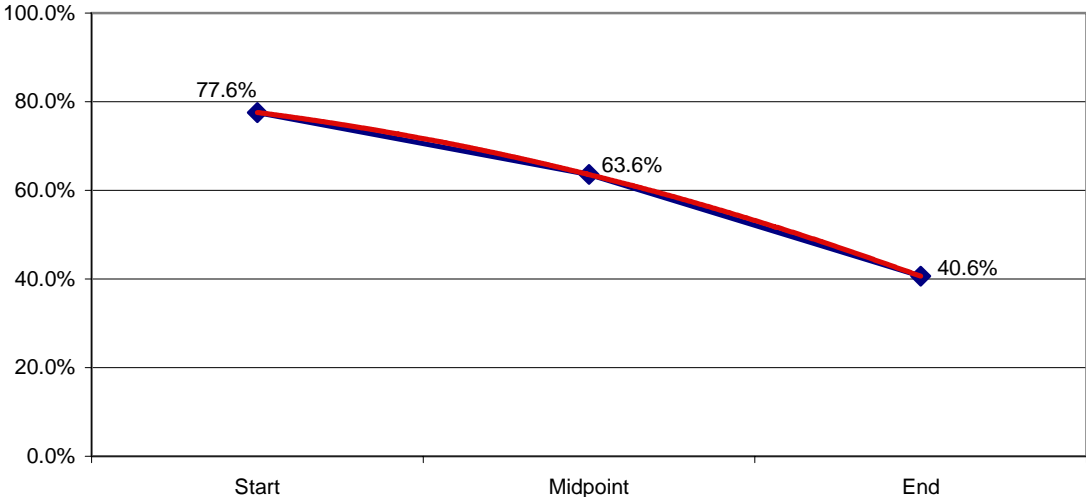
Employing the revised criteria, Visalia City Coach’s on-time performance improved slightly, from 56.5 percent to 60.8 percent. Nonetheless, this figure is still significantly below the 90-percent standard.

**Exhibit II-38 Alternate On-Time Performance by Day**

	On Time	Early	Late
Weekday	60.3%	18.7%	21.0%
Saturday	66.7%	21.9%	11.4%
Sunday	52.6%	39.5%	7.9%
Overall	60.8%	21.4%	17.9%

As with the standard set of criteria, the on-time performance of the City’s fixed-route service declined as the trip or run progressed.

Exhibit II-39 On-Time Performance by Trip Segment



The average schedule adherence was 86.4 percent at the start of the trip, this figure drops to 69.1 percent at the midpoint of the trip, and further decreases to 44.2 percent by end of the trip. The following table summarizes on-time performance for the City’s fixed-route service.

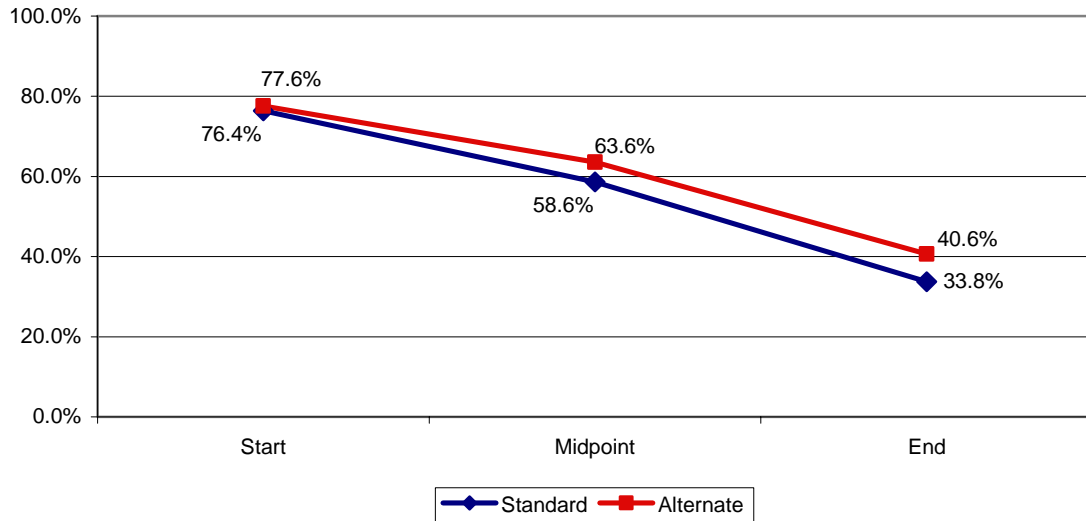
Exhibit II-40 Alternate On-Time Performance – Aggregate

	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Weekday	84.5%	7.4%	8.1%	67.2%	11.2%	22.7%	41.3%	34.8%	23.9%
Saturday	84.4%	9.9%	5.7%	67.7%	14.1%	18.2%	50.4%	32.5%	17.1%
Sunday	76.7%	13.3%	10.0%	58.3%	37.5%	4.2%	56.7%	40.0%	3.3%
Overall	86.4%	5.9%	7.6%	69.1%	9.9%	21.0%	44.2%	35.3%	20.5%

When compared to the percentages from the pervious analysis (i.e., on-time departure defined as 0-5 minutes), the service performs better. Twenty seven stops have been changed from “early” to “on time” as a result of the change in criteria. The overall on-time performance rating is still low. The considerable number of buses “running hot” indicates that passengers are potentially missing their buses.

A comparison of the on-time results from the standard analysis versus the on-time results from the alternate analysis is illustrated in the chart below.

Exhibit II-41 Comparison of Initial vs. Alternative Results



### Route-by-Route

Every route, except Route 6, improved with the change in criteria. Some routes experienced slight improvement (i.e., Route 9), and some saw more significant improvement (i.e., Route 4).

The on-time performance for the system as a whole is 60.8 percent. The on-time performance percentage for Route 5 improved from 84.1 percent to 87.3 percent, while Route 1 improved from 44.9 percent to 46.3 percent. The overall on-time performance for Route 6 showed no change while Route 8 benefited the most from the change in evaluation criteria (an increase of 14.5 percent).

With the implementation of the new criteria for “early” and “on time”, Routes 6, 9, and 10 had the highest start-point percentage for on-time performance, each with a rating of 100 percent while Route 2 noted the worst with a rating of 54.2 percent. Route 5 had the highest rating for its midpoint on-time performance at 95 percent, and Route 2 had the lowest score with an on-time performance rating of 46.2 percent. Route 5 posted the highest on-time performance rating in

regards to endpoints with a score of 76.2 percent while Route 7 had the worst on-time percentage with a score of 9.1 percent. The route-by-route information is broken down by day of the week in the following tables.

Exhibit II-42 Alternate On-Time Performance Percentages by Route

Weekday	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 1	59.4%	15.6%	25.0%	48.6%	28.6%	22.9%	16.7%	50.0%	33.3%
Route 2	55.6%	27.8%	16.7%	63.2%	26.3%	10.5%	57.1%	14.3%	28.6%
Route 4	100.0%	0.0%	0.0%	87.5%	12.5%	0.0%	62.5%	12.5%	25.0%
Route 5	93.3%	0.0%	6.7%	93.3%	0.0%	6.7%	64.3%	14.3%	21.4%
Route 6	100.0%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%	0.0%
Route 7	69.2%	23.1%	7.7%	38.6%	0.0%	71.4%	7.7%	69.2%	23.1%
Route 8	83.3%	0.0%	16.7%	66.7%	0.0%	33.3%	61.1%	0.0%	38.9%
Route 9	100.0%	0.0%	0.0%	60.0%	0.0%	40.0%	40.0%	40.0%	20.0%
Route 10	100.0%	0.0%	0.0%	75.0%	0.0%	25.0%	62.5%	12.5%	25.0%

Saturday	Beginning			Midpoint			End		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 1	75.0%	12.5%	12.5%	87.5%	0.0%	12.5%	14.3%	57.1%	28.6%
Route 2	66.7%	33.3%	0.0%	0.0%	75.0%	25.0%	25.0%	75.0%	0.0%
Route 4	33.3%	33.3%	33.3%	50.0%	25.0%	25.0%	75.0%	0.0%	25.0%
Route 5	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 6	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 7	100.0%	0.0%	0.0%	87.5%	12.5%	0.0%	22.2%	77.8%	0.0%
Route 8	100.0%	0.0%	0.0%	66.7%	0.0%	33.3%	66.7%	0.0%	33.3%
Route 9	100.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	50.0%	50.0%
Route 10									

Route 1	100.0%	0.0%	0.0%	33.3%	50.0%	16.7%	33.3%	50.0%	16.7%
Route 2	33.3%	66.7%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Route 4									
Route 5	50.0%	0.0%	50.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%
Route 6									
Route 7									
Route 8	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	50.0%	50.0%	0.0%
Route 9	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Route 10									

Note: Highlighted routes do not operate on Saturday or Sunday.

## Fixed-Route Boarding and Alighting

### Boarding by Day-Part

Aside from recording on-time performance, our survey team recorded boarding and alighting activity at each designated bus stop. The tabulations were recorded on the same trip sheets used to evaluate on-time performance. Due to limitations associated with conducting a random sampling of VCC trips, not all routes were covered on all day parts. The trip sheets were imported into Microsoft Excel spreadsheets and the total numbers of boardings and alightings were counted and organized by route, stop, and day-part.

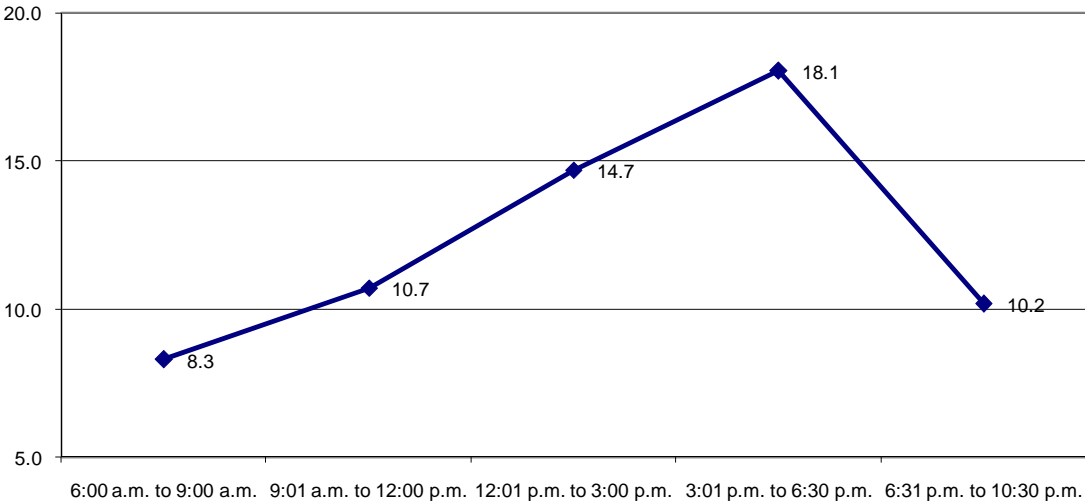
These counts allowed Moore & Associates to create a clear picture of ridership patterns on the VCC fixed-route service. Critical to the process is the organization into day-parts. Moore & Associates identified five distinct time blocks as critical periods of peak activity. The time blocks were:

- 6:00 a.m. to 9:00 a.m. (morning)
- 9:00 a.m. to 12:00 p.m. (late morning)
- 12:00 p.m. to 3:00 p.m. (early afternoon)
- 3:00 p.m. to 6:30 p.m. (early evening), and
- 6:30 p.m. to 10:30 p.m. (evening)

Our analysis revealed boarding activity peaked between 3:00 p.m. to 6:30 p.m. During this early-evening day-part, 34 trips were evaluated with 614 boardings averaging 18.1 boardings per trip. The next highest period, the early afternoon (12:00 p.m. to 3:00 p.m.), 56 trips were evaluated with 822 boardings averaging 14.7 boardings per trip. The highest overall number of boardings occurred during the same day-part segment, yet the average number of boardings per trip was lower than that of the early evening day-part because a greater number of trips were surveyed.



Exhibit II-43 System-Wide Boarding by Day-Part



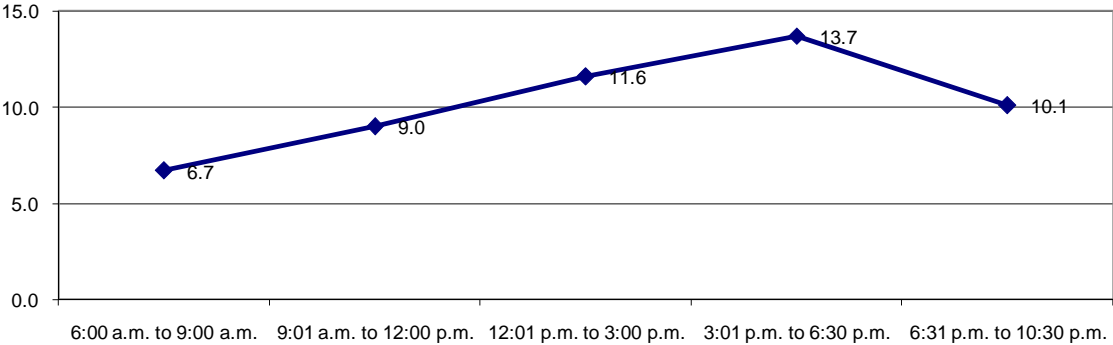
The following table illustrates the individual-route averages by day-part. Route 9 was the most active route with the highest overall boarding activity (33.6 boardings), while Route 2 had the lowest (3.5 boardings). The early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part has the highest average number of boardings per trip for all routes, except Route 9. The time period of 6:00 a.m. to 9:00 a.m. had the lowest boarding activity per trip at 8.3. The differences were substantial, with the morning (i.e., 6:00 a.m. to 9:00 a.m.) day-part having a lower average than that of the early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part. The general trend for VCC regarding ridership was a curve that peaks towards early evening (i.e., 3:00 p.m. to 6:30 p.m.) and then declined until the service-day ends at 10:30 p.m.

Exhibit II-44 Boardings by Day-Part

Boarding Averages by Day-Part						
	6:00 a.m. to 9:00 a.m.	9:01 a.m. to 12:00 p.m.	12:01 p.m. to 3:00 p.m.	3:01 p.m. to 6:30 p.m.	6:31 p.m. to 10:30 p.m.	Total
Route 1	5.5	10.4	16.9	19.8	15.0	14.1
Route 2	3.7	2.9	3.7	4.8	2.0	3.5
Route 4	0.0	4.0	6.4	31.5	0.0	10.0
Route 5	3.0	12.0	11.3	15.0	13.0	11.1
Route 6	0.0	12.0	0.0	13.0	0.0	12.8
Route 7	22.8	16.7	19.7	29.4	11.5	20.7
Route 8	10.0	11.7	12.6	18.0	0.0	12.5
Route 9	0.0	22.3	45.7	43.0	0.0	33.6
Route 10	0.0	6.0	5.3	7.0	3.0	5.6
All Routes	8.3	10.7	14.7	18.1	10.2	13.0

Corresponding to the boarding activity trend, alighting activity peaked during the 3:00 p.m. to 6:30 p.m. day-part. It is clear the trend with alighting activity is a steady build from the beginning of the service day to the peak in the early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part.

Exhibit II-45 Alighting by Day-Part



Routes 7 and 9 have the highest average alighting of the system (18.9 alightings and 26.5 alightings, respectively). Route 2 has the lowest average alighting figure in the system (2.1). This can be attributed to the absence of significant trip generators along its alignment.

Exhibit II-46 Alighting by Day-Part

Alighting Averages by Day-Part						
	6:00 a.m. to 9:00 a.m.	9:01 a.m. to 12:00 p.m.	12:01 p.m. to 3:00 p.m.	3:01 p.m. to 6:30 p.m.	6:31 p.m. to 10:30 p.m.	Total
Route 1	4.2	7.9	13.4	13.5	12.0	10.6
Route 2	1.0	1.6	3.0	2.8	4.5	2.1
Route 4	0.0	4.7	3.7	10.5	0.0	5.1
Route 5	2.7	11.8	9.5	15.3	13.3	10.5
Route 6	0.0	5.0	0.0	8.7	0.0	7.8
Route 7	21.8	16.3	16.0	26.8	11.0	18.9
Route 8	7.0	8.0	12.0	20.0	0.0	10.5
Route 9	0.0	22.3	30.0	33.0	0.0	26.5
Route 10	0.0	6.0	5.7	7.0	3.0	5.8
All Routes	6.7	9.0	11.6	13.7	10.1	10.5

Route-by-Route Analysis

A route-by-route analysis was conducted to illustrate key stops and points significant activity. The boarding and alighting data surveyed from each time point were geocoded using Geographic Information System (GIS). Maps were generated by Moore & Associates to provide an accurate visual representation of the boarding and alighting trends.

Exhibit II-47 Activity Clusters: Boardings

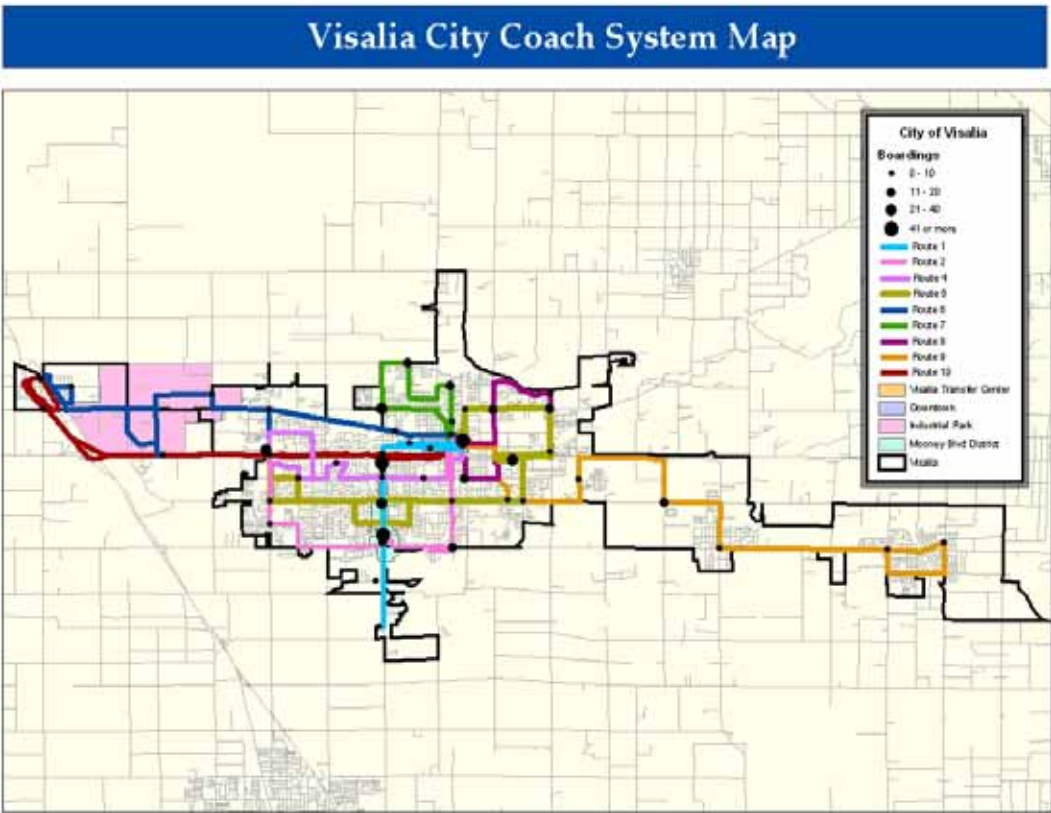
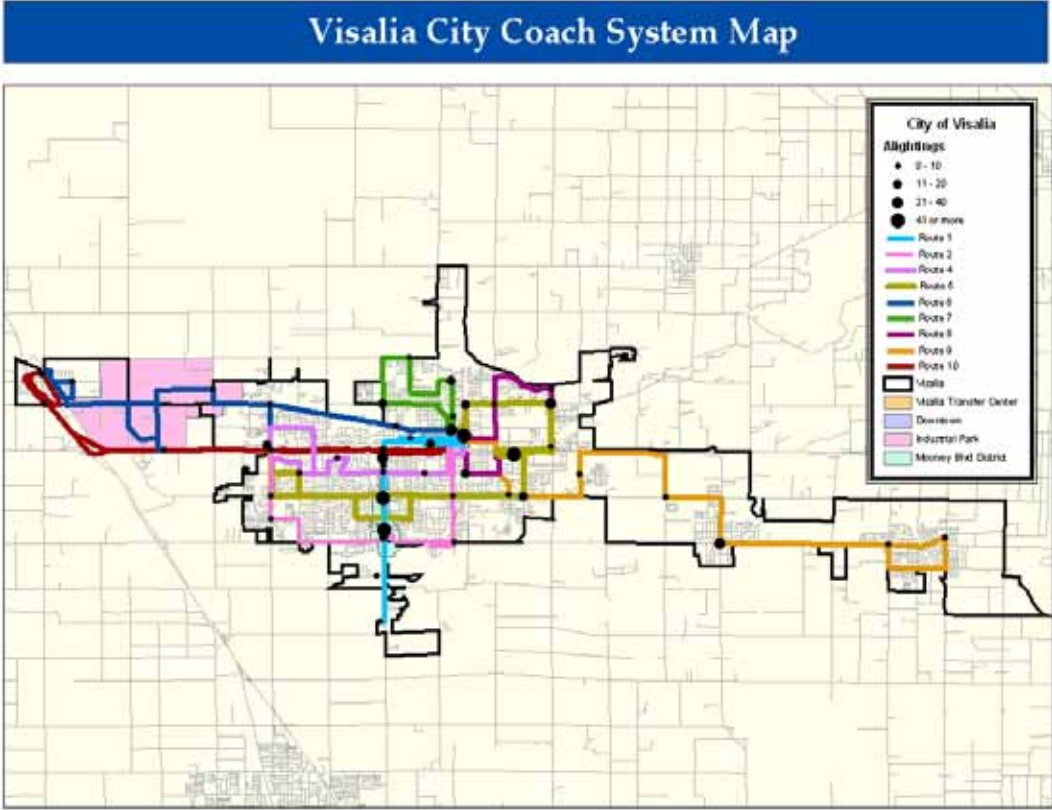


Exhibit II-48 Activity Clusters: Alightings



Route 1

From the downtown Transit Center, Route 1 travels southbound on Bridge Street. The route then makes its way toward Mooney Boulevard via Center Avenue, Hall Avenue, and Main Street. This route travels southward along Mooney Boulevard until it reaches the Tulare Transfer Center. At this point, Route 1 begins its trip back toward the Transit Center by way of Mooney Boulevard, Main Street, Acequia Avenue, and Bridge Street. For Sunday service, Route 1 follows the same alignment except it does not travel as far south as the Tulare Transfer Center. Instead it makes a roundabout off Visalia Parkway and then proceeds northbound.

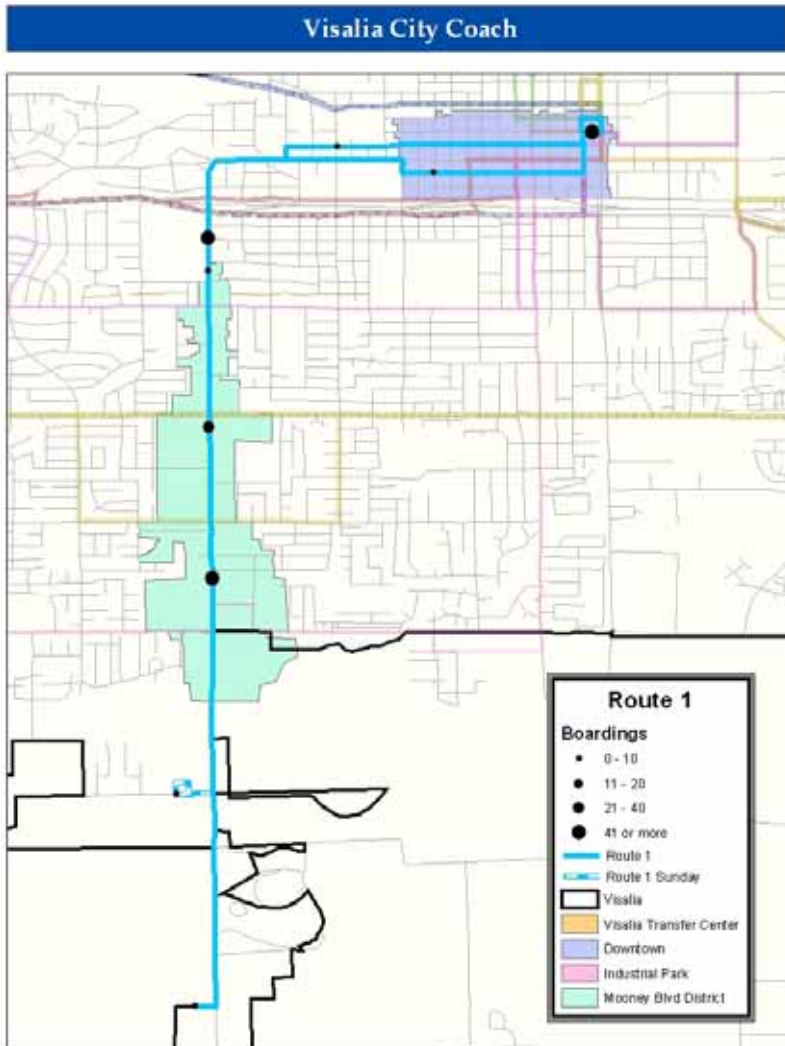
Based on data gathered from the ride checks, Route 1 had the greatest number of boardings and alightings in the VCC system with 731 boardings and 553 alightings during the survey period. It is the only route that covers all of Mooney Boulevard, a major retail district.

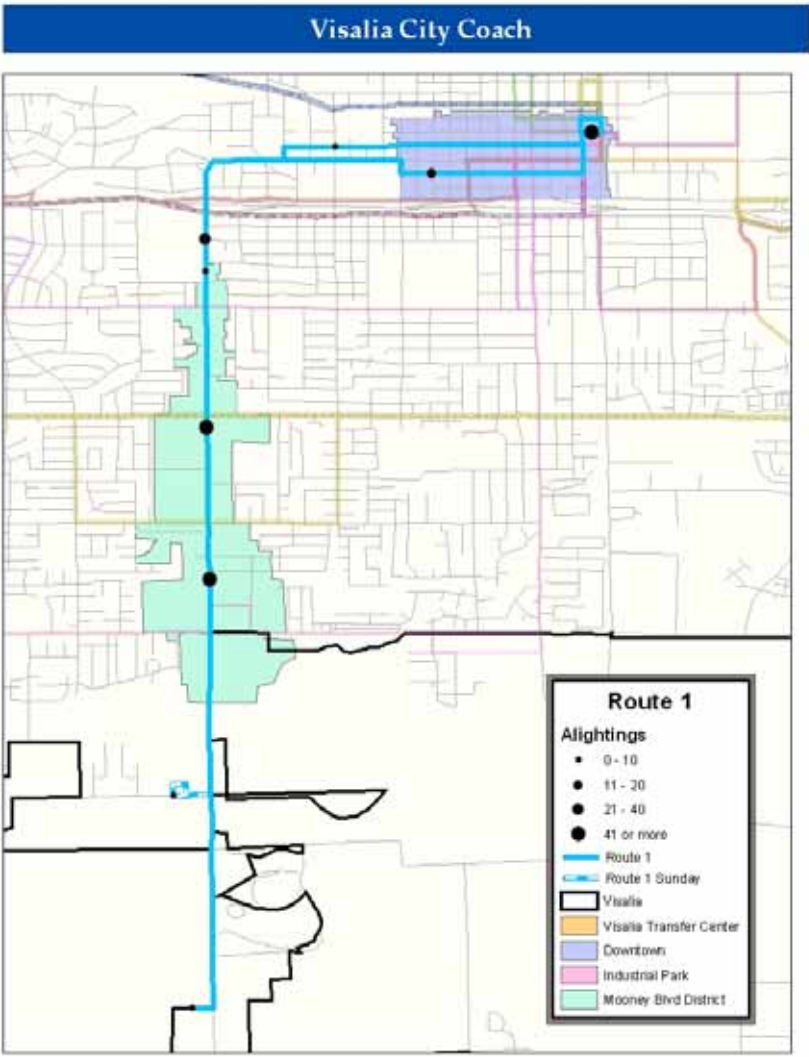
Ridership along this route begins to peak during the early afternoon hours (i.e., 12:00 p.m. to 3:00 p.m.) weekdays and Saturday, it continues to rise after that and peaks during the early evening hours (i.e., 3:00 p.m. to 6:30 p.m.). On Sunday, ridership hits its highest point during the latter portion of the shortened service day (i.e., late morning--9:00 a.m. to 12:00 p.m.).

Exhibit II-49 Route 1: Boarding/Alighting by Day-Part

Route 1					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.	33	25	5.5	4.2	6
9:01 a.m. to 12:00 p.m.	166	127	10.4	7.9	16
12:01 p.m. to 3:00 p.m.	304	242	16.9	13.4	18
3:01 p.m. to 6:30 p.m.	198	135	19.8	13.5	10
6:31 p.m. to 10:30 p.m.	30	24	15.0	12.0	2
Totals	731	553	14.1	10.6	52

The time-points with the highest ridership activities are all located along Mooney Boulevard, with the largest number of boardings occurring at the Sequoia Mall.







Route 2

Route 2 serves the downtown Transit Center to Visalia Medical Clinic (VMC) using Court Street, Caldwell Avenue, Whitendale Street, and Akers Street.

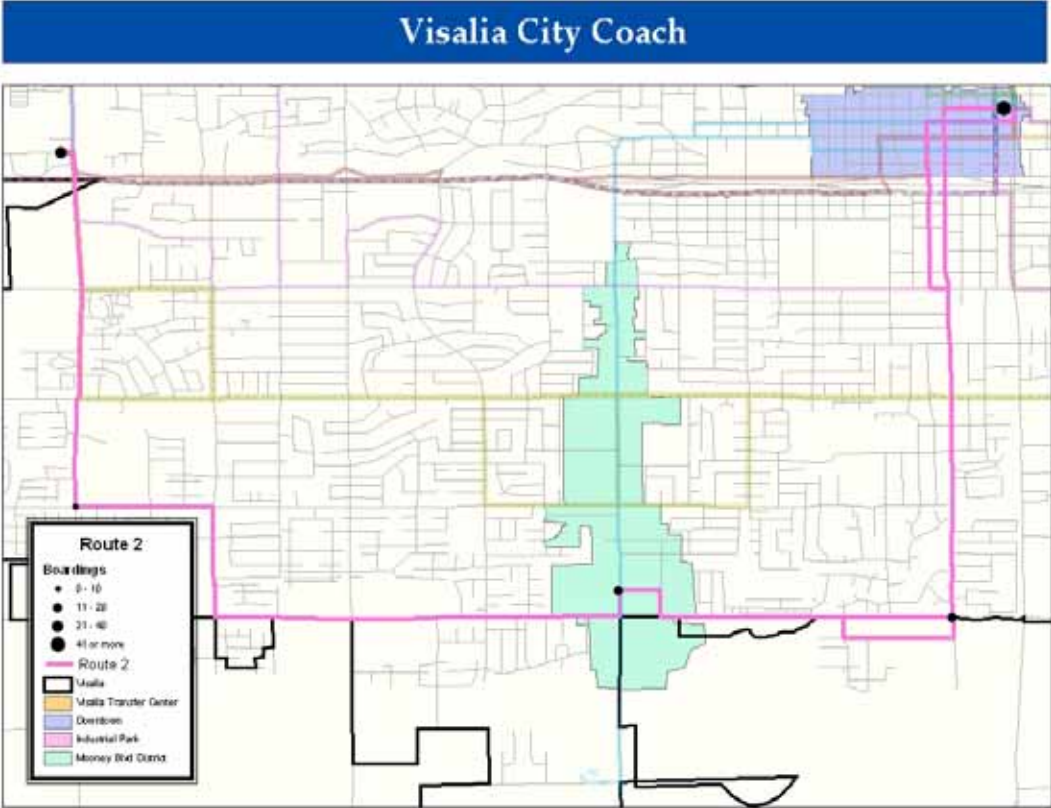
Route 2 has significantly lower ridership levels than Route 1. This is likely due to the lack of significant trip generators along its path. The two medical facilities located along Route 2 (i.e., the Visalia Medical Clinic and the Community Health Center) indicate Route 2 is valuable to those who are in need of medical care but not to those who take the bus to large shopping destinations.

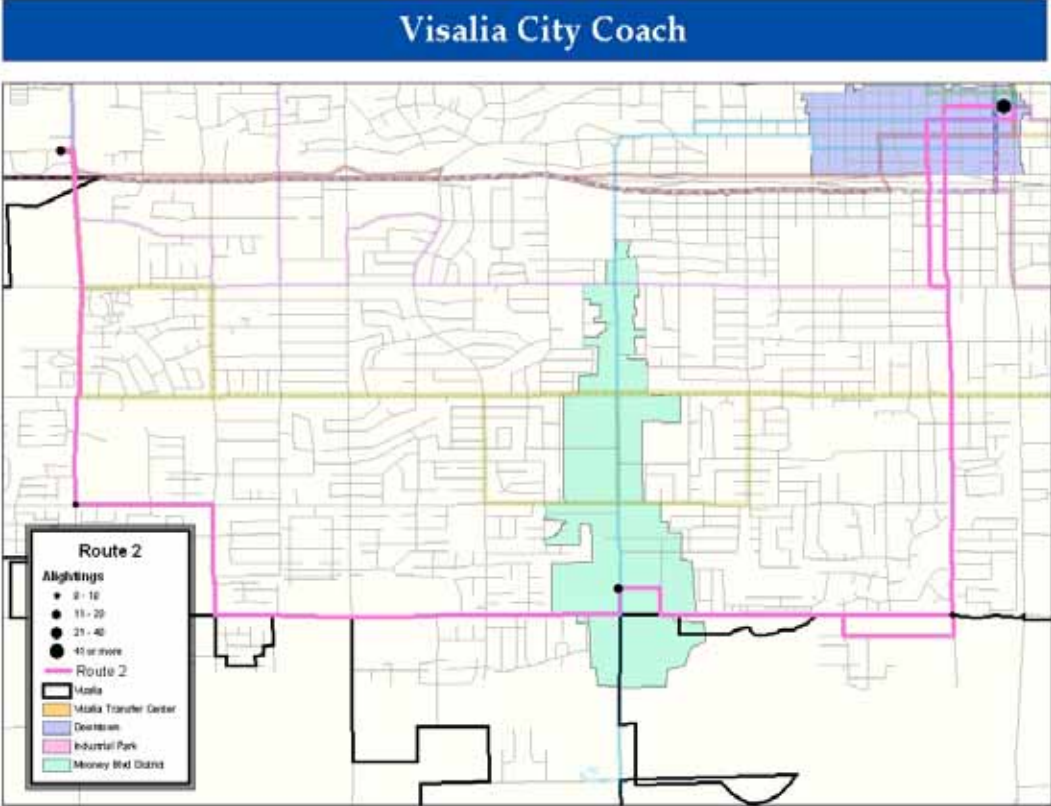
Taking the data gathered from the ride checks, the figures show most boardings on this route occur during the early evening (i.e., 3:00 p.m. to 6:30 p.m.), while most alightings occurred during the late evening day-part (i.e., 6:30 p.m. to 10:30 p.m.).

Exhibit II-52 Route 2: Boarding/Alighting by Day-Part

Route 2					
	Boarding	Alighting	Avg. Boarding	Avg. Boarding	Trips
6:00 a.m. to 9:00 a.m.	22	6	3.7	1.0	6
9:01 a.m. to 12:00 p.m.	26	14	2.9	1.6	9
12:01 p.m. to 3:00 p.m.	11	9	3.7	3.0	3
3:01 p.m. to 6:30 p.m.	29	17	4.8	2.8	6
6:31 p.m. to 10:30 p.m.	4	9	2.0	4.5	2
Totals	92	55	3.5	2.1	26

Time-points are located at the intersections of Caldwell Avenue/Court Street, Mooney Boulevard/Orchard Avenue, Akers Street/Whitendale Street, and on-site at the Visalia Medical Clinic. Most time-points showed a modest number of riders. However, during the survey period, there were no riders utilizing the stop at Akers Street/Whitendale Street. The stop with the highest ridership activity is located at the Visalia Medical Clinic.





Route 4

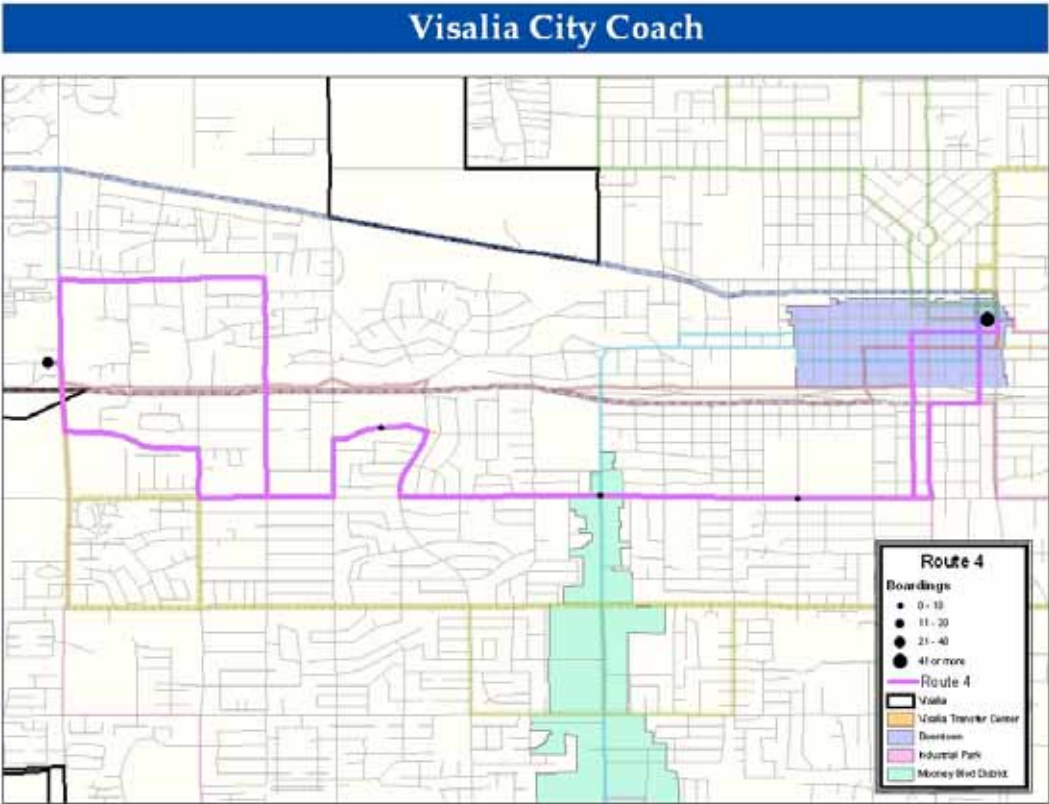
Route 4 commences its run at the downtown Transit Center. Most of its alignment travels along Tulare Avenue; however, other major thoroughfares include Locust Street, Campus Avenue, Cypress Avenue and Akers Street where the bus makes a stop at the Visalia Medical Clinic. On its return trip, the route takes Akers Street northbound, Hurley Avenue eastbound, and Chinowth Street southbound before retracing its path on Tulare Avenue. From there, the alignment follows Court Street north, Noble Avenue east, and Bridge Street back to the Transit Center.

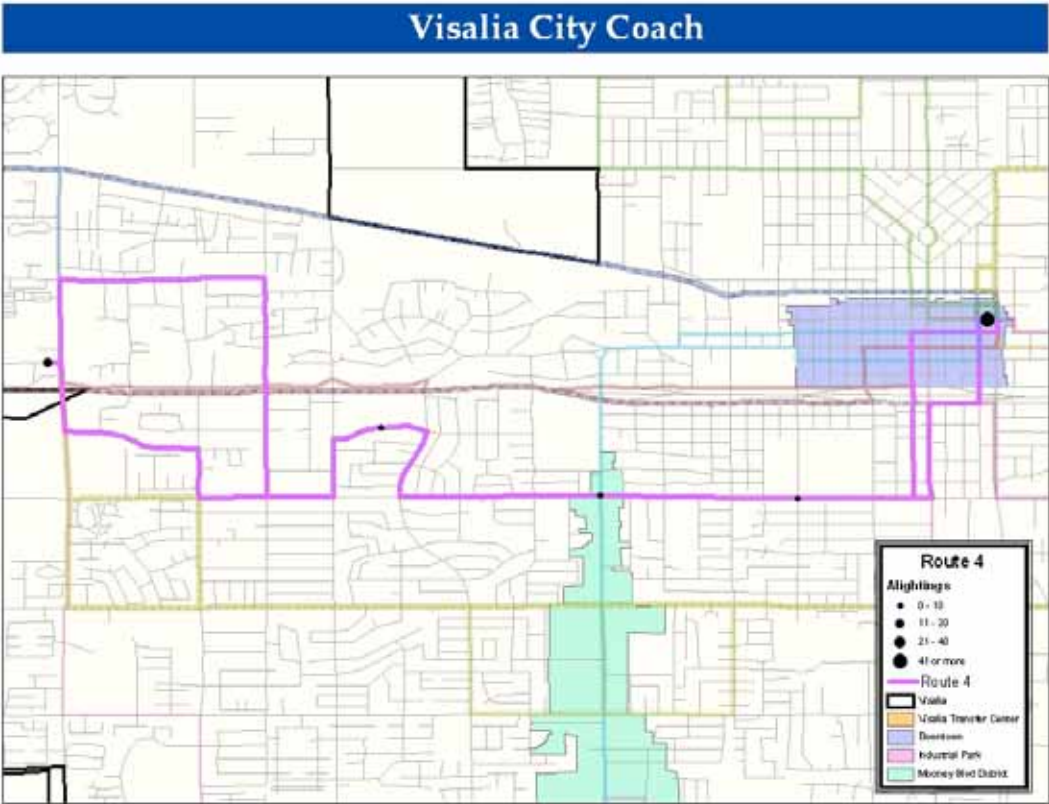
As with the previous routes, boardings for Route 4 peaked during the early evening hours (i.e., 3:00 p.m. to 6:30 p.m.); alighting activity peaked during the same time period. Boarding and alighting patterns are consistent with the expected uses of the surrounding trip generators. No trips were surveyed during the morning (i.e., 6:00 a.m. to 9:00 a.m.) and evening (i.e., 6:30 p.m. to 10:30 p.m.) day-parts for this route.

Exhibit II-55 Route 4: Boarding/Alighting by Day-Part

Route 4					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.					
9:01 a.m. to 12:00 p.m.	12	14	4.0	4.7	3
12:01 p.m. to 3:00 p.m.	45	26	6.4	3.7	7
3:01 p.m. to 6:30 p.m.	63	21	31.5	10.5	2
6:31 p.m. to 10:30 p.m.					
Totals	120	61	10.0	5.1	12

Evaluating the time-points, it is obvious ridership is rather modest. Other than the VMC, all other time-points have few boardings and alightings during the survey period. The stop with the most activity is not a published time-point. It is located at the corner of Tulare Avenue and Watson Street. Trip generators within walking distance from this stop are Mount Whitney High School and a YMCA. There are few significant trip generators on Route 4 which could be contributing to the overall low productivity.





Route 5

Route 5 provides service from the Transit Center to Golden West High School via Santa Fe Street and Houston Avenue. On its way to Walnut Avenue, the route passes through Lovers Lane, Mineral King Avenue, Noble Avenue, and Pinkham Road. The route continues to provide coverage to Whitendale Avenue, Mooney Boulevard, and Akers Street before reaching the Visalia Medical Center. On its path back to the Transit Center, the route follows Akers Street southbound, Tulare Avenue eastbound, and then Linwood Street south until it reaches Walnut Avenue. From here, the alignment for Route 5 almost retraces its earlier path; this reverse trip makes a detour onto County Center Drive south, Whitendale Avenue eastbound, Mooney Boulevard north and back onto Walnut Avenue. Sunday alignment is almost exactly the same as its regular routing, except the route does not detour off Walnut Avenue. A tripper service is also offered to accommodate students from Golden West High School, Mount Whitney High School, and Divisidero Middle School.

This route experiences its highest ridership activity (both boarding and alighting) during the early evening (i.e., 3:00 p.m. to 6:30 p.m.), while it is lowest in the early morning (i.e., 6:00 a.m. to 9:00 a.m.).

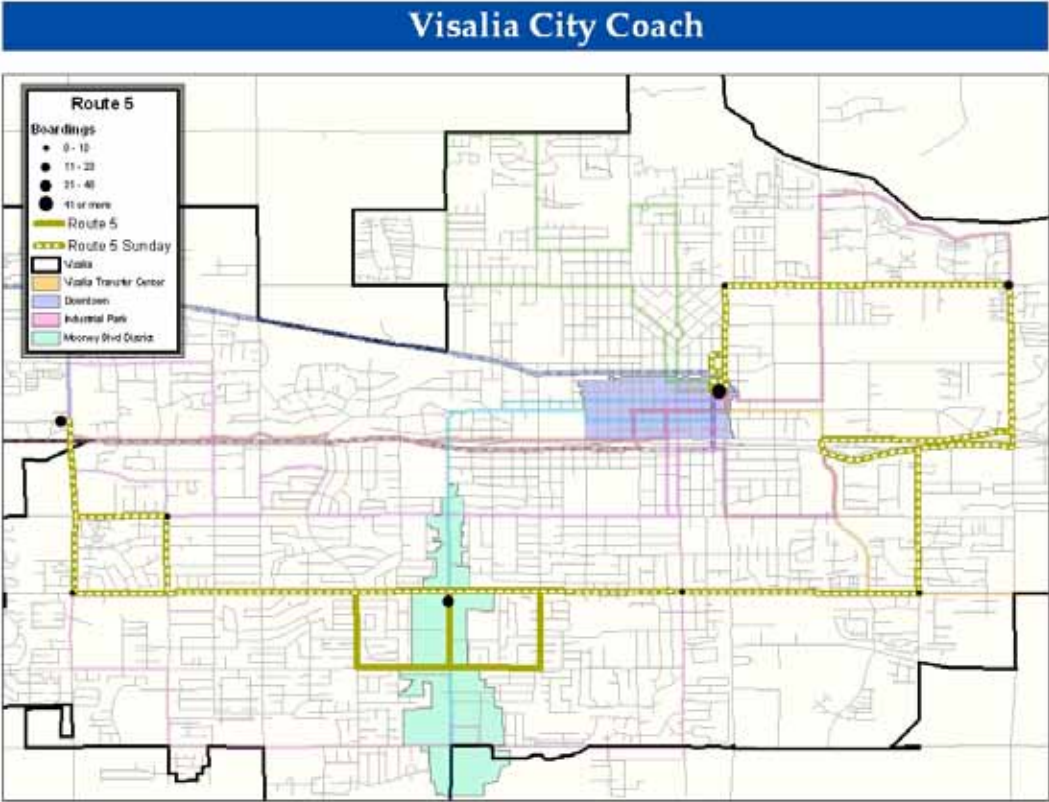
Exhibit II-58 Route 5: Boarding/Alighting by Day-Part

Route 5					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.	9	8	3.0	2.7	3
9:01 a.m. to 12:00 p.m.	60	59	12.0	11.8	5
12:01 p.m. to 3:00 p.m.	90	76	11.3	9.5	8
3:01 p.m. to 6:30 p.m.	45	46	15.0	15.3	3
6:31 p.m. to 10:30 p.m.	52	53	13.0	13.3	4
Totals	256	242	11.1	10.5	23

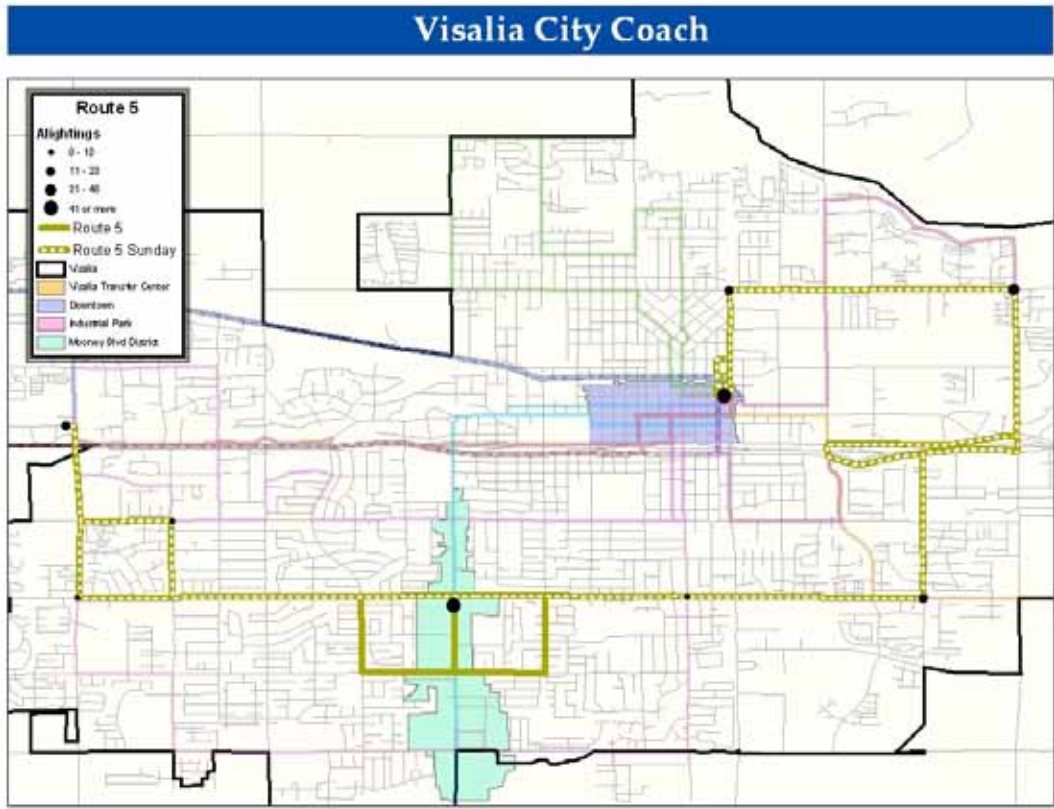
Route 5 has a high level of ridership due to the large number of trip generators it serves. The published time-point with the highest number of boardings and alightings during the survey period was the Visalia Mall. Other major trip generators along Route 5 include the Northpoint Shopping Center and Wal-Mart. Despite the high concentration of trip generators along Pinkham, few VCC riders elected to board or alight Route 5 during the survey period. The only real activity

occurred at the corner of Walnut and Pinkham, where a relatively modest number of boardings and alightings occurred.

Exhibit II-59 Route 5 Boardings







## Route 6

Route 6 starts its trip by taking Goshen Avenue west from the downtown Transit Center before taking Shirk Road northbound. It then travels on Doe Avenue westbound before heading south on Kelsey Street. The route continues west on Crowley Avenue from Kelsey Street before taking Plaza Drive northbound. The trip proceeds onto Plaza Drive to reach Goshen Avenue where it once again heads west until it reaches Camp Drive, which it takes northwest briefly before making a loop along Avenue 305, Road 72, and Avenue 308. Route 6 then takes Camp Drive northwest once again before making another loop along Elder Avenue, Road 69, and Avenue 310. The run continues onto Camp Drive southeast to Goshen Avenue, where it heads east before taking Kelsey Street north. Route 6 then takes Doe Avenue east and Shirk Road south before returning to Goshen Avenue east. The alignment makes a short detour when it turns south on Akers Street to access a time-point on Hillsdale Avenue. The route then backtracks to once again take Goshen Avenue east to the Transit Center.

Routes 6 and 10 share the same Sunday alignment. The route leaves the downtown Transit Center, proceeds west on Goshen Avenue until it reaches Camp Drive which it takes northwest to Elder Avenue. The route then makes a loop along Elder Avenue, Effie Drive, Goshen Avenue, Camp Drive, and Frontage Road. Travel continues on Frontage Road and proceeds on southbound State Highway 99, east on State Highway 198 which it uses to return to the Transit Center by way of Bridge Street.

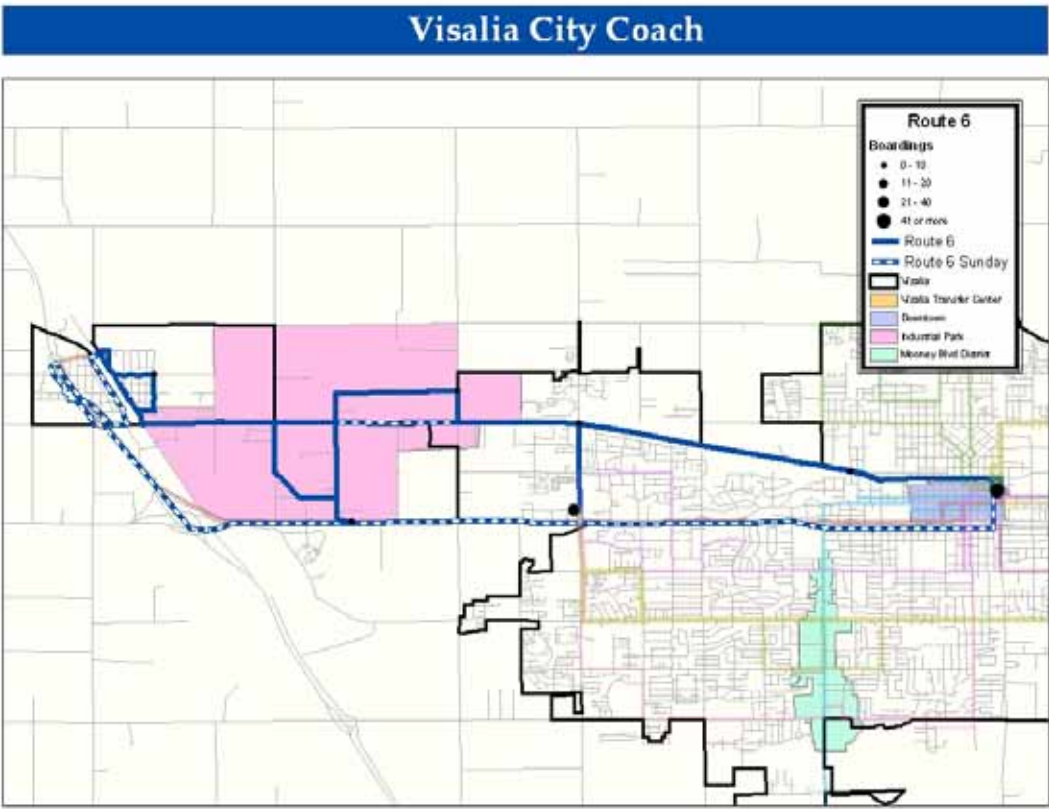
Boarding and alighting activity peaks during the 3:00 p.m. to 6:30 p.m. day-part. Only two day-parts were surveyed, late morning (i.e., 9:00 a.m. to 12:00 p.m.) and early evening (i.e., 3:00 p.m. to 6:30 p.m.).

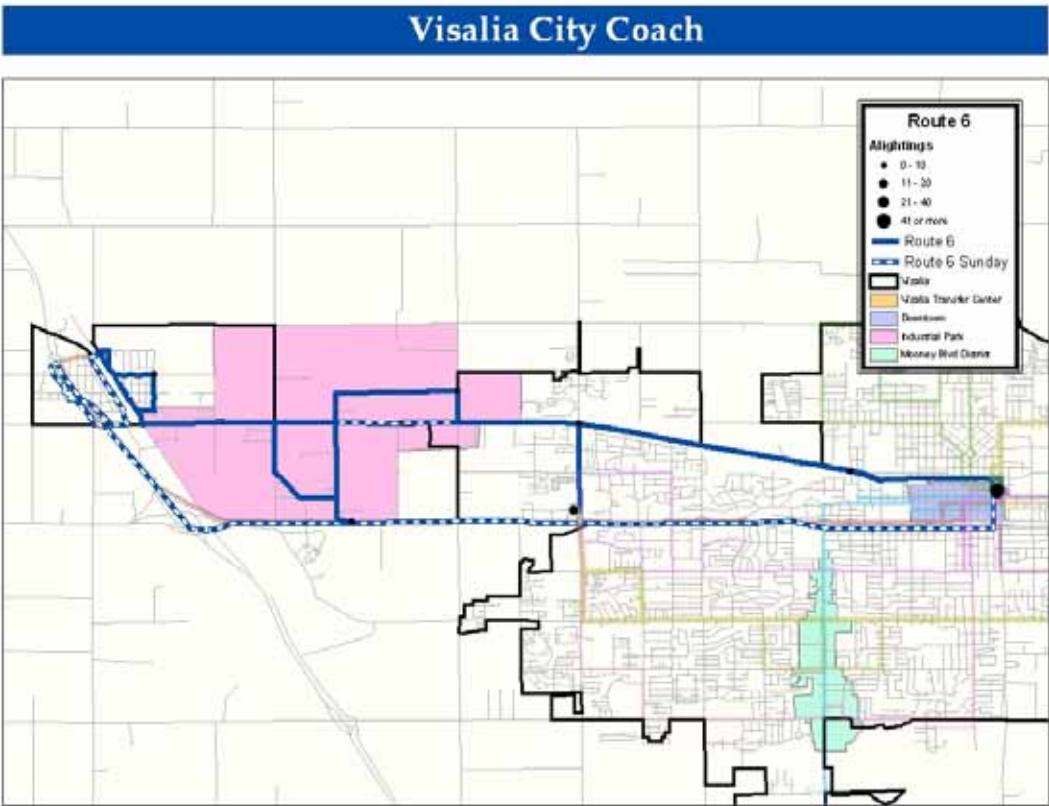
Exhibit II-61 Route 6: Boarding/Alighting by Day-Part

Route 6					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.					
9:01 a.m. to 12:00 p.m.	12	5	12.0	5.0	1
12:01 p.m. to 3:00 p.m.					
3:01 p.m. to 6:30 p.m.	39	26	13.0	8.7	3
6:31 p.m. to 10:30 p.m.					
Totals	51	31	12.8	7.8	4

According to ride check data, the only published time-points with significant boarding activity are the Visalia Medical Clinic and the Downtown Transit Center. Much of this route’s alignment runs through the industrial sector of Visalia, and these stops experienced little ridership activity.

Significant alighting activity only occurred on Route 6 at the Downtown Transit Center and the Visalia Medical Clinic. This trend corresponds with the boarding activity.





**Route 7**

Route 7 begins its trip at the Downtown Transit Center and heads north on Court Street via Santa Fe Street and School Avenue. Travel continues on Robin Avenue westbound before heading south on Dinuba Boulevard. Route 7 reaches Riggin Avenue by way of Prospect Avenue and Giddings Street. The bus then proceeds onto Mooney Boulevard southbound before it returns to the Downtown Transit Center by way of Houston Avenue, Second Avenue, Murray Avenue, and Garden Street.

Route 7 experiences its highest number of average boardings during the 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 6:30 p.m. day-parts with 22.8 and 29.4 daily boardings, respectively. This indicates a strong likelihood this route is used primarily for commuting purposes. Alighting activity mimics boarding activity with an average of 21.8 alightings in the early morning (i.e., 6:00 a.m. to 9:00 a.m.) and 26.8 alightings in the early evening (i.e., 3:00 p.m. to 6:30 p.m.) day-parts.

**Exhibit II-64 Route 7: Boarding/Alighting by Day-Part**

Route 7					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.	91	87	22.8	21.8	4
9:01 a.m. to 12:00 p.m.	117	114	16.7	16.3	7
12:01 p.m. to 3:00 p.m.	118	96	19.7	16.0	6
3:01 p.m. to 6:30 p.m.	147	134	29.4	26.8	5
6:31 p.m. to 10:30 p.m.	23	22	11.5	11.0	2
Totals	496	453	20.7	18.9	24

Route 7 is more compact than Routes 1 through 6. The stops with the most boarding activity include the intersection of Houston Avenue and Mooney Boulevard, intersection of Giddings Street and Riggin Avenue, and intersection of Court Street and Ferguson Avenue. Major trip generators along Route 7 include Visalia Health Care Center, North Visalia Community Center, and the Downtown Transit Center. This route connects the northern portion of the city with the downtown area.

Very few riders alight from Route 7 anywhere but in the downtown area or immediate vicinity. The two stops where significant alighting activity occurred

were the Downtown Transit Center and the intersection of Locust Street and Murray Avenue. This pattern reinforces the conclusion Route 7 was primarily used to provide residents in the northern portion of Visalia with access to downtown. This trend is most likely due to the absence of significant trip generators anywhere along the route except for the small portion that courses through downtown.







Route 8

Route 8 departs the Downtown Transit Center and heads south on Bridge Street before going eastbound on Tulare Avenue. The run heads north on Ben Maddox Way before taking Noble Street east. The trip proceeds down Lovers Lane north to St. John’s Parkway which it takes west. Travel continues southbound on Ben Maddox Way before returning to the Downtown Transit Center by way of Center Street.

Boarding activity on Route 8 accumulated throughout the day with each day-part experiencing a greater number of average riders than the one before it. The trend peaks during the 3:00 p.m. to 6:30 p.m. day-part with 18 riders. This trend holds true for alighting activity as well with an average of 7.0 riders in the morning day-part (i.e., 6:00 a.m. to 9:00 a.m.) and 20 riders in the early evening day-part (i.e., 3:00 p.m. to 6:30 p.m.). Both the late morning and early evening day-parts had higher totals for both boarding and alighting but these totals were accrued by surveying more trips. No trips were surveyed in the evening (i.e., 6:30 p.m. to 10:30 p.m.) day-part.

Exhibit II-67 Route 8: Boarding/Alighting by Day-Part

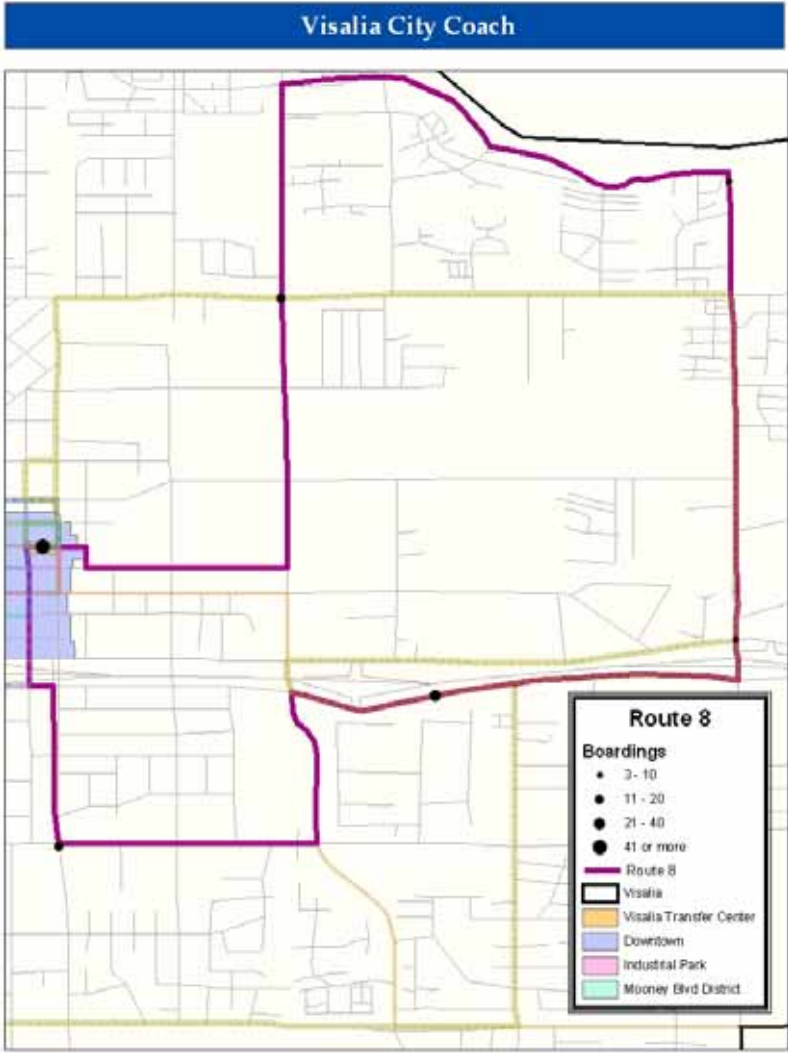
Route 8					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.	20	14	10.0	7.0	2
9:01 a.m. to 12:00 p.m.	117	80	11.7	8.0	10
12:01 p.m. to 3:00 p.m.	101	96	12.6	12.0	8
3:01 p.m. to 6:30 p.m.	36	40	18.0	20.0	2
6:31 p.m. to 10:30 p.m.					
Totals	274	230	12.5	10.5	22

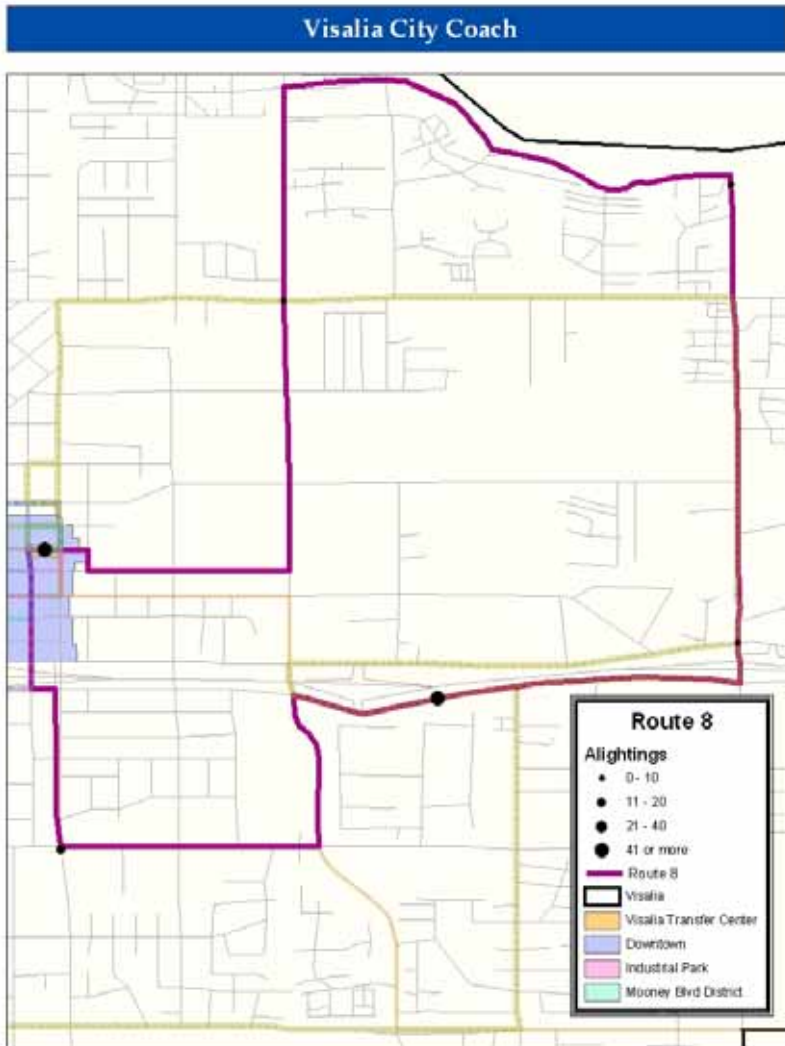
Note: Bus does not operate during the highlighted segment.

Route 8 was similar to Route 7 in that it is a compact route that provides access to downtown for those who live in the outer reaches of Visalia. The primary difference between Route 8 and Route 7 is that Route 8 has quite a few major trip generators including the Northpoint Shopping Center, the Lovers Lane Shopping Center, and a Wal-Mart, all of which are significant stops in terms of the number of boardings.

The only major stops along Route 8 where riders chose to alight were the Downtown Transit Center and the Wal-Mart. This would indicate patrons are boarding Route 8 at other stops and taking it specifically to go to either Wal-Mart or Downtown.

Exhibit II-68 Route 8 Boardings





Route 9

Route 9 departs the Transit Center and reaches Ben Maddox Way via Santa Fe Street and Main Street. The bus heads southbound on Ben Maddox Way before heading east on Walnut Avenue and north on McAuliff Street. Route 9 then travels on Noble Avenue east, Road 156 south, Walnut Avenue east, and Farmersville Boulevard south before reaching Visalia Road. The trip continues on Visalia Road eastbound before making a loop through Exeter via Belmont Road, Avenue 276, Kaweah Avenue, Palm Street and G Street. On its return trip, Route 9 follows the same alignment to the Downtown Transit Center in Visalia.

Boarding activity on Route 9 peaks during the 12:00 p.m. to 3:00 p.m. day-part with an average of 45.7 riders each day. This indicates the route is often used for access to services within Visalia not available within Farmersville or Exeter. Alighting activity peaks with 33 riders per trip in the early-evening (i.e., 3:00 p.m. to 6:30 p.m.) day-part. No trips were surveyed during either the morning (i.e., 6:00 a.m. to 9:00 a.m.) or the evening (i.e., 6:30 p.m. to 10:30 p.m.) day-parts.

Exhibit II-70 Route 9: Boarding/Alighting by Day-Part

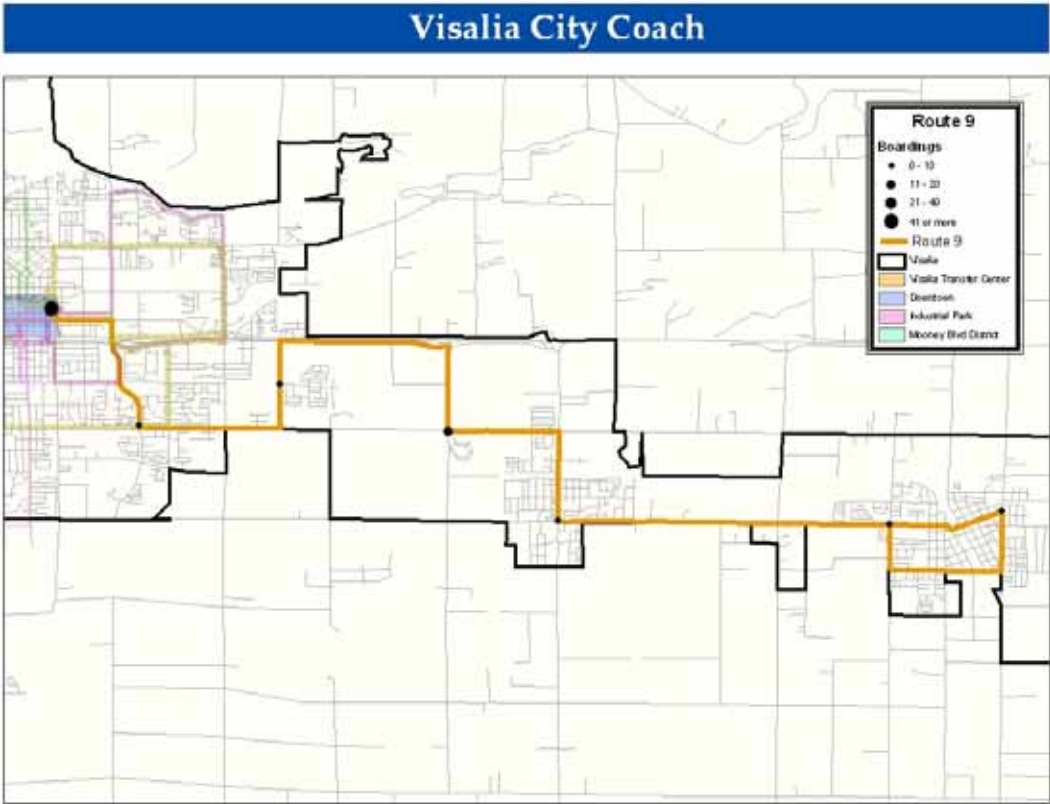
Route 9	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.					
9:01 a.m. to 12:00 p.m.	89	89	22.3	22.3	4
12:01 p.m. to 3:00 p.m.	137	90	45.7	30.0	3
3:01 p.m. to 6:30 p.m.	43	33	43.0	33.0	1
6:31 p.m. to 10:30 p.m.					
Totals	269	212	33.6	26.5	8

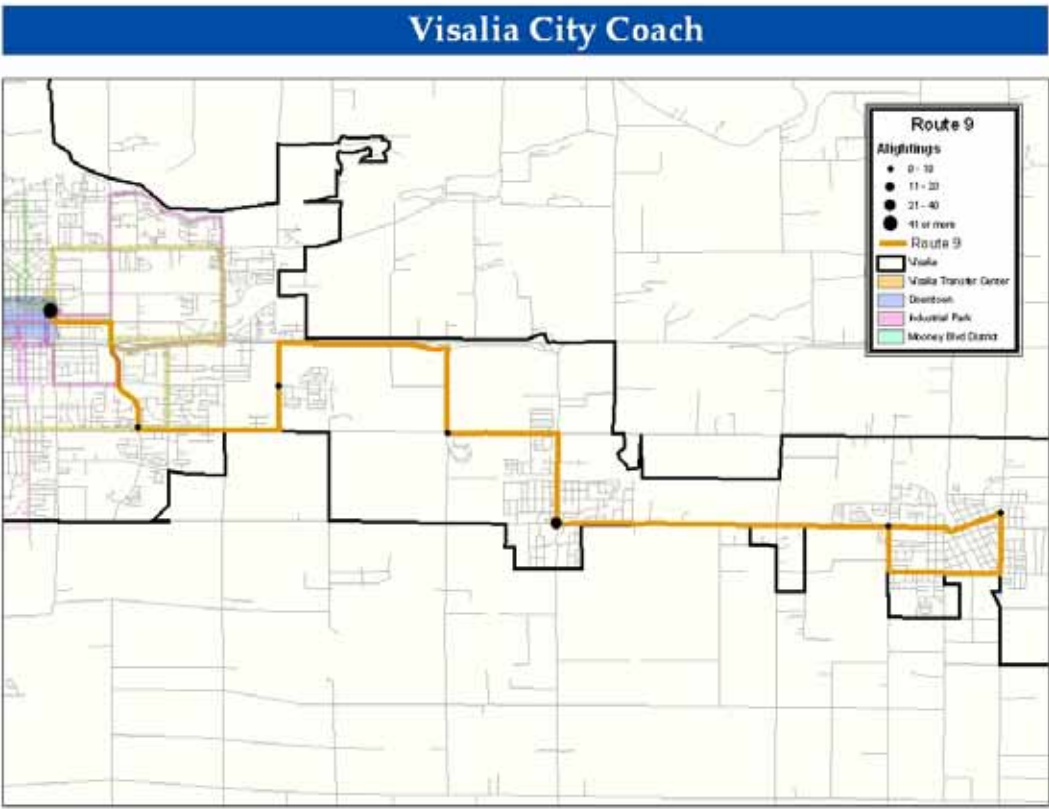
*Note: Bus does not operate during the highlighted segment.*

Route 9 is unique in that it is a new route whose primary purpose is linking the communities of Exeter and Farmersville with Visalia. The major activity points where boarding occurred include the Downtown Transit Center, intersection of Road 156 and Walnut Avenue, intersection of Pinkham Road and Walnut Avenue, and intersection of Farmersville Boulevard with Visalia Road. Route 9 had the highest average number of boardings per trip, yet had one of the lowest percentages for on-time performance due to its expansive service area.

Most incidences of alightings along Route 9 occurred downtown. This is likely due to the fact most riders utilize the service for the primary purpose of traveling into Visalia and the Downtown Transit Center from these neighboring communities. There are also a moderate number of alightings at the corner of Farmersville Boulevard and Visalia Road. The Downtown Transit Center is the most important stop for a route.

Exhibit II-71 Route 9 Boardings





Route 10

Route 10 begins its trip by heading west on Center Street, south on Locust Street, northbound on State Highway 99 via Mineral King Road and State Highway 198. The route continues on State Highway 99 northbound until it exits at Camp Drive, which it takes northwest to Elder Avenue. The trip proceeds east on Elder Avenue, south on Effie Drive, west on Goshen Avenue, north on Camp Drive, west on Elder Avenue, and south on Frontage Road before getting on State Highway 99 southbound. The bus takes southbound State Highway 99 to eastbound State Highway 198 which it uses to return to the Transit Center by way of Locust Street and Center Street. Route 10 also provides service to the Visalia Airport upon request.

Boarding and alighting activity on Route 10 peaked during the 3:00 p.m. to 6:30 p.m. day-part with an average of 7 riders each day. This number is relatively low in comparison to other routes in the system which indicates this route serves a population largely uninterested in using transit service. No morning (i.e., 6:00 a.m. to 9:00 a.m.) trips were surveyed on this route.

Exhibit II-73 Route 10: Boarding/Alighting by Day-Part

Route 10					
	Boarding	Alighting	Avg. Boarding	Avg. Alighting	Trips
6:00 a.m. to 9:00 a.m.					
9:01 a.m. to 12:00 p.m.	12	12	6.0	6.0	2
12:01 p.m. to 3:00 p.m.	16	17	5.3	5.7	3
3:01 p.m. to 6:30 p.m.	14	14	7.0	7.0	2
6:31 p.m. to 10:30 p.m.	3	3	3.0	3.0	1
Totals	45	46	5.6	5.8	8

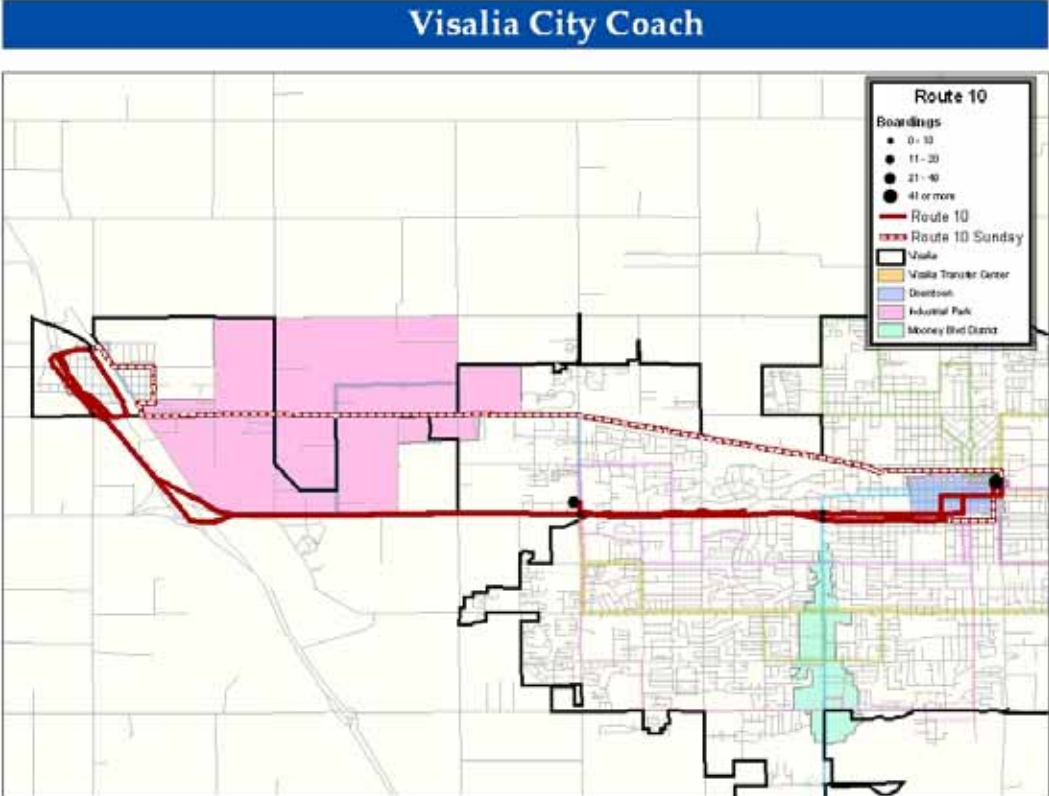
Note: Bus does not operate during the highlighted segment.

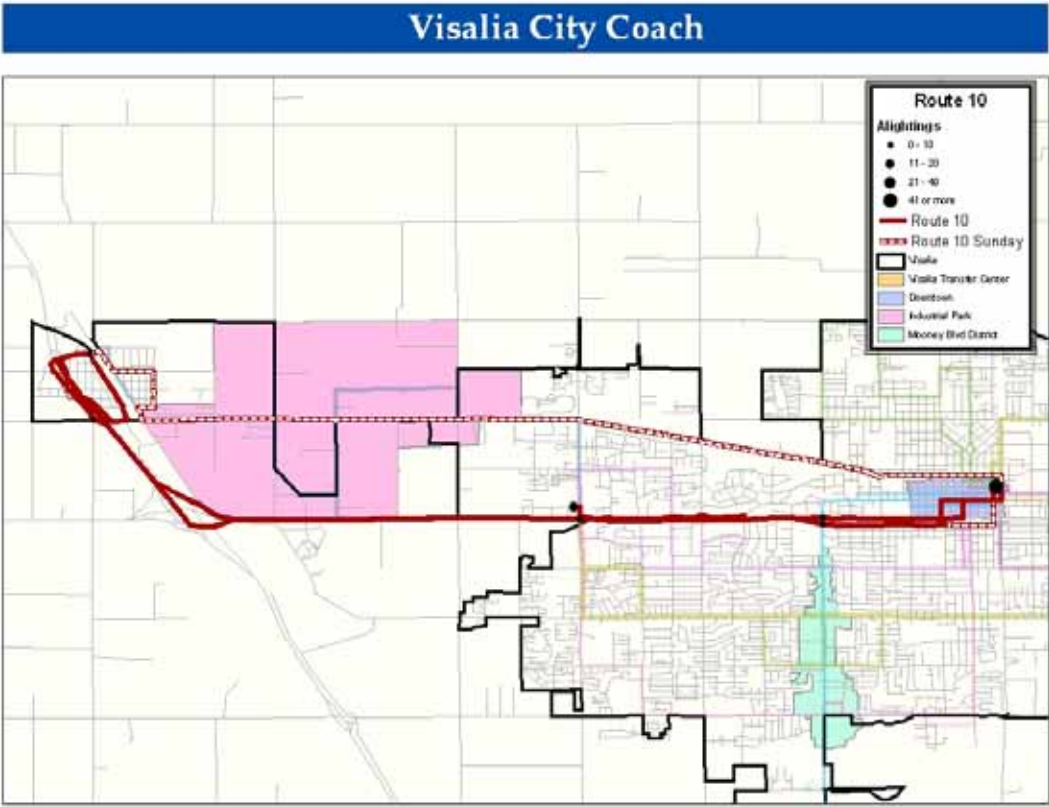
Route 10 connects the eastern edge of Visalia with the Downtown area. There are only three major activity points for boarding and two of them (the Downtown Transit Center and the Visalia Medical Clinic) are already served by several other routes. The third activity point is the Greyhound Bus Station at the eastern edge of Visalia.



Alightings on Route 10 occur in high numbers at all of the same stops as boardings do. We believe Route 10 is used primarily to transport people between downtown and the Greyhound Station, with occasional stops at the Visalia Medical Clinic.

Exhibit II-74 Route 10 Boardings





## 2.6 Customer Survey Analysis

As the administrating agent for Visalia City Coach, the City of Visalia contracted with Moore & Associates, Inc. to conduct a series of surveys of persons riding the fixed-route service.

Administered from November 6-12, 2006, this survey had several core objectives:

- Develop a demographic profile,
- Codify travel behavior,
- Assess customer satisfaction,
- Identify potential service enhancements, and
- Identify most-likely marketing channels.

### Methodology

A self-administered survey of adults traveling onboard VCC buses was conducted during the week of November 6, 2006. For surveying purposes, the term “adult” is defined as a person age 16 years or older.

Surveys were distributed during all service days (i.e., weekdays, Saturday, and Sunday) and all day-parts. In an effort to obtain a “balanced” survey sample, our Survey Coordinator employed a stratified random sampling methodology taking into account each route’s relative ridership. Also, to encourage participation, surveys were made available in both English and Spanish. Three time blocks were chosen for the boarding and alighting by day-part analysis. These time blocks were selected because they were hours of peak activity, and thus some time blocks on certain routes were left off.

Moore & Associates was responsible for the recruitment, training, and oversight of all survey personnel. The validity of each survey form was verified by our firm’s Survey Coordinator, who also provided on-site supervision throughout the process. Survey forms reflecting unclear or faulty data were not included in the final data sample, in an effort to reduce the incidence of data skewing.

A total of 511 valid surveys were obtained. A group of this size has a sample error variation of +4.34 percent at the 95-percent level of confidence. This means one can be

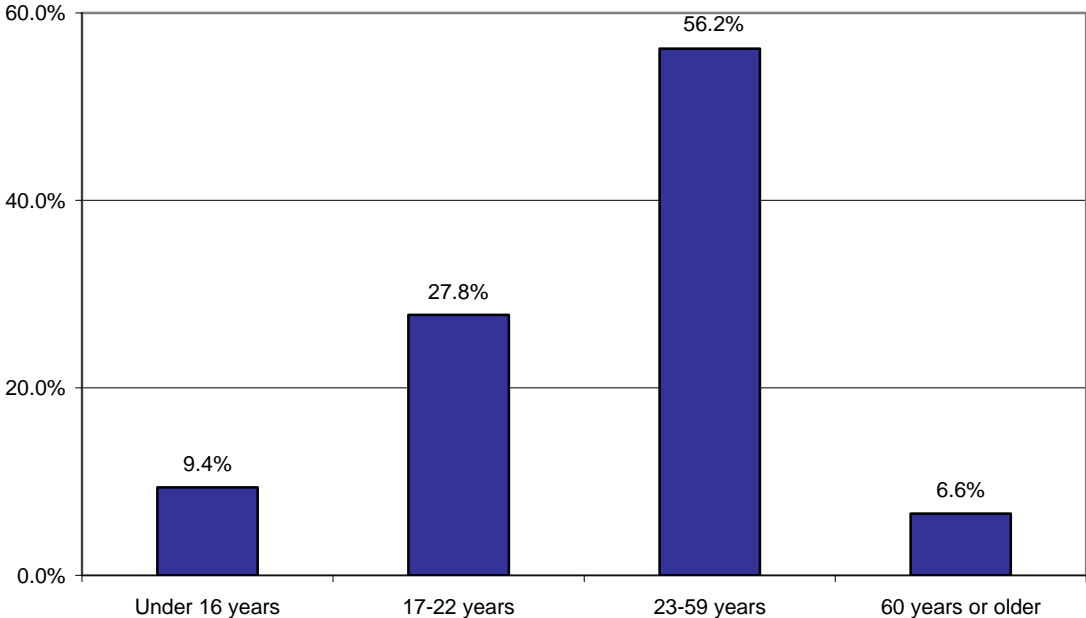
95-percent confident the results shown are reflective within +4.34 percent of the general population.

The surveys were entered into our firm's Statistical Program for the Social Sciences (SPSS) platform as the data was collected. The data was then cleaned and coded. The raw data was then exported into Microsoft Excel where the tables were translated into graphs to facilitate a clear visual representation of the findings.

Demographic Information

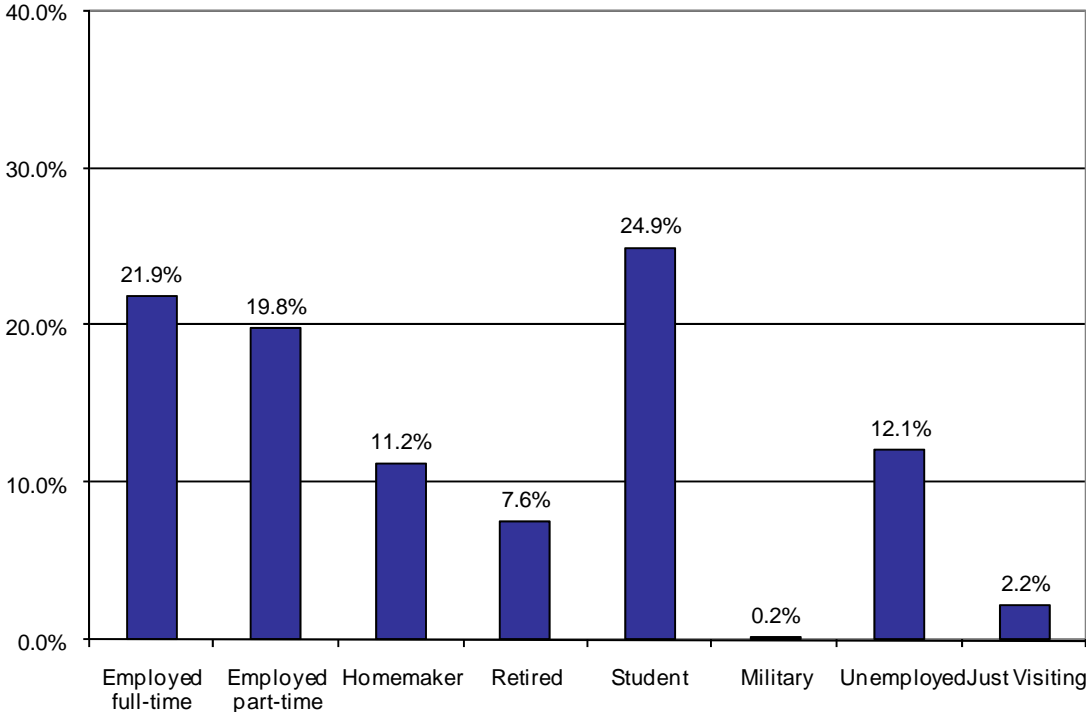
Using the aggregate data collected during the onboard/customer survey process, Moore & Associates developed a demographic profile of the typical VCC customer. The slight majority is female (56.8 percent). The typical VCC rider is between the ages of 23-59 (56.2 percent), *employed full-time* (16.2 percent), *absent of a mobility disability* (79.2 percent), and *ride-dependent* (52.3 percent).

Exhibit II-76 Respondant Age



Responses to employment status covered a wide range of options. The most common response to occupation was *student* (24.9 percent) followed by *employed full-time* (21.9 percent) and *employed part-time* (19.8 percent).

Exhibit II-77 Employment Status



A data cross-tabulation was conducted to examine the relationship between respondents who lack access to a personal vehicle and those who do not have a driver license. This data is used to determine the number of riders who are either semi ride-dependent or completely ride-dependent. Semi ride-dependent is defined as lacking either access to a personal vehicle or a driver’s license, while completely ride-dependent is defined as the lack of both.

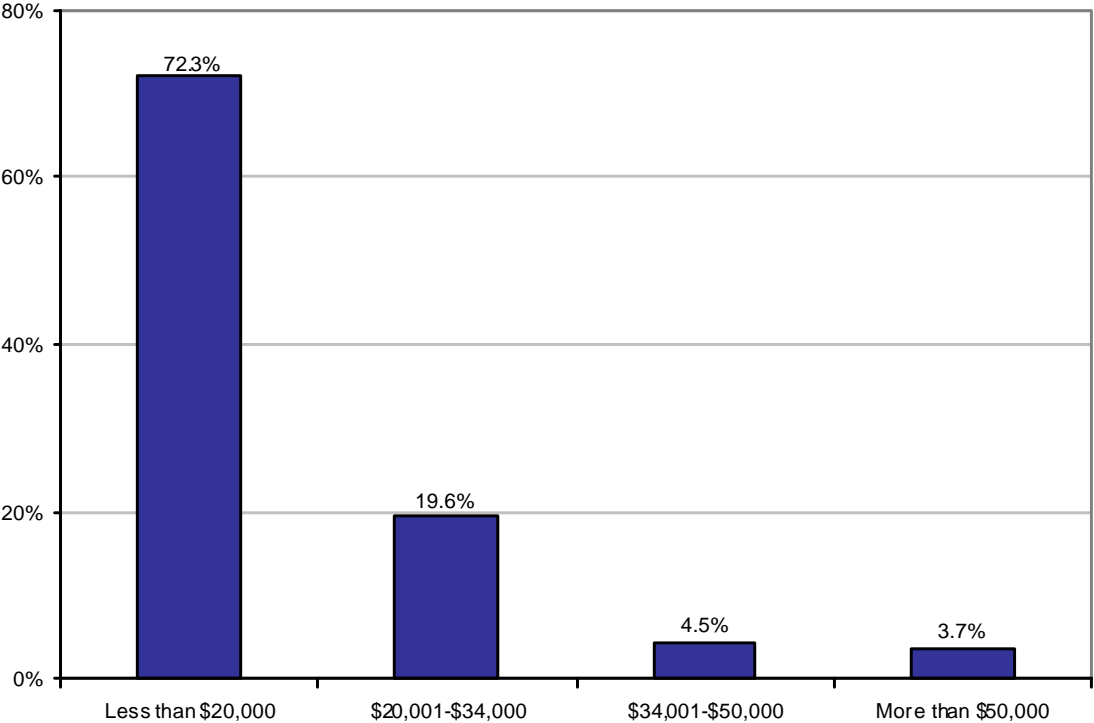
In the table below, the percentages of respondents that are semi ride-dependent are highlighted in grey. The percentage of ride-dependency is highlighted in black. Of the respondent pool, 89.0 percent were ride-dependent in some respect.

Exhibit II-78 Incidence of Ride Dependency

Driver License	Vehicle Access	
	Yes	No
Yes	11.0%	15.4%
No	17.3%	56.3%

When customers surveyed were asked to give their *annual household income*, 72.3 percent indicated they earn less than \$20,000 per year. A layered cross-tabulation was conducted to determine whether a trend exists between *household income* and *ride-dependency*. The majority of those surveyed that earn *less than \$20,000 per year* are ride-dependent (64.0 percent). While many VCC patrons are dependent upon public transit due to the prohibitive cost of operating a private vehicle, there are also an appreciable number of riders under the age of sixteen (9.4 percent) that are ineligible to drive.

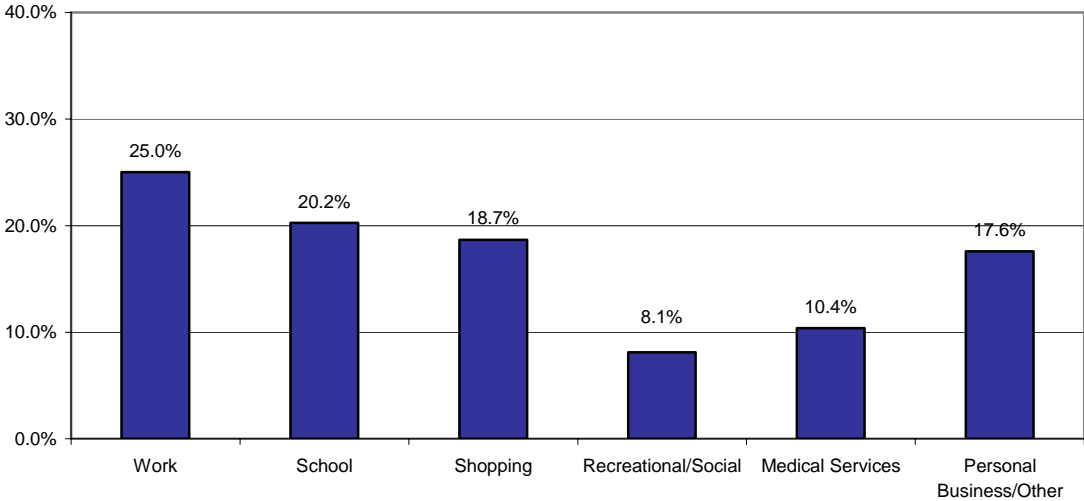
Exhibit II-79 Household Income



Travel Behavior

When queried on trip purpose, many survey respondents selected multiple responses from among the options provided. On a system-wide basis, *work* (25.0 percent) and *school* (20.2 percent) were cited most frequently.

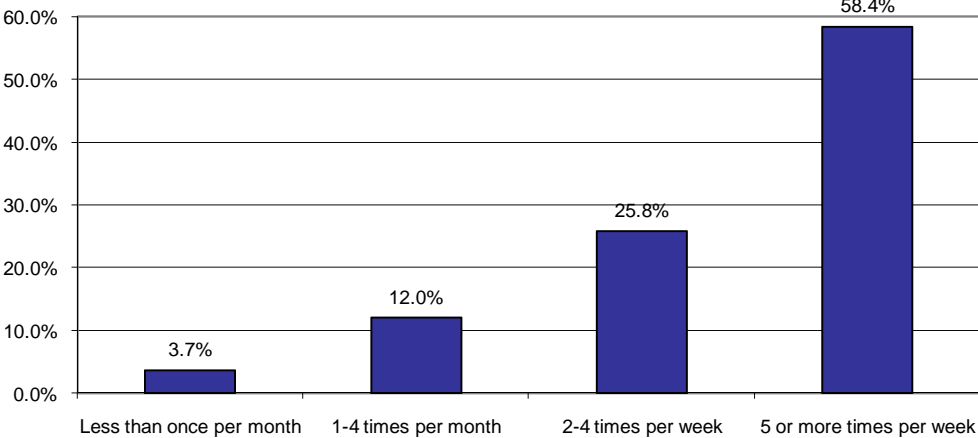
Exhibit II-80 Trip Purpose



Survey participants were queried as to how often within a typical week they ride the bus. More than half of respondents (58.4 percent) indicated riding *five or more times per week*.

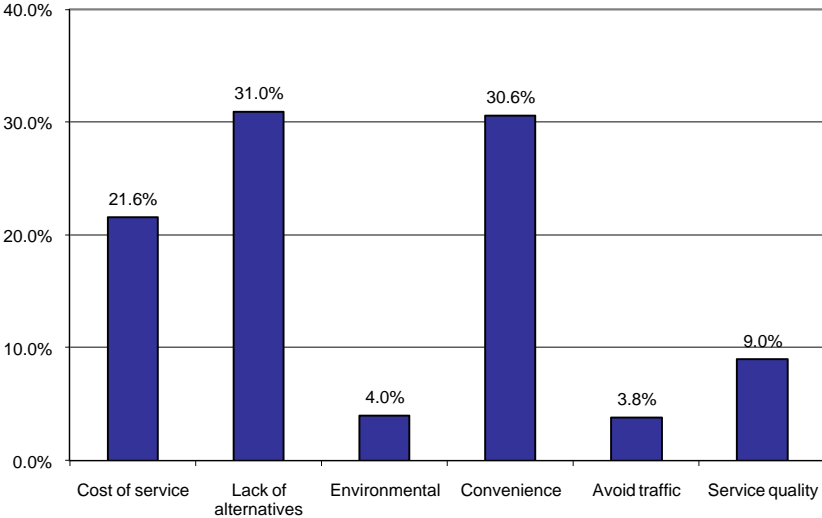


Exhibit II-81 Frequency of Transit Use



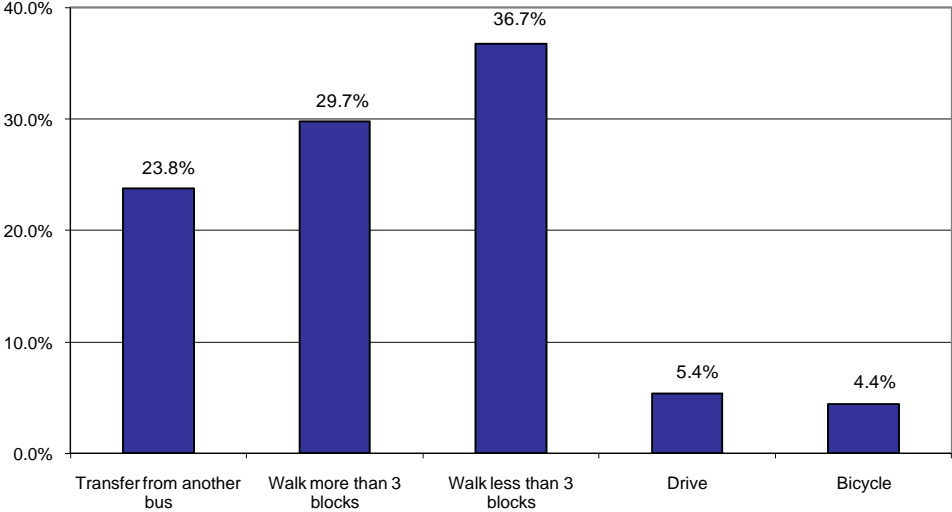
VCC customers were asked to identify the *primary motivator for selecting VCC* with respect to the surveyed trip. *Lack of alternatives* and *convenience* were chosen most often (31.0 percent and 30.6 percent, respectively).

Exhibit II-82 Transit Influences



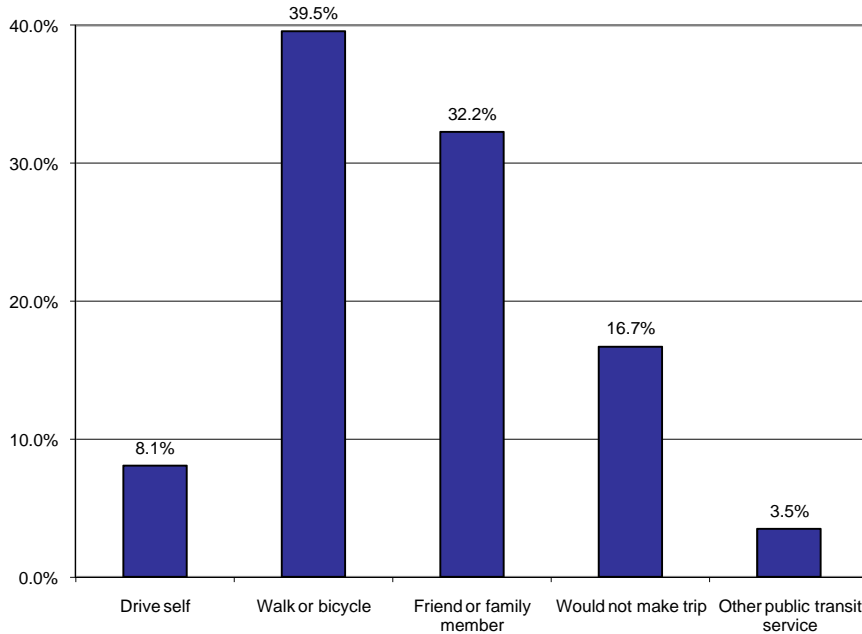
Survey participants were asked *how they normally access the bus stop*. Several respondents specified more than one response. Of the respondents, 36.7 percent indicated walking *less than a quarter mile*, while 29.7 percent indicated *walking more than a quarter mile*. These responses were followed closely by *transfer from another bus* (23.8 percent), such as transfers from another VCC vehicle. Because we did not specify VCC bus in the instrument, a portion of respondents may have transferred from another service such as TCAT (Tulare County Area Transit) or TTE (Tulare Transit Express, now known as Tulare InterModal Express).

Exhibit II-83 Access to Bus Stop



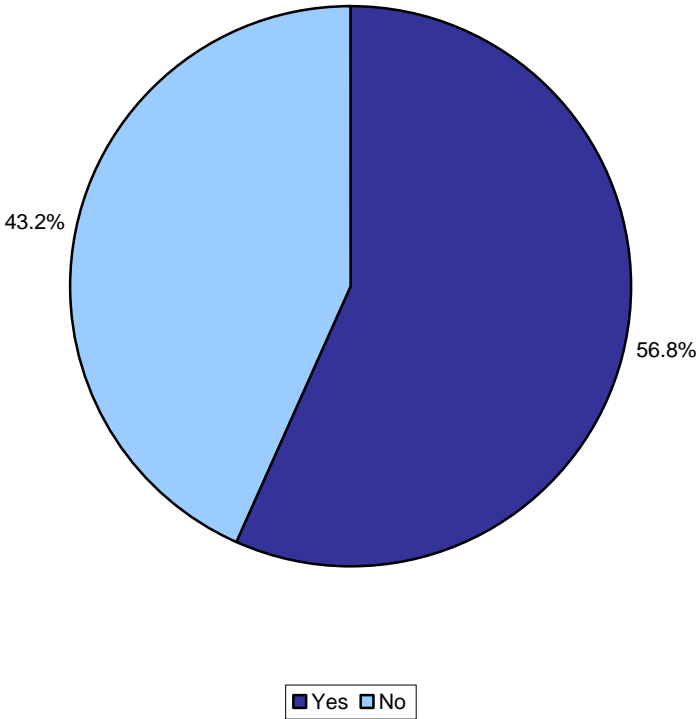
To further assess personal mobility opportunities, each respondent was asked *how they would make the surveyed trip had the bus not been available*. The most frequent selection was *walk or bicycle* (39.5 percent). This finding is not surprising given the high percentage of respondents indicating already *walking more than a quarter mile* (29.7 percent) to access the City’s fixed-route service.

Exhibit II-84 Mobility Alternatives



In examining the incidence of inter-line transfer (i.e., from one VCC bus to another VCC bus), riders were asked if they will be making a transfer to another VCC bus. Nearly 57 percent indicated making a transfer in order to complete the surveyed trip.

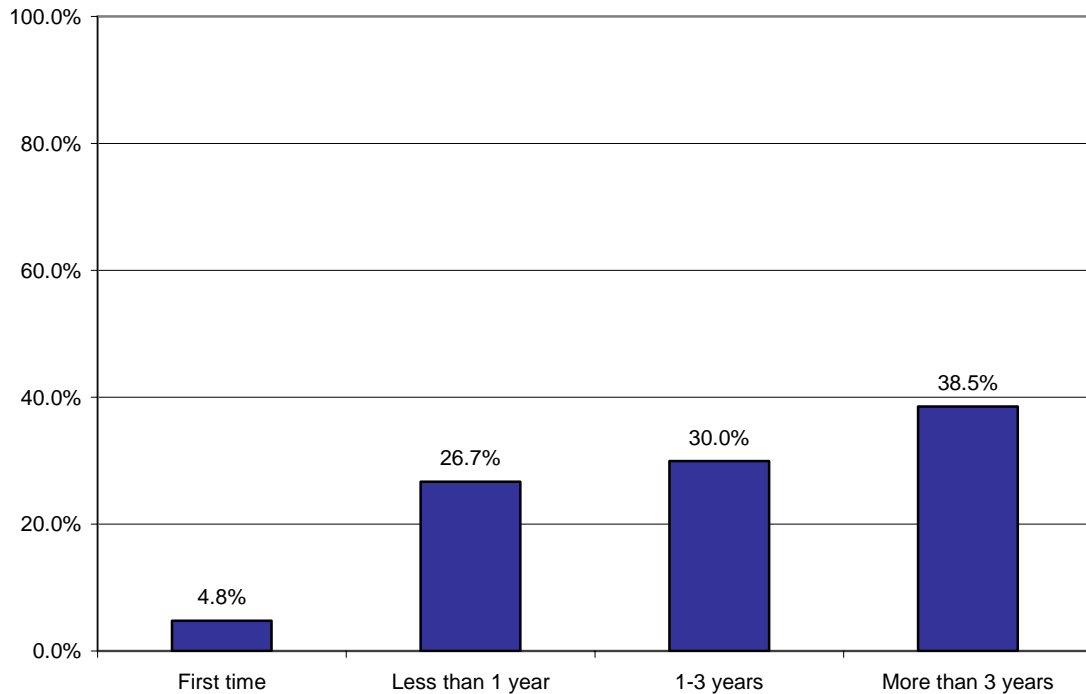
Exhibit II-85 Intra-Service Transfer



When asked *how long they have been riding VCC*, 38.5 percent of respondents indicated a period of *three years or more*. Exactly 30 percent indicated riding *one to three years*. Of respondents, 26.7 percent noted they have been riding for *less than one year*, which we believe supports our observation VCC's current customer base is composed of:

- 1) Dedicated (yet numerically modest) core riders
- 2) A very limited number of "choice" riders, and
- 3) Considerable annual "churn" (i.e., lower than optimal customer retention).

Exhibit II-86 Length of Patronage



The most successful transit services are market-driven. As such, they address the mobility needs of the population of the service area as practical. We believe that in order to achieve sustainable ridership a transit provider must expand its focus beyond the ride-dependant.

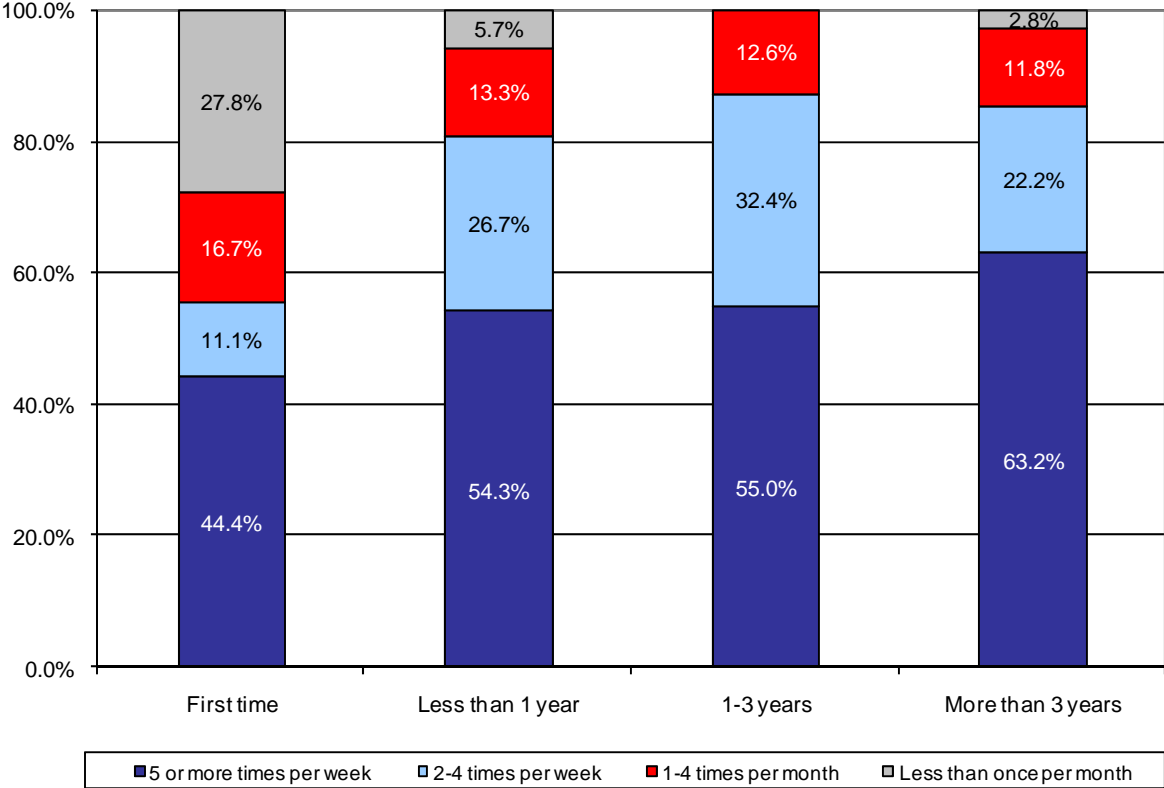
As a strategy for addressing annual turnover we recommend the City undertake a series of targeted marketing campaigns designed to (continually) expand the profile of transit customers, entice trial ridership, and reward ongoing patronage.

Several data cross-tabulations were performed exploring the relationship between ride frequency and other survey questions. These data cross-tabulations are aimed at determining underlying relationships between different groups of riders.

The first data cross-tabulation explores the relationship between the *frequency of ridership* and respondents *length of patronage*. Among the most loyal patrons (i.e., those riding *more than 3 years*), 63.2 percent ride VCC 5 or more times per week. In addition, apparent shifts in frequency of ridership occur as the period of patronage

lengthens. This may be attributed to respondents choosing to ride more frequently as they become more familiar with the service.

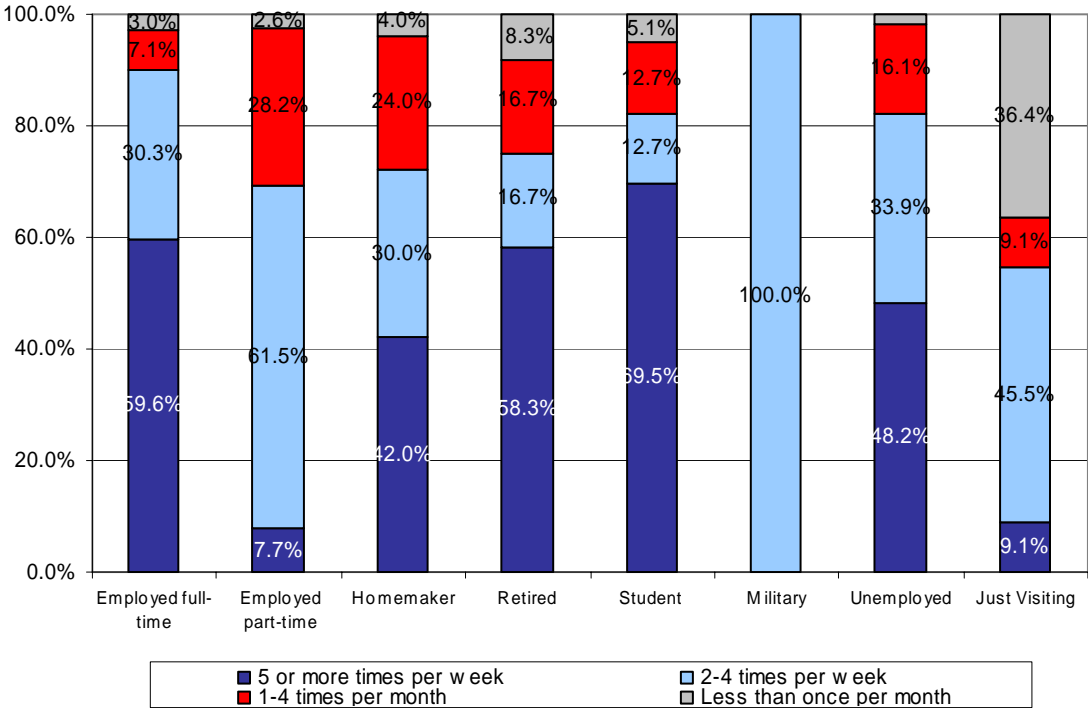
Exhibit II-87 Frequency of Transit Use vs. Length of Patronage



Simple frequencies were run concentrating on respondents indicating first-time ridership. Through further analysis, we believe it is quite likely either some respondents did not understand the question as intended or failed to respond “correctly” (i.e., some “first-time” riders also indicated riding *five or more times per week*). Therefore, we believe by excluding those responses indicating prior patronage, the “true” number of first-time riders would be 1.3 percent of those surveyed.

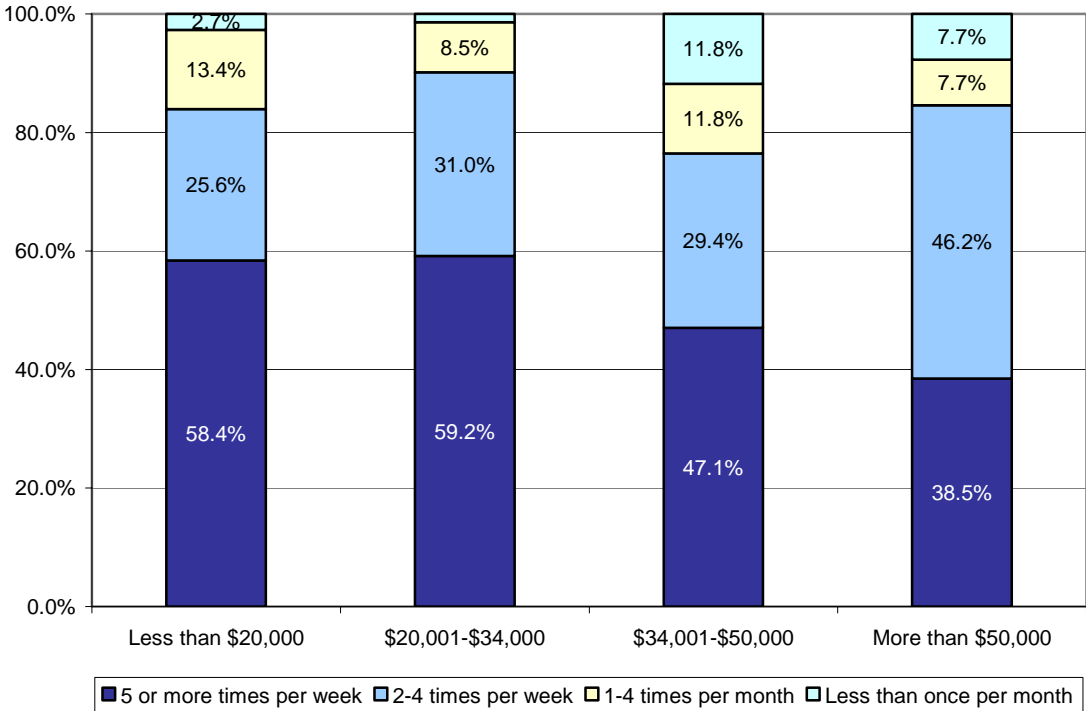
The relationship between *ride frequency* and *employment status* was analyzed. Of respondents indicating riding *more than five times per week*, the most common were *students* (30.5 percent), followed by *employed full-time* and *part-time* (21.9 percent and 21.6 percent, respectively).

Exhibit II-88 Frequency of Transit Use vs. Employment Status



The final data cross-tabulation regarding ride frequency is the relationship between *annual income* and *frequency of ridership*. Respondents with a household income of *less than \$20,000 per year* make up 42.1 percent of the survey pool. Approximately 59 percent of those in this income bracket report riding *five or more times per week*. The difference in percentage between these respondents and those that responded *2-4 times a week* is significant (23.7 percent). We believe this is an indication the most-frequent riders have a limited number of choices, and to whom VCC is a primary mode of transportation. Regardless of frequency of trips, the largest numbers of riders come from less affluent segments of the population.

Exhibit II-89 Frequency of Transit Use vs. Household Income

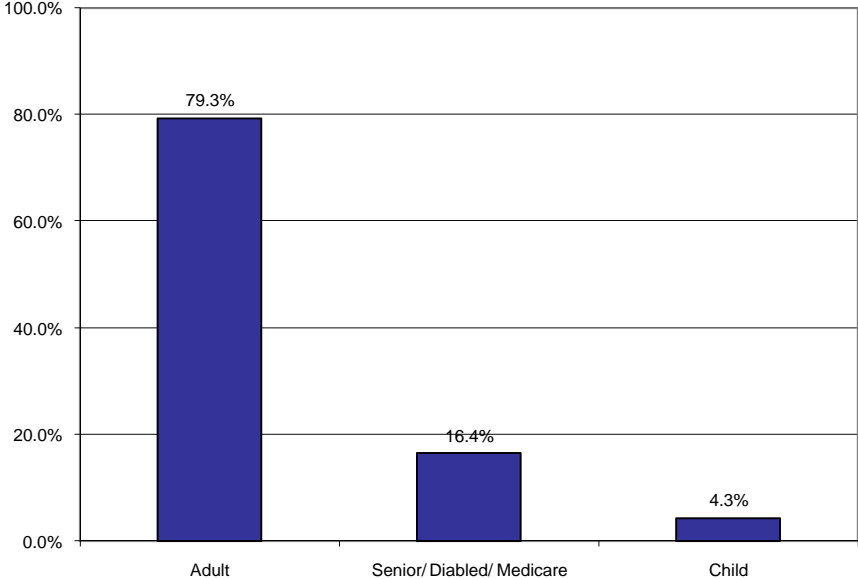




Fare Type

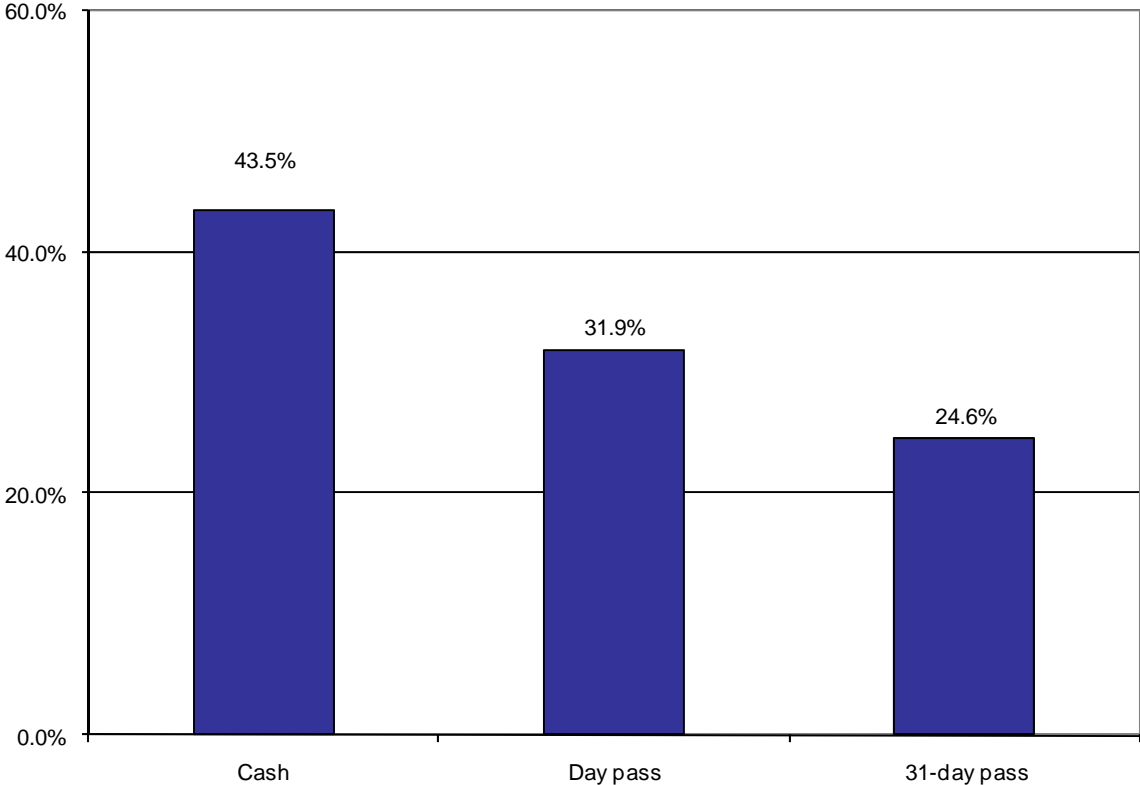
Survey participants were asked *which of VCC’s three fare categories they belong*. The *general* base fare category was cited by 79.3 percent of respondents. Of the remainder, 16.4 percent noted they belong to the *senior/disabled/Medicare* category, and 4.3 percent indicated the *child* category.

Exhibit II-90 Fare Category



Additionally, each survey respondent was asked to identify his/her typical fare payment method. Of respondents, 43.5 percent cited paying with *cash*. The other 56.5 percent was split between non-cash methods of payment. Approximately 32 percent indicated using *day passes* and 24.6 percent using *monthly passes*.

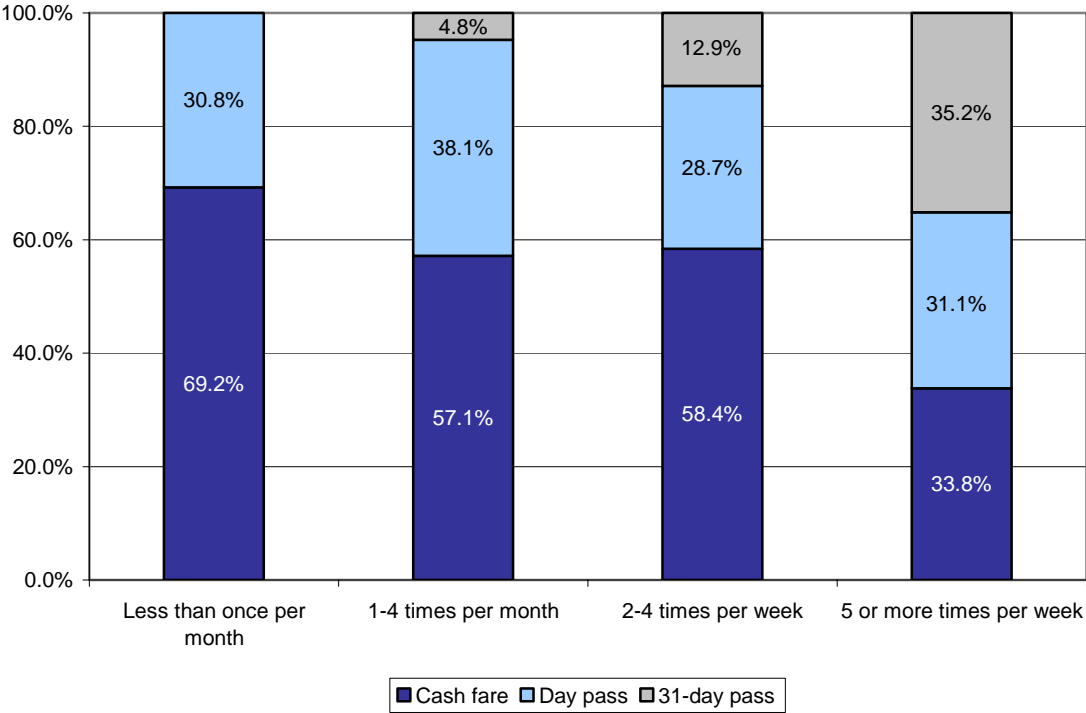
Exhibit II-91 Fare Type



The 31-day pass may be purchased at the following locations throughout the service area: College of the Sequoias Bookstore, the Transit Center, Exeter Pik N Go, and Mercado Sol Del Valle. Moore & Associates performed a data cross-tabulation between *frequency of ridership* and the *type of fare* used. Individuals riding five or more times per week appear to be more aware of the savings incurred with non-cash methods of payment. Most purchases (83.7 percent) of the 31-day passes were made by these patrons. For individuals riding less than five times per week, choice of payment is typically cash (59.0 percent), indicating VCC monthly passes are typically used by regular riders using the service for basic mobility and commuting purposes. The data cross-tabulation reveals choice riders may not ride often enough to make non cash-far

media cost-effective. The City should investigate the possibility of implementing a punch pass for its fixed-route service and making passes available at more locations, or better yet, through the City’s website.

Exhibit II-92 Frequency of Transit Use vs. Fare Type



Similar to the transit rider, transit operators benefit from the existence of non-cash fare media. First, it typically reduces dwell time at bus stops, supporting on-time performance. Second, it reduces administrative workload, including the time required to process cash proceeds. Third, it reduces the incidence of fare evasion, as the customer enjoys quantifiable savings with each subsequent trip made. Fourth, independent market research reveals a positive relationship between use of non-cash fare media and extended patronage or longevity.

**Customer Satisfaction**

Survey participants were asked to rate nine individual service attributes using a four-point numerical rating scale (1= dissatisfied, 4= satisfactory). The mean score from each attribute was used to calculate an overall rating.

Respondents were also asked to measure their *overall satisfaction* with VCC’s service. The service received a satisfactory rating of 3.40. Based on our public transit market research experience, Visalia’s overall ranking compared favorably with that of many other medium-size transit programs in California.

The service attributes receiving the highest ratings were *driver courtesy* (3.44 rating), *bus safety* (3.41 rating), and *accessibility of bus stops near home* (3.34 rating).

Service attributes receiving the lowest ratings were *on-time arrival of bus* (3.09 rating), *bus fare* (3.17 rating), and *handling of customer complaints* (3.22 rating).

Exhibit II-93 Attribute Ratings

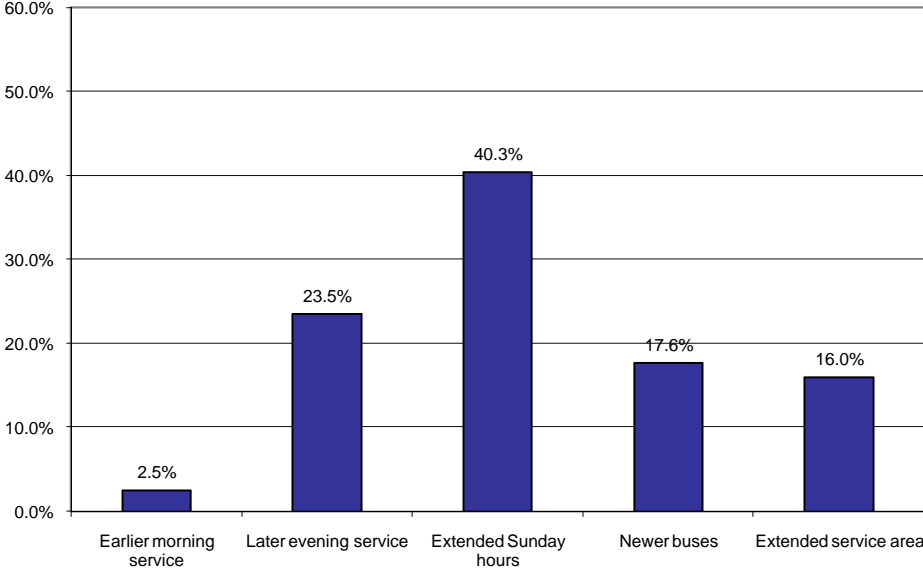
Service Attribute	Mean Score
Comfort	3.27
Driver courtesy	3.44
Handling of customer complaints	3.22
Safety	3.41
Accessibility of bus stops near home	3.34
Accessibility of bus stops near destination	3.38
On-time arrival of bus	3.09
Availability of route/schedule information	3.36
Fare	3.17
Overall satisfaction rating	3.40

These ratings offer the City an opportunity for growth in customer loyalty. When a VCC patron receives favorable customer service, he/she will share that experience with friends and family. By contrast, when one receives poor customer service, they will pass that experience on as well. Therefore, it is important the City ensures all customer experiences are positive.

Service Enhancements

Survey participants were provided with a list of five service enhancement options and asked to select the item they would most like to see implemented or enhanced. The most-frequently cited response was *extended Sunday hours* (40.3 percent), followed by *later evening service* (23.5 percent) and *newer buses* (17.6 percent).

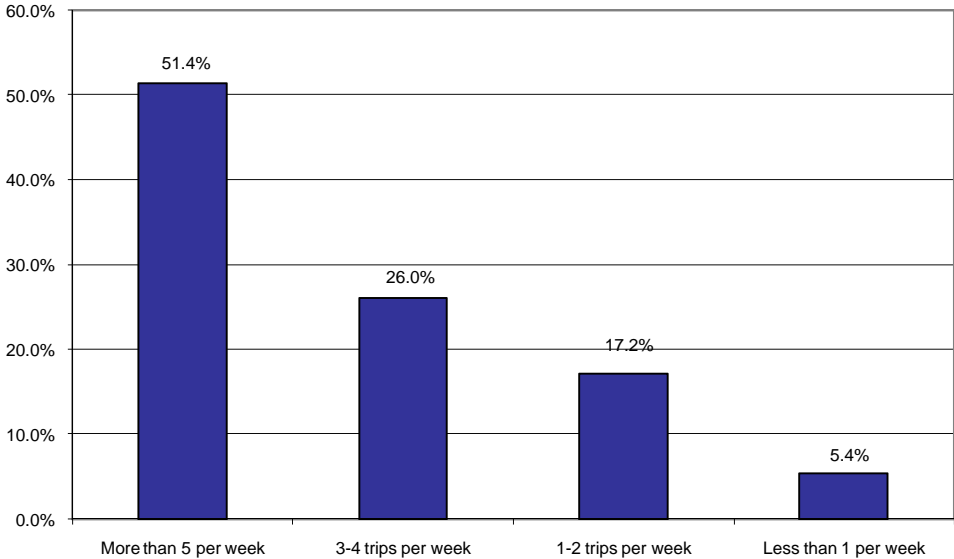
Exhibit II-94 Preferred Enhancements



One-third of all respondents answered affirmatively when asked whether there was a (new) location they wished was served by VCC. Still, when asked to identify a specific location, no intersection was cited more than twice.

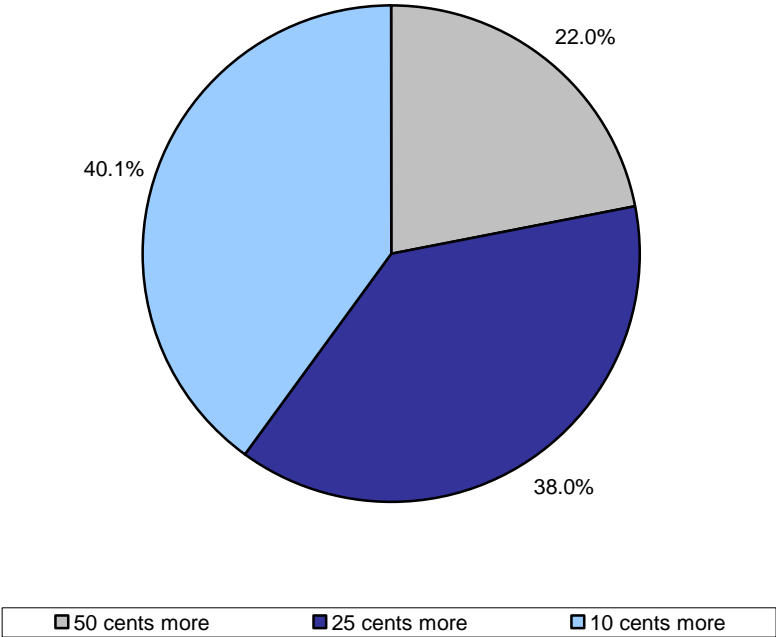
Survey participants were queried as to the number of additional trips they would make if requested improvements were implemented. Nearly 80 percent affirmed to increase the number of trips currently made. Approximately 51 percent of respondents indicated that they would make *more than five additional trips per week*. Such an increase in frequency indicates a strong desire for the enhancement of services.

Exhibit II-95 Impact on Ridership



Following the preceding question, customers were asked how much of a fare increase they would accept, if necessary, in order to implement the desired service improvement. Most respondents were willing to pay as much as an additional *ten cents* (40.1 percent). Another 38 percent of those surveyed indicated they would pay *twenty-five cents* more than the current fare. Therefore, we believe the City can safely raise fares by as much as *twenty-five cents* to increase farebox revenue for the enhancements of services without risking appreciable ridership loss.

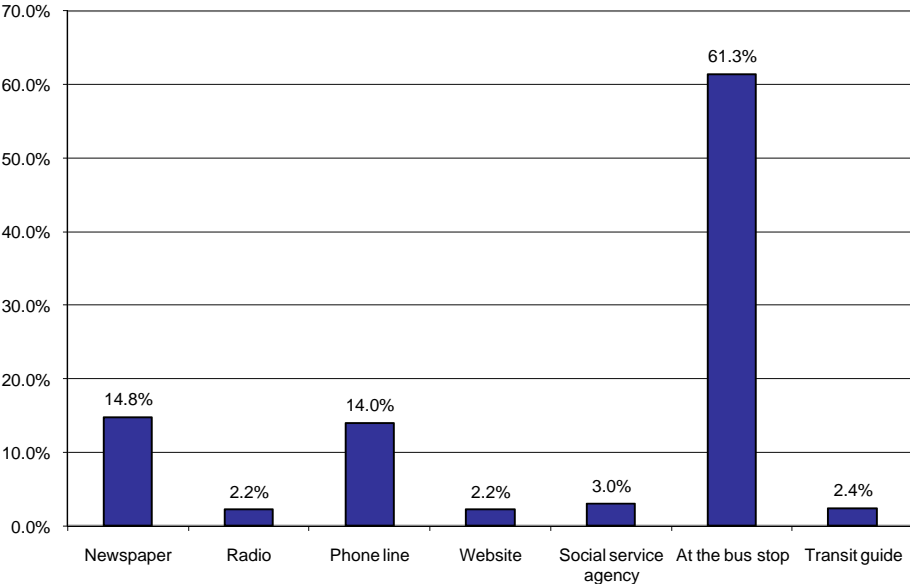
Exhibit II-96 Fare Elasticity



Information Channels

To help target future marketing activities, survey participants were asked how they typically obtain information about VCC services. Sixty-one percent indicated obtaining service information primarily from bus stop locations; this reflects the need to institute and maintain the placement of easy-to-read service information at individual bus stop locations throughout the VCC service area.

Exhibit II-97 Information Channels

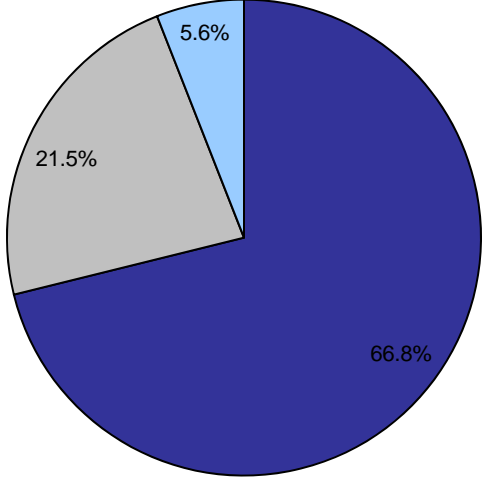


Participants were also asked if they had visited the VCC website prior to the survey contact. A relatively small percentage (10.2 percent) indicated having done so, which further supports our conclusion the City should focus efforts on improving website awareness, visibility, and content.

To assist in enhancing community outreach efforts, respondents were asked to identify which print media outlets they typically read. Respondents had the opportunity to specify up to two choices. The most frequently cited medium was the *Visalia Times Delta* (66.8 percent).



Exhibit II-98 Print Media



■ Visalia Delta Times (VTD) ■ Fresno Bee ■ Tulare Advanced Register

## 2.7 Dial-A-Ride Customer Survey

With the assistance of Visalia City Coach, Moore & Associates circulated direct-mail surveys to a sample of registered VCC Dial-A-Ride (DAR) patrons. The survey was designed to:

- Develop a demographic profile of riders,
- Codify travel patterns,
- Assess customer satisfaction,
- Identify potential service enhancements, and
- Identify most likely marketing channels.

### Methodology

One hundred fifty (150) surveys were mailed-out, along with a self-addressed, postage-paid return envelope, to registered DAR patrons on November 21, 2006. An incentive to win a \$50 gift certificate to a local Visalia retailer was utilized to encourage participation. Participants were requested to return the survey no later than December 6, 2006.

A total of 45 surveys were received by the cut off date of December 15, 2006, yielding a response rate of 30 percent. A group of this size has a sample error variation of  $\pm 12.3$  percent at the 95 percent level of confidence. This means that one can be 95 percent confident that the results shown are accurate within  $\pm 12.3$  percent.

The surveys were entered into the Statistical Program for the Social Sciences (SPSS) after they were collected. The survey responses were cleaned and coded in the program. The SPSS raw data was exported into Microsoft Excel where the tables were translated into graphs to allow for a clear, visual representation of the results.

Rider Profile

The average rider is *female* (86.4 percent), *over the age of 80* (37.8 percent), has a *disability which affects mobility* (77.8 percent), has a *household income of less than \$15,000 per year* (55.9 percent), *does not have a valid driver's license* (80.0 percent), and *does not have access to a car* (84.4 percent).

Exhibit II-99 Rider Gender

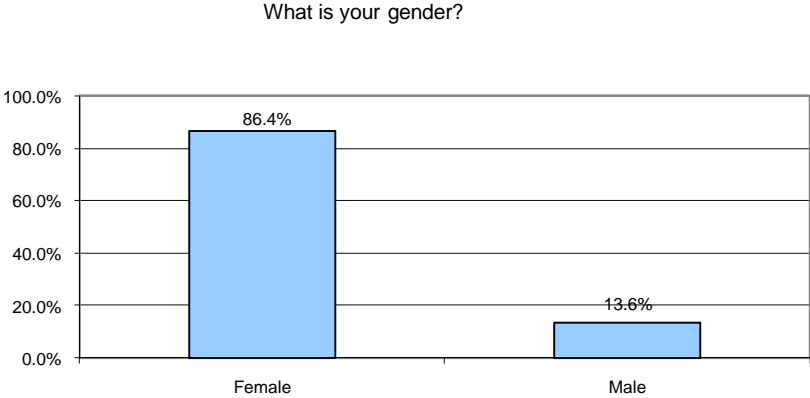


Exhibit II-100 Rider Age

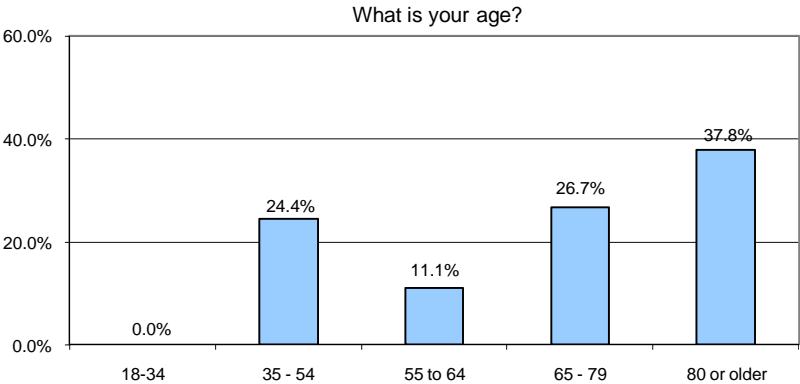


Exhibit II-101 Household Income

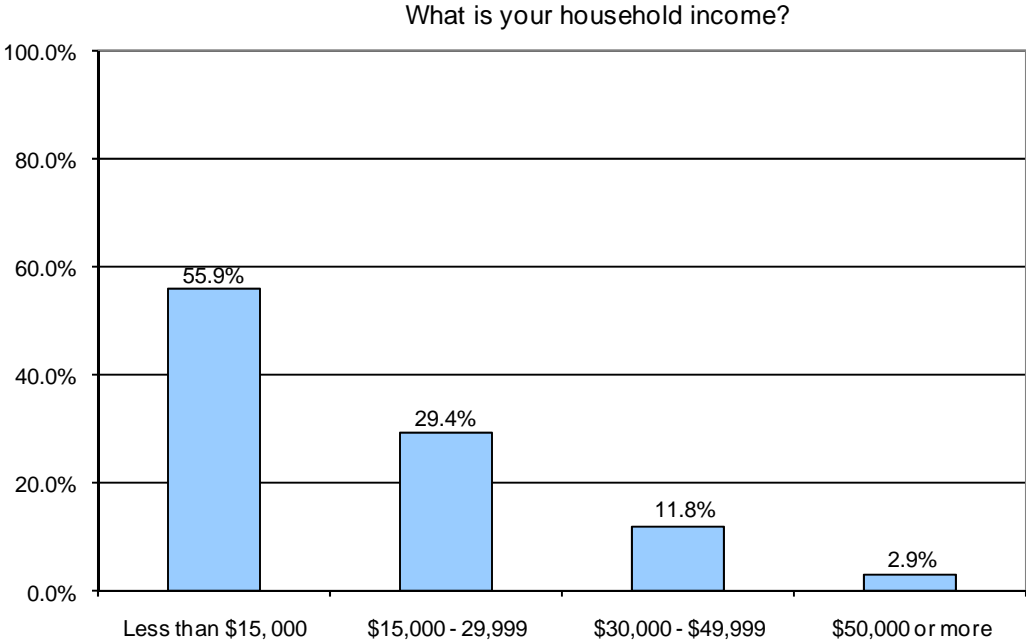


Exhibit II-102 Disabled

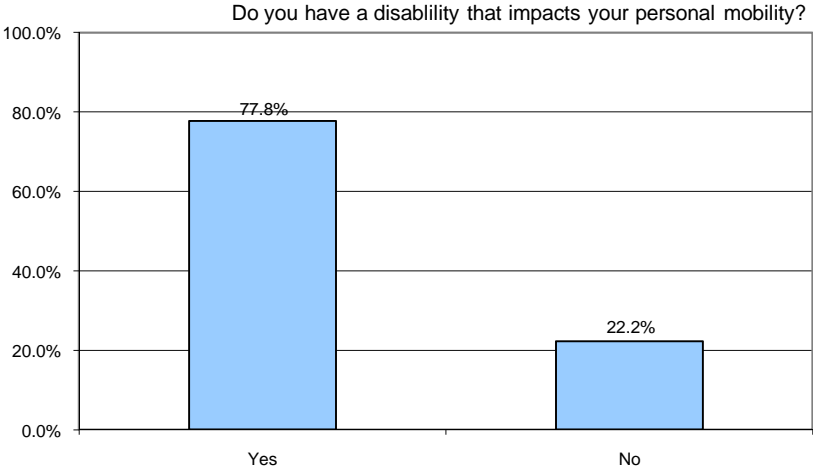


Exhibit II-103 Driver License

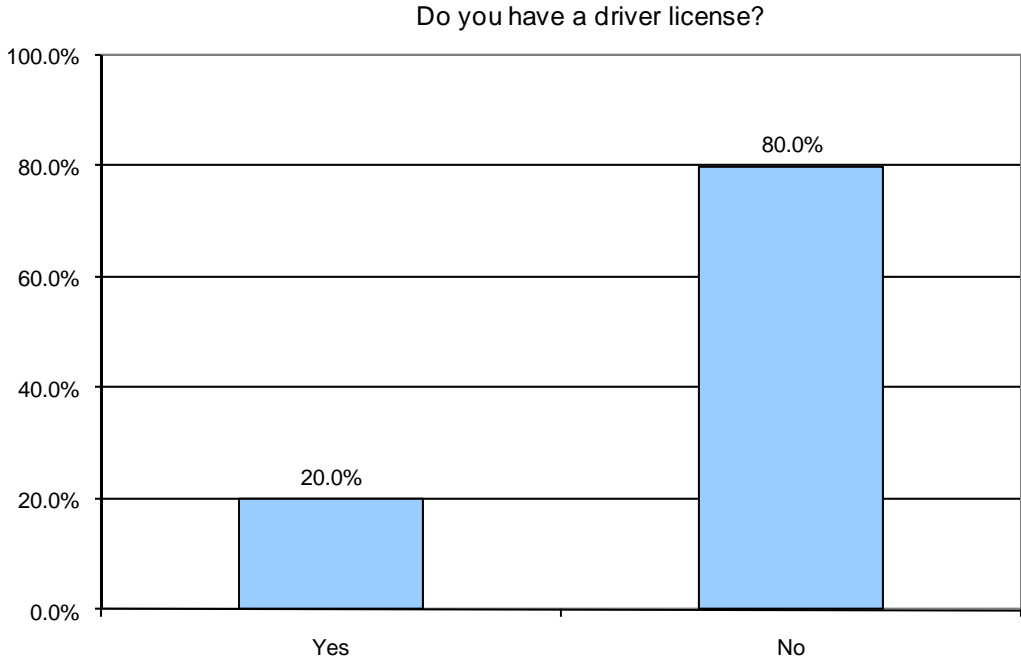
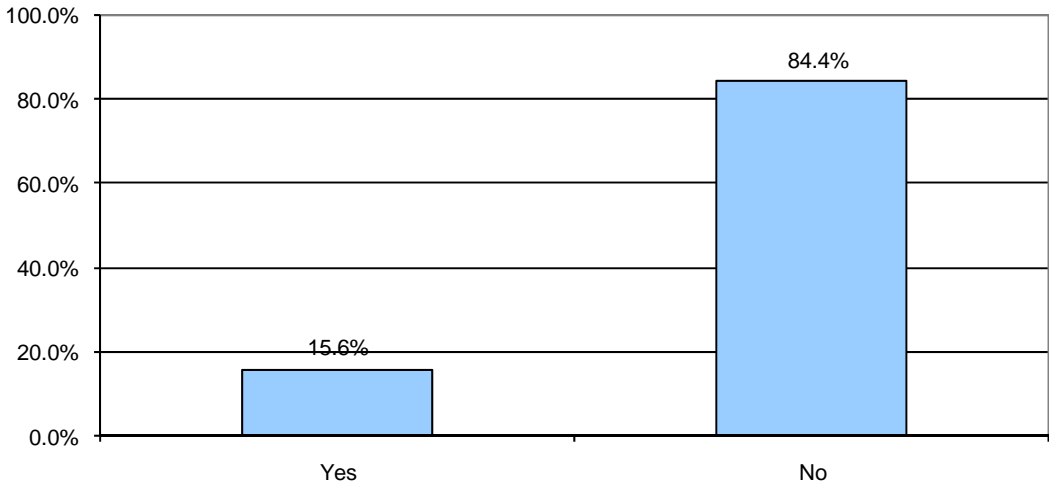


Exhibit II-104 Access to a Personal Vehicle

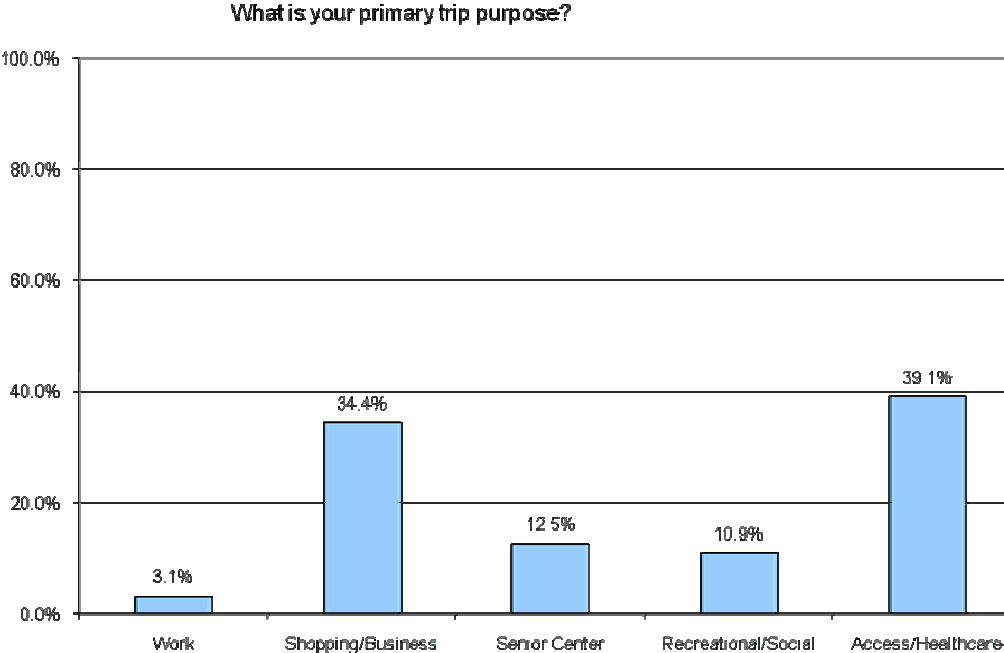
Do you have ready access to a personal vehicle?



Trip Patterns

Respondents were asked *what is the main reason for using Dial-A-Ride services?* Based on the service offered and the demographic profile of the clientele, it can be anticipated that most responded they either use the Dial-A-Ride service for *healthcare* purposes (39.1 percent), or *Shopping/Business* purposes (34.4 percent).

Exhibit II-105 Trip Purpose



Reservations

When making their appointments, most respondents (88.9 percent) noted that they were promptly assisted by a DAR operator and 85.7 percent cited that it was not complicated to schedule their trip.

Exhibit II-106 Scheduling

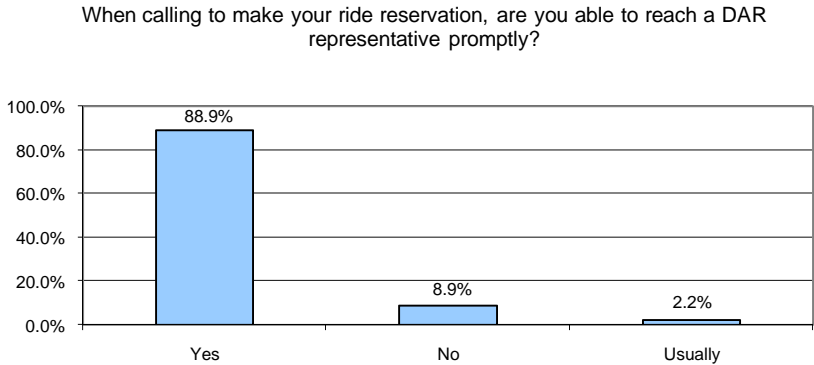
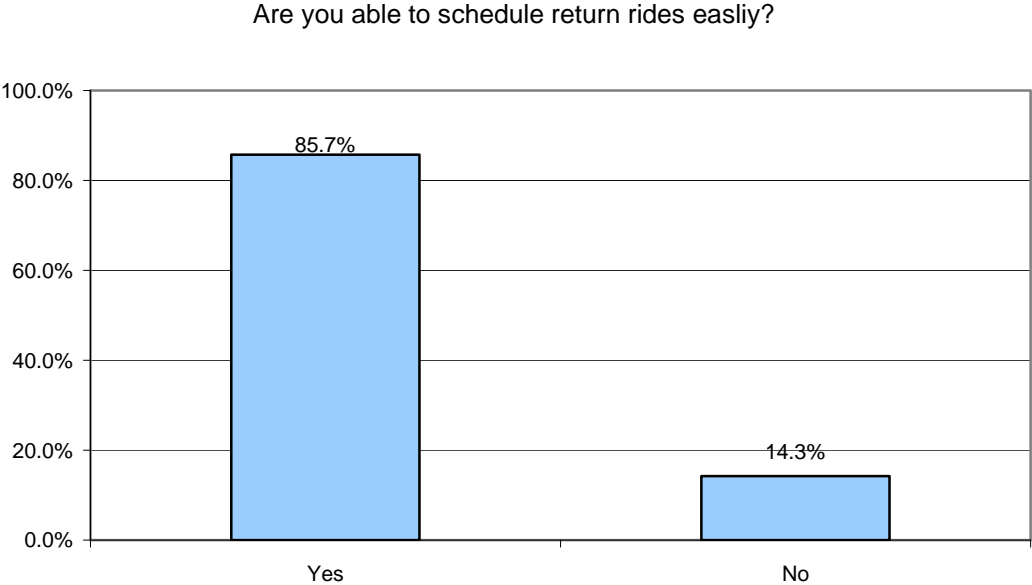


Exhibit II-107 Return Schedule



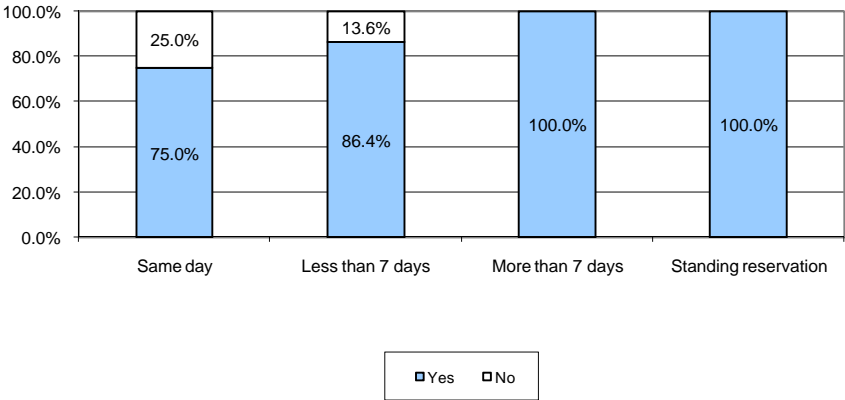
Reservations for ADA patrons may be made up to two weeks in advance, while all other general public and non-ADA customers are limited to scheduling trips on the same day.

Passengers traveling to the same location on a regular basis may establish standing reservations.

All patrons who have established standing reservations with the DAR service are always (100.0 percent) able to book their trips. Almost all ADA riders were able to reserve their desired trip time. Only 13.6 percent of ADA customers who scheduled their ride between one and seven days in advance, noted they were unable to schedule their desired trip. Of those who made same day reservations, 75.0 percent were able to book their desired trip travel time.

Exhibit II-108 Reservation Placement vs. Scheduling

How far in advance do you typically place your ride request?  
AND  
Are you typically able to secure the desired trip time?





Fare

Approximately 61 percent of respondents indicated they fall under the ADA fare category; while 39.5 percent reported they were either senior or disabled. No respondents identified themselves as being part of the general public.

Based on straight data tabulations (i.e., simple frequencies), demand-response patrons were most likely to use single-ride cash tickets (68.2 percent). The top-rated non-cash fare option was the monthly pass (18.2 percent).

Exhibit II-109 Fare Characteristics

What fare category applies to you?

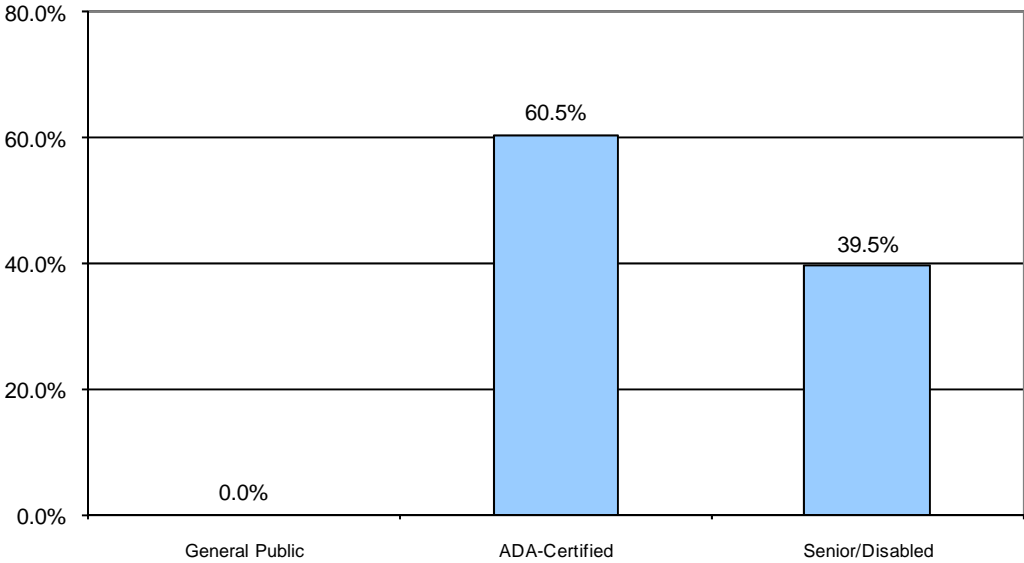
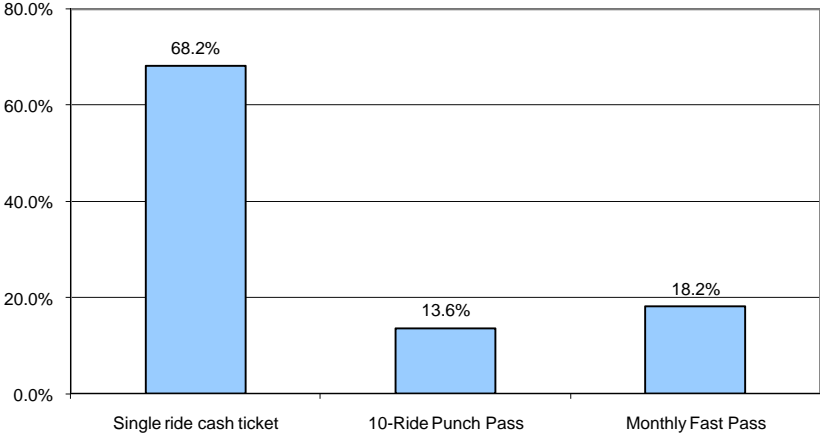


Exhibit II-110 Fare Characteristics

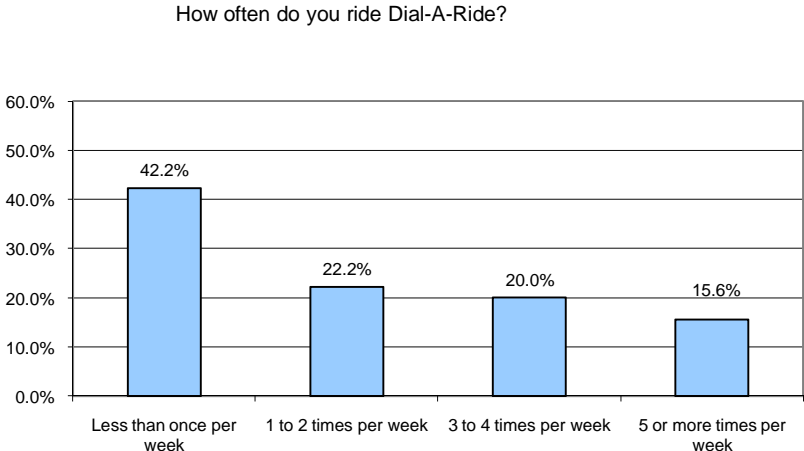
How are your trips paid for?



Frequency

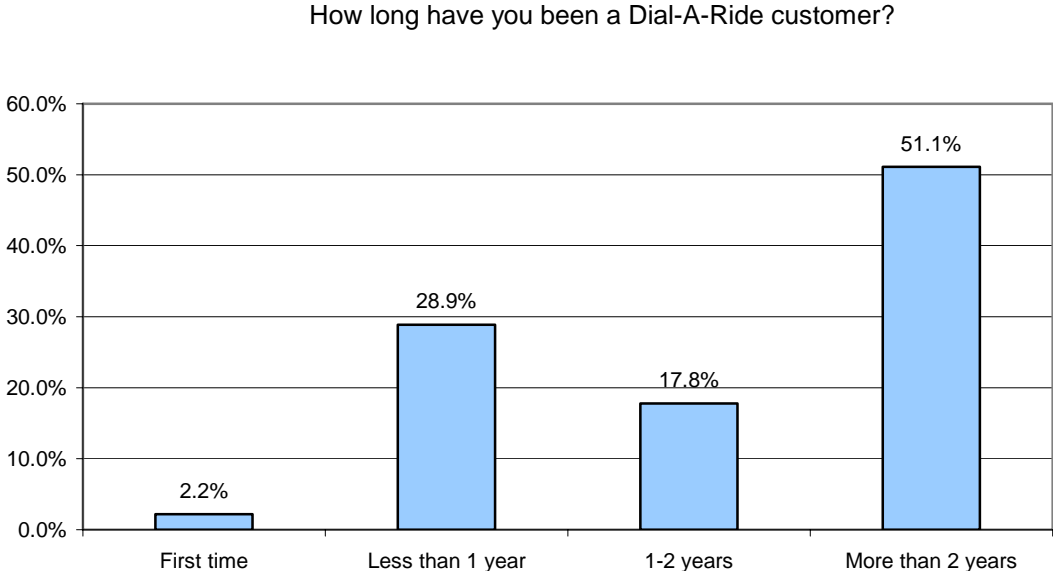
Respondents were asked [how often they ride](#) the Dial-A-Ride service offered by VCC. Approximately 43 percent responded that they ride less than once a week. The remainder of respondents (57.8 percent) indicated that they use the service more often, with 15.6 percent riding 5 or more times a week.

Exhibit II-111 Trip Frequency



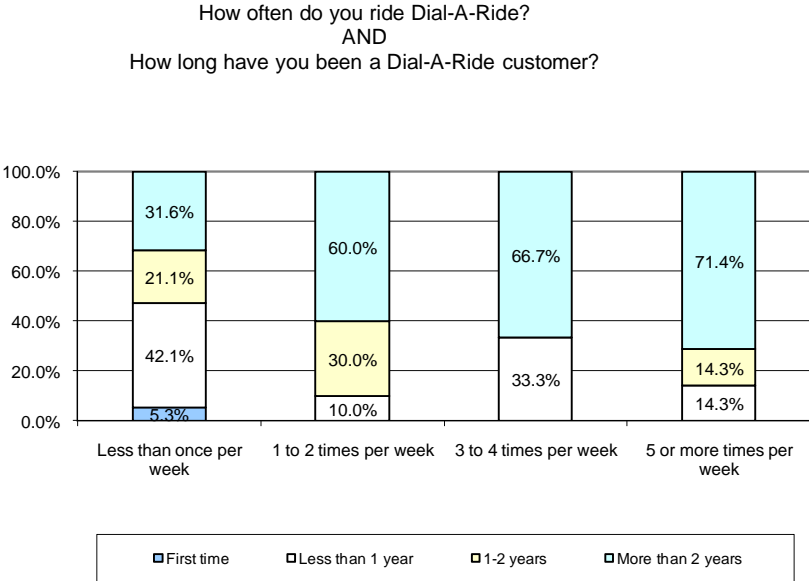
More than half of the survey sample indicated they were patrons of the DAR service for more than 2 years. Established riders, patronage of longer than 12 months, make up almost 70 percent of the respondents.

Exhibit II-112 Length of Patronage



The following cross-tabulation compares the length of patronage to the frequency with which they use the service. The incidence of riders riding less than once a week decreases considerably as riders use the service for a longer period of time. Frequency increases as riders gain experience with the system. Long-time customers (those who have been riding for more than two years) are more likely to patronize the service, making up 71.4 percent of those who ride 5 or more times per week.

Exhibit II-113 Trip Frequency vs. Length of Patronage

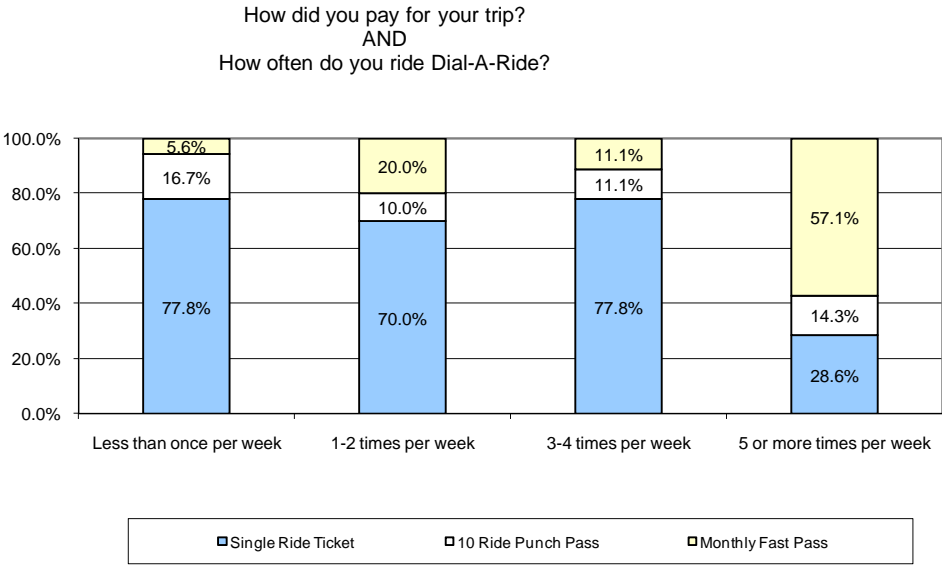


To assess the impact of fare upon patronage activity (i.e., how frequently a customer rides the bus) Moore & Associates performed a data cross-tabulation between fare type and frequency. We believe this reveals VCC’s DAR non-cash fare options are not being affectively marketed. Among those persons traveling five or more times per week, a majority are using the Monthly Fast Pass (57.1 percent). Still, of those who use the service four times a week or less, more than half of the respondents are only utilizing single ride tickets as the form of payment for their trips. An average of 13 percent of those surveyed make use of the 10 Ride Punch Pass.

The 10-Ride Punch Pass, at a cost of \$15.00 for ADA riders and \$20.00 for all other riders, offers no discount from simply paying for 10 rides individually. The Monthly Fast Pass costs \$50.00 for ADA riders and \$60.00 for all other riders.

The Monthly Fast Pass becomes a discount for members of the Senior/Disabled category when they make 30 or more rides each month while ADA riders must make 34 trips each month to make a Monthly Fast Pass advisable. It can be assumed that the 10-Ride Punch Pass is the least-used method of payment because the only benefit it offers riders over single ride tickets is convenience, while the Monthly Fast Pass is able to offer both convenience and the possibility of savings for regular riders. ADA riders are more likely to use the 10-Ride Punch Pass than the Monthly Pass because the Monthly Pass requires more rides each month for ADA riders to realize savings.

Exhibit II-114 Fare Type vs. Frequency

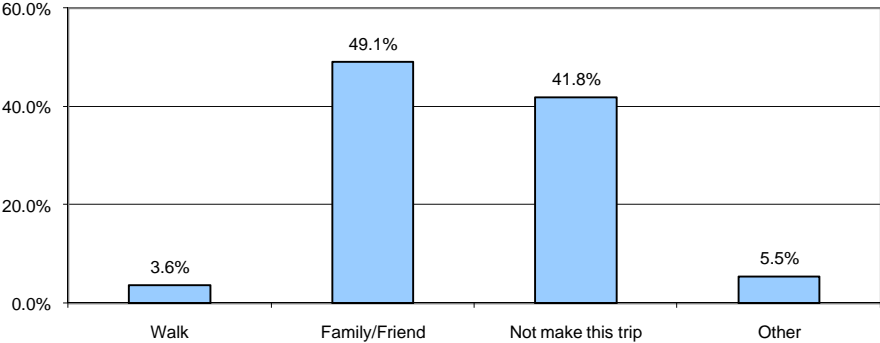


When respondents were asked what they would do should VCC’s Dial-A-Ride service be unavailable for their trips, 49.1 percent of the respondents indicated that they would request for someone else to provide them with a ride. The second-ranked option (41.8

percent) was not making the trip at all. When taken collectively, the data presented in Exhibit 11 indicates a high degree of ride dependency.

Exhibit II-115 Ride-Dependency

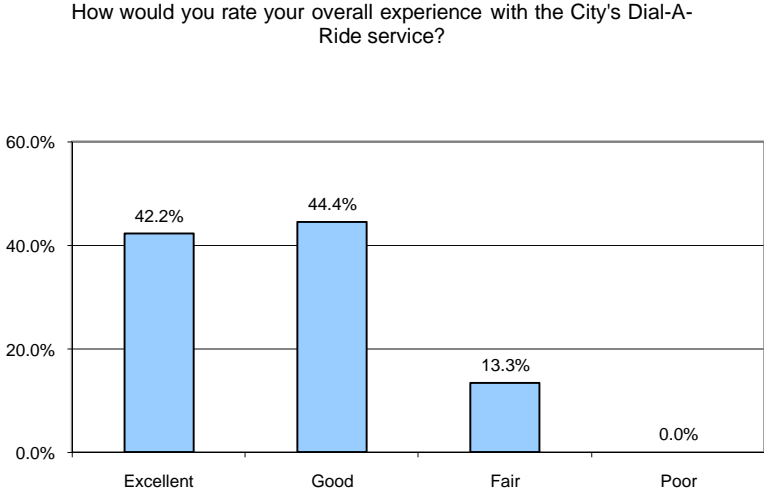
If Dial-A-Ride was not available, how would you make this trip?



Overall Rating

When asked to rate their overall satisfaction with the Dial-A-Ride program, 44.4 percent responded “Good”. A close 42.2 percent of those who replied deemed VCC’s DAR service as “Excellent.” No respondents indicated they had a “Poor” overall experience with the service.

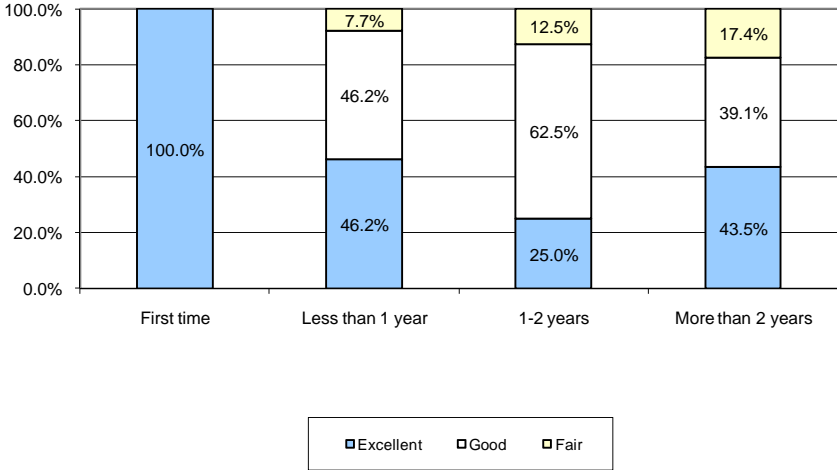
Exhibit II-116 Overall Satisfaction



To provide more in-depth analysis of customer satisfaction with the service, the responses for *overall satisfaction* were cross-tabulated with *length of patronage*. It is clear customers who have used Dial-A-Ride for a longer period of time have become less satisfied with the service. For those who have used the service more than once, the excellence rate is averaged at less than 50 percent, however, the percentage of riders who describe their satisfaction with the VCC DAR service as either “Good” or “Excellent” never drops below 80 percent total.

Exhibit II-117 Longevity vs. Satisfaction

How long have you been a Dial-ARide customer?  
AND  
How would you characterize your overall satisfaction?



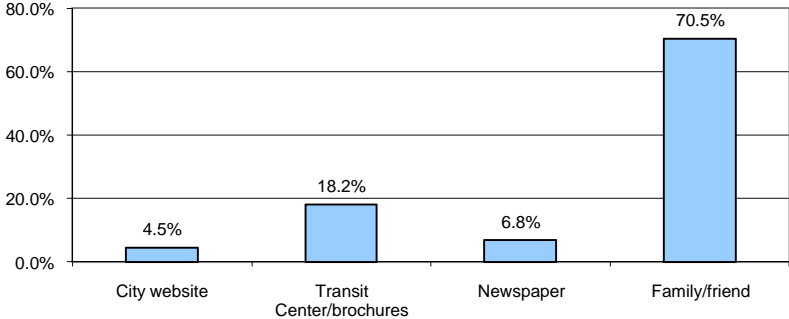


Information

The survey asked respondents what channels they use to obtain information regarding the Dial-A-Ride service. Approximately 71 percent replied that they obtain information from family and friends. Of respondents, 18.2 percent get information from the *Transit Center* or *VCC brochures*.

Exhibit II-118 Information Channels

How did you learn of the City's Dial-A-Ride service?



## 2.8 Interregional Service Demand Analysis

The City of Visalia contracted with Moore & Associates to conduct a feasibility evaluation assessing the viability of potential interregional service between Tulare and Fresno Counties. To quantify this demand, our team combined results from demographic analysis, trip generators, and traffic counts to create a visual of traffic activity within the study area (i.e., Tulare and Fresno Counties). The data obtained was compared and contrasted with existing, codified travel (transit and non-transit) patterns.

### Ride-Dependent Population

#### Methodology

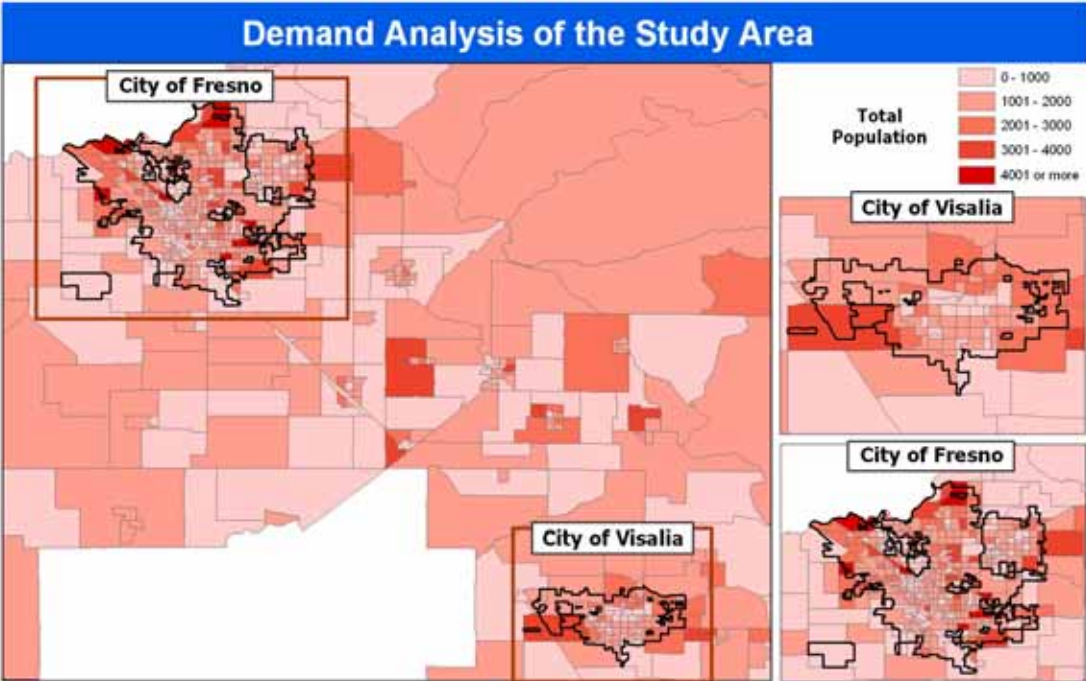
Demographic statistics for Tulare and Fresno counties were downloaded from the Census 2000 ([www.census.gov](http://www.census.gov)). A map of each county's block groups was downloaded from the ESRI website ([www.esri.com](http://www.esri.com)) and uploaded as a shapefile layer in a Geographic Information System (GIS) map. The Census data was cleaned and coded in Microsoft Excel then joined with the counties shapefile layers to produce visual representation of the ride-dependent populations in the study area.

For purposes of this study, the ride-dependent population is defined as seniors (over age 65), persons with disabilities, residents living below the federal poverty line, and households without access to a personal vehicle.

#### Total Population

The first step in evaluating population data is to analyze total population of the study area. It is clear from the distribution of total population that the cities of Visalia and Fresno are the major population centers in the two counties. Pockets of high-density population block groups are spread sporadically throughout the study area. Basing conclusions on total population would clearly indicate that the highest levels of demand will exist in the cities of Visalia and Fresno, yet the distribution of the ride-dependent population is not necessarily parallel to that of the population as a whole.

Exhibit II-119 Population of Study Area



Source: Census 2000

Seniors

Approximately one-fourth (25.0%) of Fresno County’s population is comprised of seniors (65 years or older) while only 13 percent of Tulare County residents are seniors.

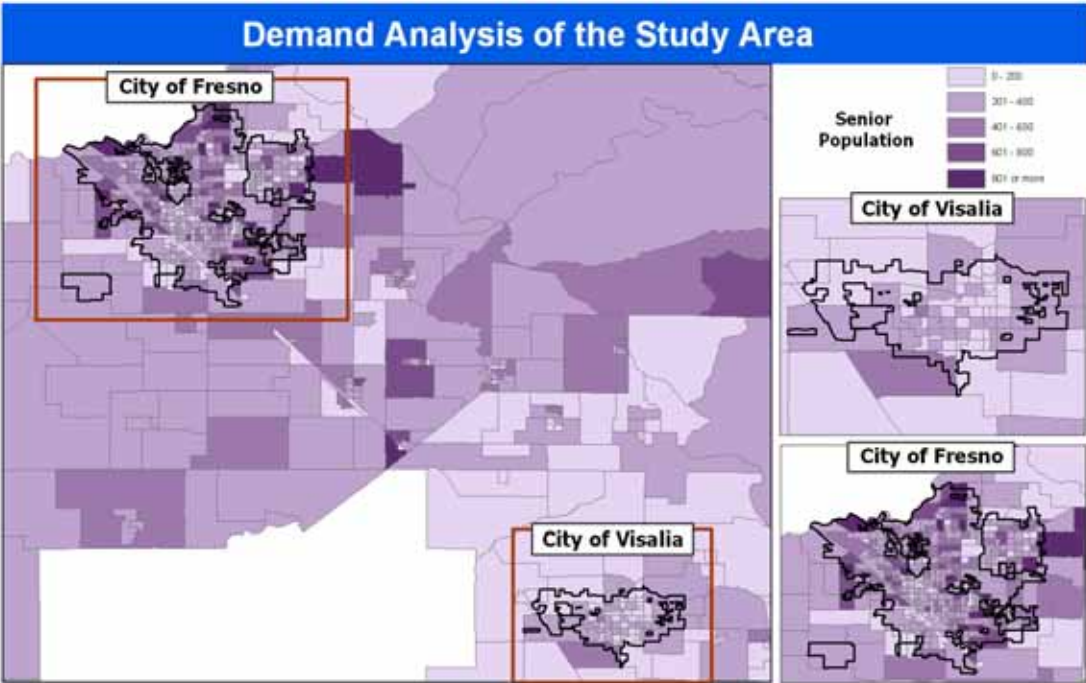
Exhibit II-120 Senior Population

	Number	Percentage
Fresno County	199,684	25.0%
Tulare County	47,144	12.8%
Total	246,828	21.1%

Source: Census 2000

There are high concentrations of seniors in the northern, eastern, and southeastern portions of Fresno. Within the county of Tulare, seniors are fairly dispersed, especially in the city of Visalia. There are also significant pockets of seniors in the rural areas surrounding Kingsburg.

Exhibit II-121 Senior Population



Source: Census 2000

**Disabled Population**

Fresno County is home to more than twice as many disabled residents as Tulare County. Due to the fact Fresno County is significantly larger than Tulare County in terms of total population, the percentage of the total population that is comprised of disabled residents is nearly identical between the two counties.

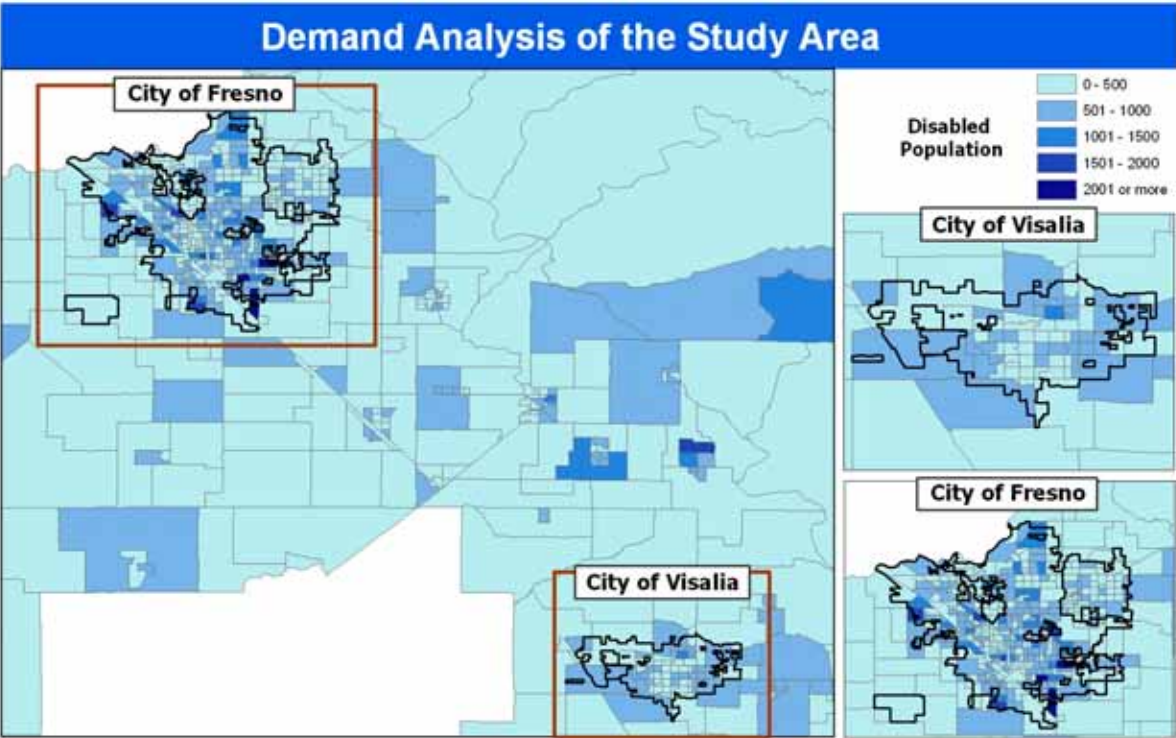
**Exhibit II-122 Disabled Population**

	Number	Percentage
Fresno County	279,067	34.9%
Tulare County	127,306	34.6%
Total	406,373	34.8%

*Source: Census 2000*

The two counties are comprised largely of rural block-groups that have low population figures, critical services for the disabled population are typically only located in major populations centers. This helps to explain the fact the block-groups with higher concentrations of disabled residents are located primarily in and around Visalia and Fresno.

Exhibit II-123 Disabled Population



Source: Census 2000

Poverty

Tulare County and Fresno County are strikingly similar in terms of their demographic makeup, and the percentage of residents living on incomes at or below the federal poverty level is no exception. Once again, the numeric difference between the two counties is quite high (almost 100,000), yet the difference in percentage is just over one percent.

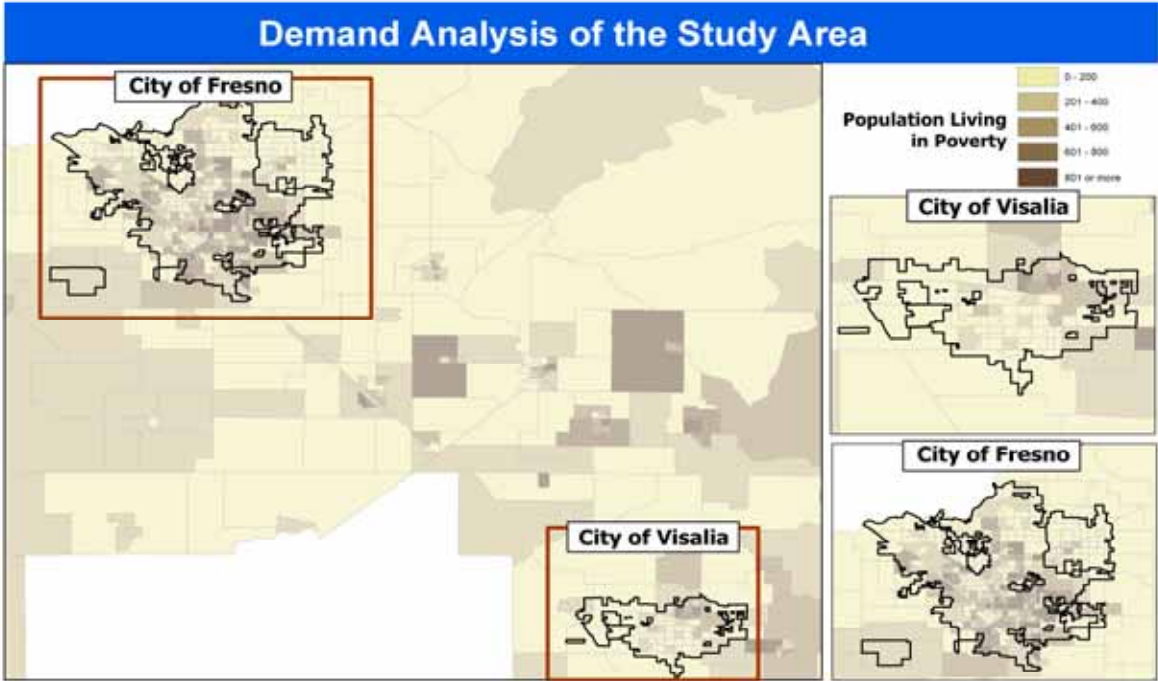
Exhibit II-124 Population in Poverty

	Number	Percentage
Fresno County	179,085	22.4%
Tulare County	86,572	23.5%
Total	265,657	22.8%

Source: Census 2000

Similar to the manner in which the previous demographic groups (i.e., seniors, disabled) have been distributed, residents in the study area who are living in poverty reside primarily in or around population centers where there is access to transit and employment.

Exhibit II-125 Population in Poverty



Source: Census 2000



Households without Access to Private Vehicles

Fresno County has nearly three times as many households lacking access to a personal vehicle as Tulare County.

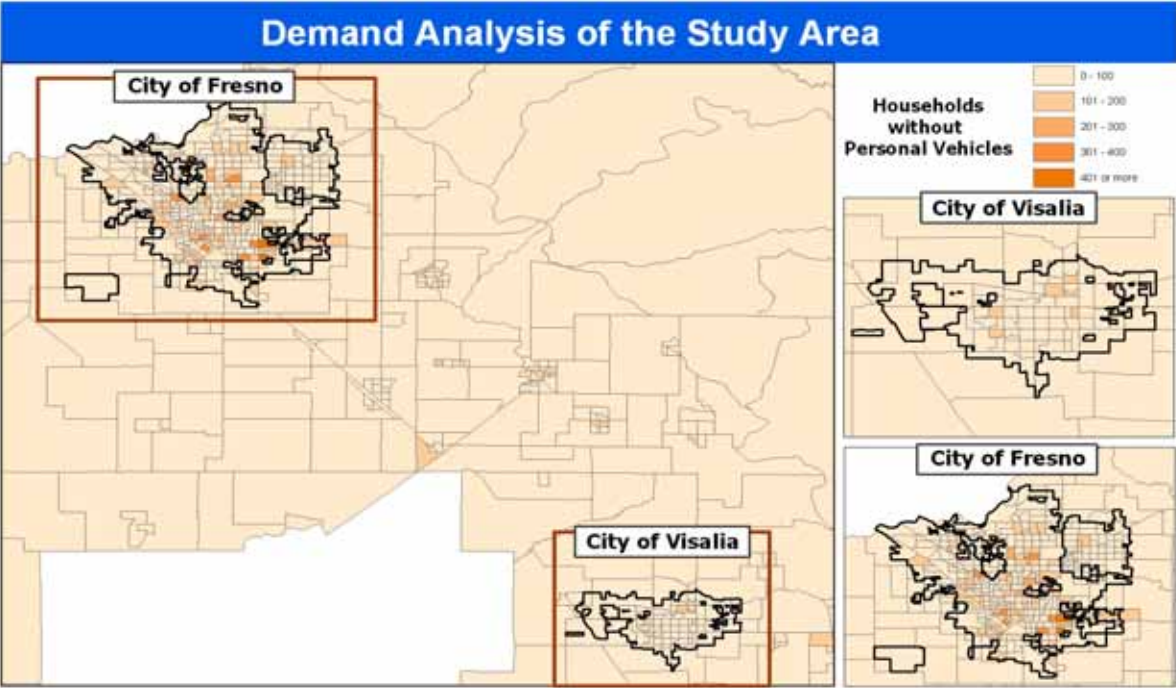
Exhibit II-126 Households without Access to Private Vehicles

	Households without Vehicles Available	
	Number	Percentage
Fresno County	28,311	11.2%
Tulare County	10,663	9.7%
Total	38,974	10.7%

Source: Census 2000

Only a handful of block groups outside of Fresno and Visalia contain households without access to private vehicles; those block groups are located within small population centers (i.e., Dinuba-Reedley). It is evident that households without vehicle access are completely reliant upon public transit, and these residents would benefit significantly from the introduction of interregional service.

Exhibit II-127 Households without Vehicle Access



Source: Census 2000

**Public Transit Commuters**

Moore & Associates performed further analysis of a population group that could most benefit from an interregional service between the two counties: employed commuters that utilize public transit daily. Statistics of the population commuting 45 minutes or more via public transit were obtained from the Census 2000. This travel time was used to estimate travel time between the cities of Fresno and Visalia.

Fresno County residents are more likely to spend 45 minutes or more on public transit, this is likely due to the size of Fresno. This data illustrates the fact there are at least 2,662 people in the study area who are already using transit for long trips and potential customers for the proposed interregional service. It is clear, however, Tulare County residents are not currently riding transit for long periods of time in high numbers.

**Exhibit II-128 Public Transit Commuters**

Population Commuting 45 Minutes or more: Public Transit		
	Number	Percentage
Fresno County	2,292	8.7%
Tulare County	370	2.7%
Total	2,662	6.6%

*Source: Census 2000*

## Trip Generators

### Methodology

As part of demand analysis it is critical to understand origin and destination patterns of residents within the counties. By analyzing traffic counts we have determined the vast majority of activity on the highway takes place in Fresno, and to a lesser extent, in Visalia. We can decipher the reasons behind this trend by examining trip generators.

The process began by drafting a list of trip generators which were divided into six categories: education, employment, government, healthcare, recreation, and shopping. Moore & Associates drafted a list of trip generators and their addresses. This list was then placed in a Microsoft Excel spreadsheet and geocoded into GIS.

### Fresno

Demand in the city of Fresno is concentrated downtown and along Shaw Avenue in the northern part of the city. It would appear much of the demand in Fresno is distributed randomly, but the vast majority of trip generators are located along a relatively small number of major thoroughfares.

Fresno is home to the largest public university in the region. Fresno State University is one of the largest schools in the California State University system and a major employer in the area.

Due to Fresno's size, the city can support large employers like Sun-maid, Pelco, Kraft, and Gap. These employers are likely to employ individuals who live throughout the region, rather than just within the city limits.

The federal government has located a number of important offices within the city of Fresno including courts and an Internal Revenue Service (IRS) office that serves the entire region.

Fresno is home to a number of healthcare institutions that offer services that are unavailable in the rest of the region. These services include major regional

hospitals, cancer centers, a Children’s Hospital, and a VA hospital. These services are capable of generating a significant number of trips from places in the region with residents that require specialized medical attention.

As the cultural hub of the region, Fresno offers recreational opportunities in the form of live music and theater, theme parks, and athletic events. These opportunities create a great deal of demand for transit services.

Fresno is also a major shopping destination with large malls spread throughout the city including the River Park Shopping Center, the Fashion Fair Mall, and the Fulton Mall

### Visalia

Demand in the city of Visalia is concentrated within the city’s distinct districts: Downtown, Industrial Park, and along Mooney Boulevard. Trip generators in Visalia are much more concentrated than in the city of Fresno because Visalia is a more compact urban area.

The city is home to two campuses for higher education: College of the Sequoias, and Chapman University College, an extension of the private university based in Orange County, CA.

Examples of major employers include the International Paper Company and U.S. Cotton Classing Office.

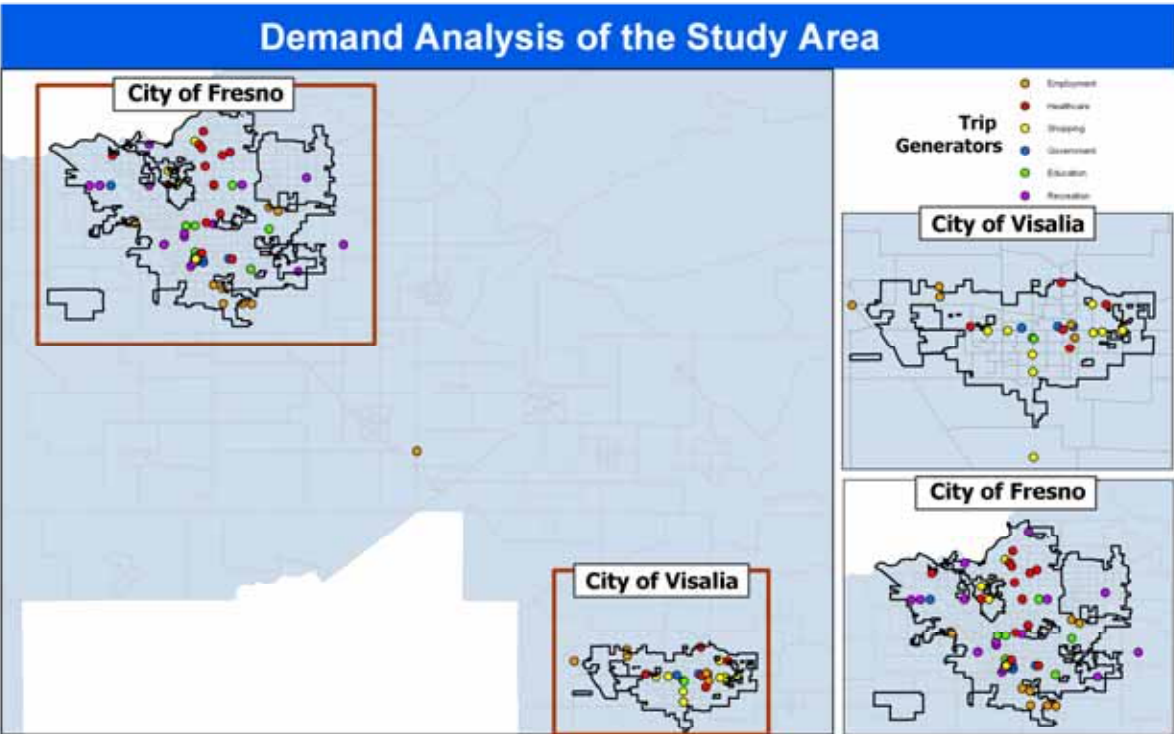
Visalia is the Tulare County governmental seat and would generate trips by those who would require using governmental services.

For many in the region that require specialized medical attention, Visalia may be one of the only places to access these services. Visalia is home to a number of regional medical centers specializing in such areas as mental health and physical rehabilitation.

Visalia is home to a number of major shopping destinations including the Sequoia Mall and the Visalia Mall.

It is clear Fresno draws more trips than Visalia due its size and the quantity and attractiveness of its trip generators. Trip generators in Visalia attract trips primarily from within Tulare County while locations in Fresno are capable of drawing trips from throughout the entire region.

Exhibit II-129 Potential Trip Generators



## Exhibit II-130 Fresno County Trip Generators

Fresno County Trip Generators	
Name	Location
<b>Education</b>	
Cal State Fresno	Shaw Ave and Cedar Ave
Fresno City College	Maroa Ave and Weldon Ave
Fresno Pacific University	S. Chestnut Ave and E Orleans Ave
Fresno County Public Library	Mariposa St and N St
Alliant International University	E Clinton Way and E McKinley Ave
State Center Community College	E Weldon and N Blackstone Ave
<b>Employers</b>	
North Pointe Business Park	E North Avenue and S Orange Ave
Foundry Business Park	S East Ave and Golden State Blvd
Gap Pacific Distribution Center	E Airways Blvd and Gap Dr
Pelco	Peach Ave and Dakota Ave
Sunmaid	Caruthers Ave and Bethel Ave
Kraft	Orange Ave and Church Ave
Foster Farms	Cherry Ave and North Ave
Valley Wide Beverage Distributing Co.	Cedar Ave and North Ave
Stefanelli Distributing Co.	Weber Ave and Yale Ave
<b>Public Sector</b>	
Fresno City Hall	Fresno Street and P Street
Fresno Yosemite International Airport	N Clovis Ave and E McKinley Ave
Fresno Court of Appeals	Capital St and O St
Fresno Superior Family Court	Tulare St and M St
Fresno County Court	Van Ness Ave and Fresno St
Fresno County Superior Court	S 10th St and E Ventura Ave
U.S. District Court	Fresno St and O Street
IRS	N Blythe Ave and W Shaw Ave
Fresno Convention Center	M Street and Ventura Ave
<b>Healthcare</b>	
Fresno Heart Hospital	E Audubon Drive and N Friant Rd
Fresno Surgical Hospital	N Fresno St and E Escalon Ave
Community Regional Medical Ctr	Q St and Fresno St
St. Agnes Medical Center	E Herndon Ave and Millbrook Ave
Concentra Medical Center	N College Ave and W Spruce Ave
VA Hospital	Fresno St and Clinton Ave
UCSF Fresno Alzheimers and Memory Center	Shields Ave and Millbrook Ave
University Medical Center	Cedar Ave and Kings Canyon Road
California Cancer Center	Alluvial Ave and Fresno St
San Joaquin Valley Rehab Hospital	Herndon Ave and Blythe Ave
Community Behavioral Health Center	Cedar Ave and Spruce Ave
Childrens Hospital	Shaw Ave and 1st Street

## Exhibit II-130 Fresno County Trip Generators Cont.

Fresno County Trip Generators Cont.	
Name	Address
<b>Recreation</b>	
Sunnyside Country Club	N. Backer Ave and Olympic Dr
Fig Garden Golf Club	Van Ness Blvd and River Bottom Ave
Lamonica Stadium	Fowler Ave and Barstow Ave
Belmont Country Club	E. Belmont Ave and N. De Wolf Ave
Save Mart Center	E. Shaw Ave and North Woodrow Ave
Selland Arena/Fresno Convention Center	Inyo St and M St
Tower District	Olive Ave and Wishon Ave
Tower Theatre	N Wishon Ave and E Olive Ave
Chinatown	Kern Street and E Street
Memorial Auditorium	Fresno St and N St
Fresno Chaffee Zoo	W Belmont Ave and N Teilman Ave
Fresno Metropolitan Museum	Van Ness Ave and Kern St
Fresno Philharmonic	W Shaw Ave and N Hughes Ave
Fresno Art Museum	E Yale Ave and N 1st St
Forestiere Underground Gardens	N Cornelia Ave and W Shaw Ave
Legion of Valor Museum	Fresno St and N St
Saroyan Theatre	M St and Ventura Ave
Island Water Park	W Barstow Ave and N Contessa Ave
Grizzly Stadium	Tulare St and H St
Ft Washington Golf and County Club	E Lakeview Dr and N Milbrook Ave
Roeding Park	W Belmont and N Teilman Ave
Fresno Ballet	N Wishon Ave and E Floradora Ave
<b>Shopping</b>	
River Park Shopping Center	Alluvial Ave and Fresno St
Fashion Fair Mall	Shaw Ave and 1st Street
River Park Shopping Center	E Nees Ave and N Blackstone Ave
Fulton Mall	Mariposa Way and Fulton Mall
Fig Garden Village	N. Palm Ave and W. Shaw Ave
Pavilion West Shopping Mall	W Bullard Ave and NW Ave

## Exhibit II-131 Tulare County Trip Generators

Tulare County Trip Generators	
Name	Address
<b>Education</b>	
College of the Sequoias	915 S. Mooney Blvd.
Chapman University	1821 W. Meadow Ave.
<b>Employers</b>	
Bayly Corp	702 S. Bridge St.
International Paper Company	7101 W. Doe Ave.
Monrovia Nursery Company	32643 Road 196
Latino Farm Labor Service	34401 Road 140
Enns Packing Company	4572 Avenue 400
US Cotton Classing Office	7100 W. Sunnyview Ave.
Ruiz Foods	501 S Alta Ave.
Sun Pacific Farming	1300 Meyer Rd.
Valley Labor Services	39678 Road 84
Eagle Mountain Casion	681 S. Tule Rd.
Fruite Patch Inc	38773 Road 48
Valhalla Sales & Marketing	113 N. Church St.
<b>Public Sector</b>	
Visalia City Hall	707 W. Acequia
Tulare County Civic Center	2800 W. Burrel Ave.
<b>Healthcare</b>	
Kaweah Delta Mental Health Hospital	Tulare Ave/Akers St.
Kaweah Delta Physical Rehabilitation Hospital	Cypress Ave/Akers St.
Community Health Center	1633 S. Court St.
Visalia Health Care Center	2611 N. Dinuba Blvd.
Kaweah Delta District Hospital	400 W Mineral King Ave.
Visalia Convalescent Hospital	1925 E. Houston Ave.
<b>Shopping</b>	
Sequoia Mall	3303 S. Mooney Blvd.
Visalia Mall	2031 S. Mooney Blvd.
Lovers Lane Shopping Center	520 S. Lovers Ln.
Wal-Mart	1819 E. Noble Ave.



## Traffic Counts

### Methodology

The Caltrans website ([www.dot.ca.gov](http://www.dot.ca.gov)) records average daily traffic counts for all on-ramps and off-ramps along all state highways in California. This data was cleaned in Microsoft Excel then geocoded into GIS for visual representation.

The figures represent traffic counts along these on-ramps and off-ramps. However, the actual trip patterns of those utilizing these on-ramps/off-ramps count not be evaluated without in depth surveying at driver level. The primary purpose of utilizing these traffic counts is to determine how concentrated the demand is at specific points in the two regions.

### Quantification

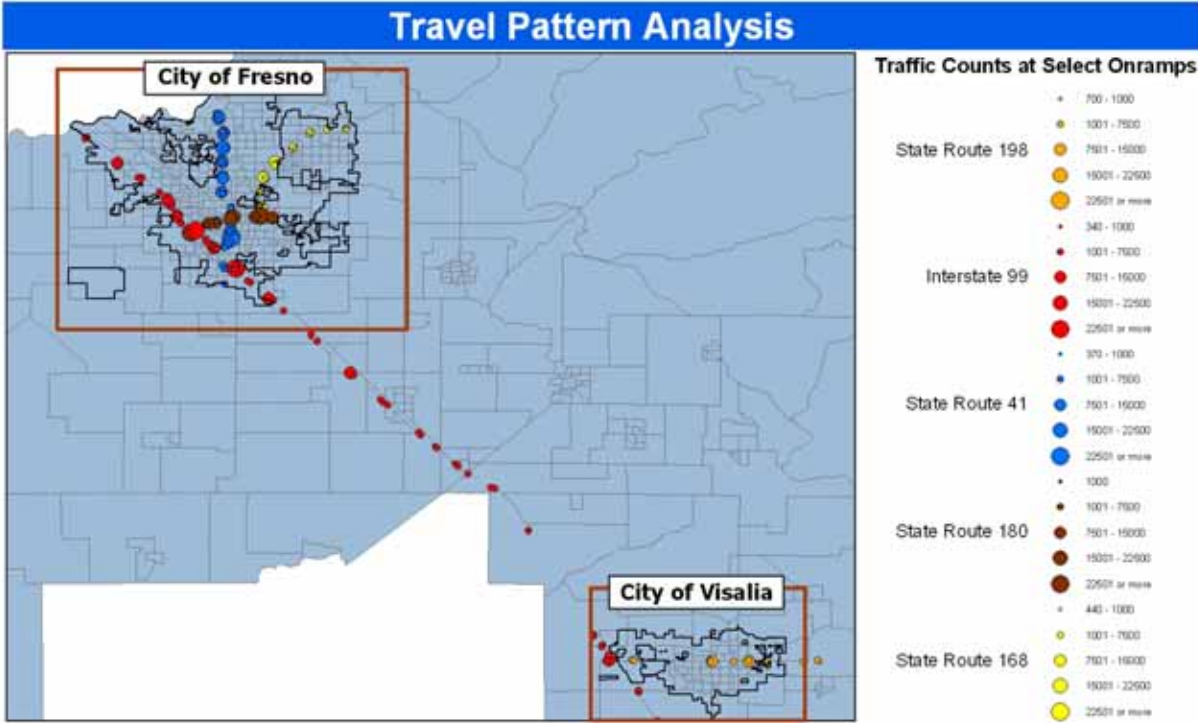
Moore & Associates focused on travel along State Route 99 - the major highway that links Tulare and Fresno Counties - and its connectors.

State Route 198 is a stretch of highway that links Sequoia National Park to State Route 99. The route experiences modest numbers of vehicles using the ramps in Downtown Visalia, making it safe to assume that this is the primary connection between the urban centers in the central valley. Modest numbers of vehicles exit State Route 99 at the 198 near Visalia and fewer use the ramps on the highway in the area between the cities of Visalia and Fresno, with the exception of a relatively high number in the Selma-Fowler area.

Fresno area commuters utilize State Route 99 to access both State Route 41 and State Route 180. State Route 41 averages the highest number of vehicles using its ramps along the portion of its routing that courses through Fresno. It can be assumed State Route 41 is heavily-used because it runs through the northern section of the city which is densely populated. State Route 180 provides access from State Route 99 to Yosemite National Park. This route also links the eastern area of the city of Fresno as well as State Route 168. State Route 180 has high counts on its on and off ramps throughout Fresno city limits. State Route 168 links central Fresno to the city of Clovis to the northeast. This highway has

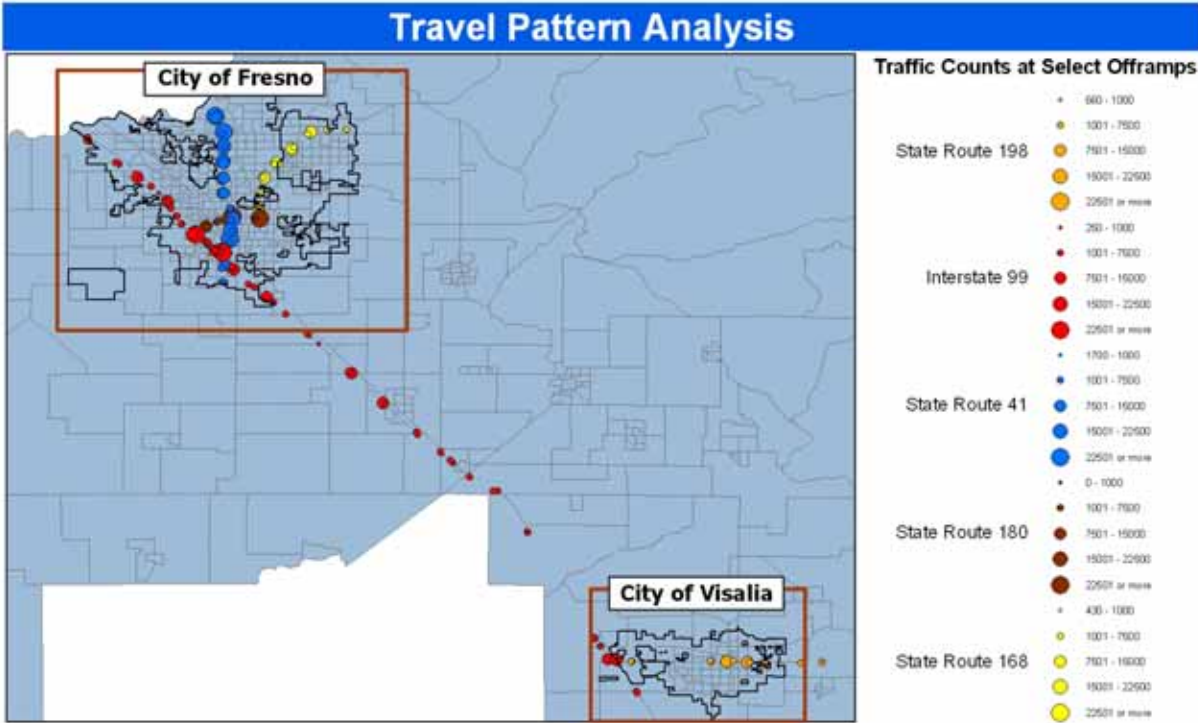
modest figures in regards to vehicular traffic and would not appear to be a major destination for interregional travelers.

Exhibit II-132 Average Daily On-Ramp Counts



Source: California Department of Transportation

Exhibit II-133 Average Daily Off-Ramp Counts



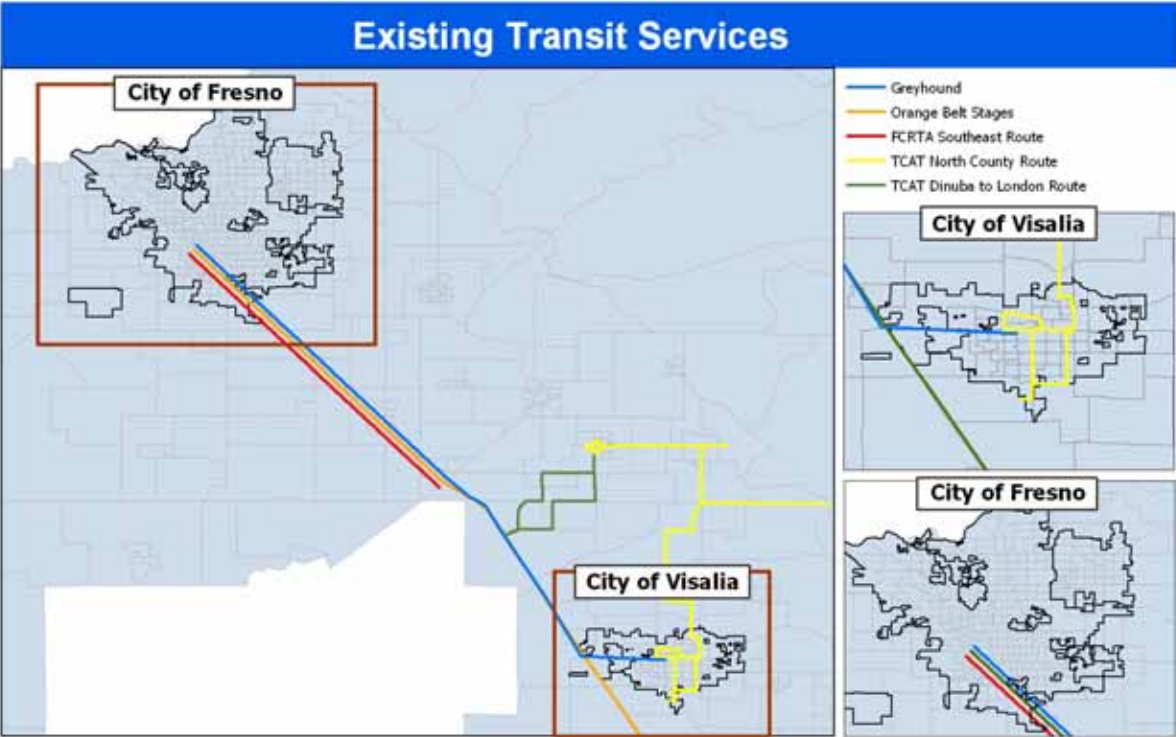
Source: California Department of Transportation

Current Intercommunity Services

There are currently a number of heavy-passenger public and private carriers operating within the study area. The Fresno County Rural Transit Agency (FCRTA) provides transit access to much of Fresno County, yet the most significant route in that system for the purposes of this study is the FCRTA Southeast Route that connects the Fresno with Kingsburg at the border between Fresno and Tulare County. Tulare County Area Transit (TCAT) also operates routes in the study area. Two TCAT routes are relevant to potential service between Tulare and Fresno counties: TCAT North County Route and TCAT Dinuba to London Route. These two routes do not provide direct access to Fresno County, but currently serve as an indirect route to cities close to the border between the two counties.

Two private carriers (Orange Belt Stages and Greyhound) already provide service in and between the two cities.

Exhibit II-134 Existing Transit Map



## Findings

We believe possible demand for inter-regional service is predicated on the following factors:

1. Overall population growth within the region.
2. Growth is driven by immigration to the region. New arrivals are coming from larger population centers (Los Angeles, San Francisco Bay Area). These immigrants are accustomed to traveling greater distances to access services and destinations.
3. Growth of Fresno as a Central Valley regional center, including the expansion of educational, government, and healthcare jobs and services.
4. Perceived reduction in private sector transportation options (Greyhound, Orange Belt Stages).

Given the uncertainty of near-term transit funding, the perceived absence of priority regarding inter-regional service from the Fresno perspective, and the absence of readily identifiable origin/destination pairings, we conclude the idea of a publicly-funded inter-regional service is premature at this writing.

# 3

3. OPERATIONS PLAN

### 3.1 Introduction

In this chapter we will outline a series of recommendations for the enhancement of Visalia City Coach operations. Recommendations are made for the fixed-route service, demand-response service, creation of a vanpool service, and for the fleet as it pertains to CARB compliance.

## 3.2 Fixed-Route Recommendations

Moore & Associates performed a demand quantification analysis for the VCC service area. We combined the demand quantification results with analysis from the ride check, onboard survey, and service evaluation to identify several recommendations aimed at enhancing VCC service delivery. These recommendations fall into the following categories:

1. Route realignment and schedule alterations,
2. Sunday service hour extension,
3. Mooney Boulevard corridor plan,
4. Capacity expansion,
5. Farebox backfill, and
6. Marketing strategies.

### Route Realignment and Schedule Alterations

Through our evaluation, our associates identified possible modifications for six different Visalia City Coach routes. These modifications range from minor route tweaks to significant increases in service area and frequency.

#### Route 1

Given steadily increasing demand throughout the Mooney Blvd. corridor, combined with delays due to construction, we recommend the City commit more vehicles and reduce the headway on Route 1 to 20 minutes between 6:00 a.m. and 7:00 p.m. Route 1 is by far the most utilized route in the system and (nearly twice the ridership of the next-highest route), increasing frequency will result in significant ridership growth due to the increased flexibility offered to VCC patrons regarding their travel times. With 20-minute headways, it is possible for VCC riders to ride Route 1 without referencing the schedule given the longest period they will ever wait for the bus is 20 minutes, which contributes positively to the public's perception of the service as convenient and user-friendly.



Exhibit III-1 Proposed Route 1S Schedule

1 S - Dountown/Tulare Transfer						
TRANSIT CENTER	RECREATION PARK	C.O.S.	VISALIA MALL	SEQUOIA MALL (58)	TULARE TRANSFER	
6:05 AM	6:07 AM	6:11 AM	6:18 AM	6:20 AM	6:28 AM	6:28 AM
6:25 AM	6:27 AM	6:31 AM	6:38 AM	6:40 AM	6:48 AM	6:48 AM
6:45 AM	6:47 AM	6:51 AM	6:58 AM	7:00 AM	7:08 AM	7:08 AM
7:05 AM	7:07 AM	7:11 AM	7:18 AM	7:20 AM	7:28 AM	7:28 AM
7:25 AM	7:27 AM	7:31 AM	7:38 AM	7:40 AM	7:48 AM	7:48 AM
7:45 AM	7:47 AM	7:51 AM	7:58 AM	8:00 AM	8:08 AM	8:08 AM
8:05 AM	8:07 AM	8:11 AM	8:18 AM	8:20 AM	8:28 AM	8:28 AM
8:25 AM	8:27 AM	8:31 AM	8:38 AM	8:40 AM	8:48 AM	8:48 AM
8:45 AM	8:47 AM	8:51 AM	8:58 AM	9:00 AM	9:08 AM	9:08 AM
9:05 AM	9:07 AM	9:11 AM	9:18 AM	9:20 AM	9:28 AM	9:28 AM
9:25 AM	9:27 AM	9:31 AM	9:38 AM	9:40 AM	9:48 AM	9:48 AM
9:45 AM	9:47 AM	9:51 AM	9:58 AM	10:00 AM	10:08 AM	10:08 AM
10:05 AM	10:07 AM	10:11 AM	10:18 AM	10:20 AM	10:28 AM	10:28 AM
10:25 AM	10:27 AM	10:31 AM	10:38 AM	10:40 AM	10:48 AM	10:48 AM
10:45 AM	10:47 AM	10:51 AM	10:58 AM	11:00 AM	11:08 AM	11:08 AM
11:05 AM	11:07 AM	11:11 AM	11:18 AM	11:20 AM	11:28 AM	11:28 AM
11:25 AM	11:27 AM	11:31 AM	11:38 AM	11:40 AM	11:48 AM	11:48 AM
11:45 AM	11:47 AM	11:51 AM	11:58 AM	12:00 PM	12:08 PM	12:08 PM
12:05 PM	12:07 PM	12:11 PM	12:18 PM	12:20 PM	12:28 PM	12:28 PM
12:25 PM	12:27 PM	12:31 PM	12:38 PM	12:40 PM	12:48 PM	12:48 PM
12:45 PM	12:47 PM	12:51 PM	12:58 PM	1:00 PM	1:08 PM	1:08 PM
1:05 PM	1:07 PM	1:11 PM	1:18 PM	1:20 PM	1:28 PM	1:28 PM
1:25 PM	1:27 PM	1:31 PM	1:38 PM	1:40 PM	1:48 PM	1:48 PM
1:45 PM	1:47 PM	1:51 PM	1:58 PM	2:00 PM	2:08 PM	2:08 PM
2:05 PM	2:07 PM	2:11 PM	2:18 PM	2:20 PM	2:28 PM	2:28 PM
2:25 PM	2:27 PM	2:31 PM	2:38 PM	2:40 PM	2:48 PM	2:48 PM
2:45 PM	2:47 PM	2:51 PM	2:58 PM	3:00 PM	3:08 PM	3:08 PM
3:05 PM	3:07 PM	3:11 PM	3:18 PM	3:20 PM	3:28 PM	3:28 PM
3:25 PM	3:27 PM	3:31 PM	3:38 PM	3:40 PM	3:48 PM	3:48 PM
3:45 PM	3:47 PM	3:51 PM	3:58 PM	4:00 PM	4:08 PM	4:08 PM
4:05 PM	4:07 PM	4:11 PM	4:18 PM	4:20 PM	4:28 PM	4:28 PM
4:25 PM	4:27 PM	4:31 PM	4:38 PM	4:40 PM	4:48 PM	4:48 PM
4:45 PM	4:47 PM	4:51 PM	4:58 PM	5:00 PM	5:08 PM	5:08 PM
5:05 PM	5:07 PM	5:11 PM	5:18 PM	5:20 PM	5:28 PM	5:28 PM
5:25 PM	5:27 PM	5:31 PM	5:38 PM	5:40 PM	5:48 PM	5:48 PM
5:45 PM	5:47 PM	5:51 PM	5:58 PM	6:00 PM	6:08 PM	6:08 PM
6:05 PM	6:07 PM	6:11 PM	6:18 PM	6:20 PM	6:28 PM	6:28 PM
6:25 PM	6:27 PM	6:31 PM	6:38 PM	6:40 PM	6:48 PM	6:48 PM
6:45 PM	6:47 PM	6:51 PM	6:58 PM	7:00 PM	7:08 PM	7:08 PM
7:00 PM	7:02 PM	7:06 PM	7:13 PM	7:16 PM	7:19 PM	7:19 PM
8:00 PM	8:02 PM	8:06 PM	8:13 PM	8:16 PM	8:19 PM	8:19 PM
9:00 PM	9:02 PM	9:06 PM	9:13 PM	9:16 PM	9:19 PM	9:19 PM

Area within box indicates Saturday service.  
 Shaded runs indicate Sunday service.

Exhibit III-2 Proposed Route 1N Schedule

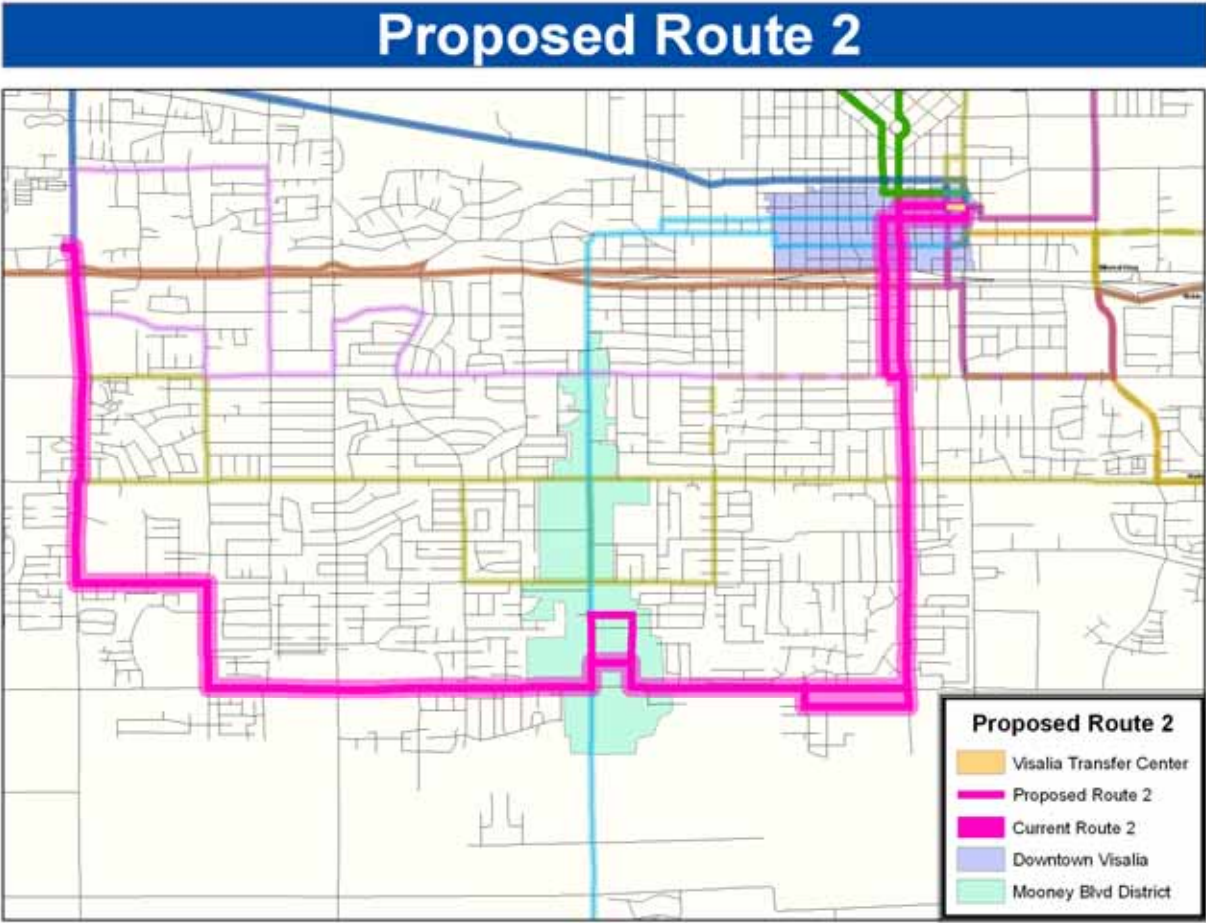
1 N - Tulare Transfer/Downtown					
TULARE TRANSFER	MOONEY/ORCHARD	VISALIA MALL	MOONEY/MYRTLE	CITY HALL	TRANSIT CENTER
6:33 AM	6:41 AM	6:43 AM	6:47 AM	6:52 AM	7:05 AM
6:53 AM	7:01 AM	7:03 AM	7:07 AM	7:12 AM	7:25 AM
7:13 AM	7:21 AM	7:23 AM	7:27 AM	7:32 AM	7:45 AM
7:33 AM	7:41 AM	7:43 AM	7:47 AM	7:52 AM	8:05 AM
7:53 AM	8:01 AM	8:03 AM	8:07 AM	8:12 AM	8:25 AM
8:13 AM	8:21 AM	8:23 AM	8:27 AM	8:32 AM	8:45 AM
8:33 AM	8:41 AM	8:43 AM	8:47 AM	8:52 AM	9:05 AM
8:53 AM	9:01 AM	9:03 AM	9:07 AM	9:12 AM	9:25 AM
9:13 AM	9:21 AM	9:23 AM	9:27 AM	9:32 AM	9:45 AM
9:33 AM	9:41 AM	9:43 AM	9:47 AM	9:52 AM	10:05 AM
9:53 AM	10:01 AM	10:03 AM	10:07 AM	10:12 AM	10:25 AM
10:13 AM	10:21 AM	10:23 AM	10:27 AM	10:32 AM	10:45 AM
10:33 AM	10:41 AM	10:43 AM	10:47 AM	10:52 AM	11:05 AM
10:53 AM	11:01 AM	11:03 AM	11:07 AM	11:12 AM	11:35 AM
11:13 AM	11:21 AM	11:23 AM	11:27 AM	11:32 AM	11:55 AM
11:33 AM	11:41 AM	11:43 AM	11:47 AM	11:52 AM	12:15 PM
11:53 AM	12:01 PM	12:03 PM	12:07 PM	12:12 PM	12:35 PM
12:13 PM	12:21 PM	12:23 PM	12:27 PM	12:32 PM	12:55 PM
12:33 PM	12:41 PM	12:43 PM	12:47 PM	12:52 PM	1:15 PM
12:53 PM	1:01 PM	1:03 PM	1:07 PM	1:12 PM	1:35 PM
1:13 PM	1:21 PM	1:23 PM	1:27 PM	1:32 PM	1:55 PM
1:33 PM	1:41 PM	1:43 PM	1:47 PM	1:52 PM	2:15 PM
1:53 PM	2:01 PM	2:03 PM	2:07 PM	2:12 PM	2:35 PM
2:13 PM	2:21 PM	2:23 PM	2:27 PM	2:32 PM	2:55 PM
2:33 PM	2:41 PM	2:43 PM	2:47 PM	2:52 PM	3:15 PM
2:53 PM	3:01 PM	3:03 PM	3:07 PM	3:12 PM	3:35 PM
3:13 PM	3:21 PM	3:23 PM	3:27 PM	3:32 PM	3:55 PM
3:33 PM	3:41 PM	3:43 PM	3:47 PM	3:52 PM	4:15 PM
3:53 PM	4:01 PM	4:03 PM	4:07 PM	4:12 PM	4:35 PM
4:13 PM	4:21 PM	4:23 PM	4:27 PM	4:32 PM	4:55 PM
4:33 PM	4:41 PM	4:43 PM	4:47 PM	4:52 PM	5:15 PM
4:53 PM	5:01 PM	5:03 PM	5:07 PM	5:12 PM	5:35 PM
5:13 PM	5:21 PM	5:23 PM	5:27 PM	5:32 PM	5:55 PM
5:33 PM	5:41 PM	5:43 PM	5:47 PM	5:52 PM	6:15 PM
5:53 PM	6:01 PM	6:03 PM	6:07 PM	6:12 PM	6:35 PM
6:13 PM	6:21 PM	6:23 PM	6:27 PM	6:32 PM	6:55 PM
6:33 PM	6:41 PM	6:43 PM	6:47 PM	6:52 PM	7:10 PM
6:53 PM	7:01 PM	7:03 PM	7:07 PM	7:12 PM	7:35 PM
7:13 PM	7:21 PM	7:23 PM	7:27 PM	7:32 PM	7:55 PM
7:24 PM	7:27 PM	7:35 PM	7:43 PM	7:50 PM	7:55 PM
8:24 PM	8:27 PM	8:35 PM	8:43 PM	8:50 PM	8:55 PM
9:24 PM	9:27 PM	9:35 PM	9:43 PM	9:50 PM	9:55 PM

Area within box indicates Saturday service.  
 Shaded runs indicate Sunday service.

Route 2

We recommend the City consider modifying Route 2A to provide service to Sunnyside between Fairway and Mooney. We recommend no changes to Route 2B. This change will provide service to an area only partially served by Route 1.

Exhibit III-3 Proposed Route 2 Map



We have also included a table reflecting the resulting schedule alterations. The overall changes are minor and include modified departure times at Whitendale/Akers for Route 2A and Orchard/Mooney and Court/Caldwell for Route 2B as well as altered arrival times at the Visalia Medical Center for Route 2A.

Exhibit III-4 Proposed Route 2A Schedule

2A - Downtown/Court/Sequoia Mall/VMC					
TRANSIT CENTER	COURT/CALDWELL	SUNNYSIDE/MOONEY	WHITENDALE/AKERS	VISALIA MEDICAL CENTER	
6:00 AM	6:07 AM	6:20 AM	6:28 AM	6:38 AM	
6:35 AM	6:42 AM	6:55 AM	7:03 AM	7:13 AM	
7:05 AM	7:12 AM	7:25 AM	7:33 AM	7:43 AM	
7:35 AM	7:42 AM	7:55 AM	8:03 AM	8:13 AM	
8:05 AM	8:12 AM	8:25 AM	8:33 AM	8:43 AM	
8:40 AM	8:47 AM	9:00 AM	9:08 AM	9:18 AM	
9:10 AM	9:17 AM	9:30 AM	9:37 AM	9:48 AM	
9:40 AM	9:47 AM	10:00 AM	10:08 AM	10:23 AM	
10:15 AM	10:22 AM	10:35 AM	10:43 AM	10:53 AM	
10:45 AM	10:52 AM	11:05 AM	11:13 AM	11:23 AM	
11:15 AM	11:22 AM	11:35 AM	11:43 AM	11:53 AM	
11:50 AM	11:57 AM	12:10 PM	12:18 PM	12:38 PM	
12:20 PM	12:27 PM	12:40 PM	12:48 PM	12:58 PM	
12:50 PM	12:57 PM	1:10 PM	1:18 PM	1:38 PM	
1:35 PM	1:42 PM	1:55 PM	2:03 PM	2:13 PM	
1:55 PM	2:02 PM	2:15 PM	2:23 PM	2:33 PM	
2:35 PM	2:42 PM	2:55 PM	3:03 PM	3:13 PM	
3:10 PM	3:17 PM	3:30 PM	3:38 PM	3:48 PM	
3:35 PM	3:42 PM	3:55 PM	4:03 PM	4:13 PM	
4:00 PM	4:07 PM	4:20 PM	4:28 PM	4:38 PM	
4:25 PM	4:32 PM	4:45 PM	4:53 PM	5:03 PM	
5:00 PM	5:07 PM	5:20 PM	5:28 PM	5:38 PM	
5:30 PM	5:37 PM	5:50 PM	5:58 PM	6:08 PM	
6:00 PM	6:05 PM	6:11 PM	6:15 PM	6:20 PM	
6:30 AM	6:35 AM	6:41 AM	6:45 AM	6:51 AM	
7:00 PM	7:05 PM	7:11 PM	7:15 PM	7:21 PM	
8:00 PM	8:05 PM	8:11 PM	8:15 PM	8:21 PM	
9:00 PM	9:05 PM	9:11 PM	9:15 PM	9:21 PM	

Exhibit III-5 Proposed Route 2B Schedule

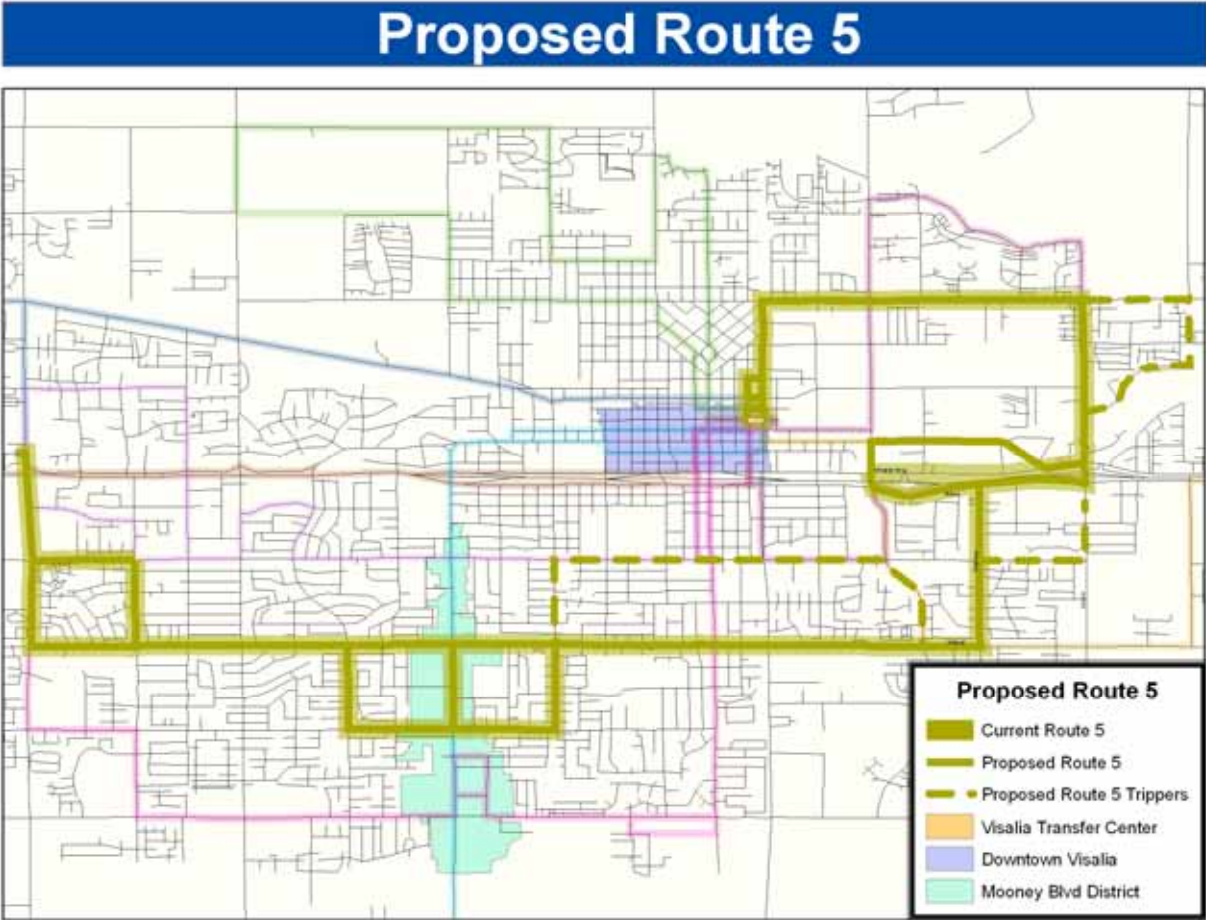
2B - VMC/Sequoia Mall/Court/Downtown				
VISALIA MEDICAL CENTER	WHITENDALE/AKERS	ORCHARD/MOONEY	COURT/CALDWELL	TRANSIT CENTER
6:45 AM	6:53 AM	7:08 AM	7:15 AM	7:30 AM
7:20 AM	7:28 AM	7:43 AM	7:50 AM	8:05 AM
7:50 AM	7:58 AM	8:13 AM	8:20 AM	8:35 AM
8:20 AM	8:28 AM	8:43 AM	8:50 AM	9:05 AM
8:50 AM	8:58 AM	9:13 AM	9:20 AM	9:35 AM
9:25 AM	9:33 AM	9:48 AM	9:55 AM	10:10 AM
9:55 AM	10:03 AM	10:18 AM	10:25 AM	10:40 AM
10:25 AM	10:33 AM	10:48 AM	10:55 AM	11:10 AM
11:00 AM	11:08 AM	11:23 AM	11:30 AM	11:45 AM
11:30 AM	11:38 AM	11:53 AM	12:00 PM	12:15 PM
12:00 PM	12:08 PM	12:23 PM	12:30 PM	12:45 PM
12:45 PM	12:53 PM	1:08 PM	1:15 PM	1:30 PM
1:05 PM	1:13 PM	1:28 PM	1:35 PM	1:50 PM
1:45 PM	1:53 PM	2:08 PM	2:15 PM	2:30 PM
2:20 PM	2:28 PM	2:43 PM	2:50 PM	3:05 PM
2:40 PM	2:48 PM	3:03 PM	3:10 PM	3:25 PM
3:20 PM	3:28 PM	3:43 PM	3:50 PM	4:05 PM
3:55 PM	4:03 PM	4:18 PM	4:25 PM	4:30 PM
4:15 PM	4:23 PM	4:38 PM	4:45 PM	4:50 PM
4:45 PM	4:53 PM	5:08 PM	5:15 PM	5:20 PM
5:10 PM	5:18 PM	5:33 PM	5:40 PM	5:45 PM
5:45 PM	5:53 PM	6:08 PM	6:15 PM	6:20 PM
6:15 PM	6:23 PM	6:38 PM	6:45 PM	6:50 PM
-	-	-	-	-
6:53 PM	6:56 PM	7:05 PM	7:12 PM	7:25 PM
7:23 PM	7:28 PM	7:31 PM	7:42 PM	7:57 PM
8:23 PM	8:28 PM	8:31 PM	8:42 PM	8:57 PM
9:23 PM	9:28 PM	9:31 PM	9:42 PM	9:57 PM

**Route 5**

We recommend Route 5 be re-routed from Mineral King to Main Street to provide regular service to the Department of Motor Vehicles, Water Company, and Disabled Services. We believe demand for transit service in this area is not being adequately met, and this realignment would ultimately result in increased annual ridership.

We also recommend the tripper service to Golden West High School be realigned to travel through Houston, McAuliff, and Mill Creek. This realignment would support the efficiency of transit service in northeast Visalia.

Exhibit III-6 Proposed Route 5 Map



We recommend adding additional evening trips to the Visalia Mall as well as slight modifications to the schedule to reflect the route realignment.

Exhibit III-7 Proposed Route 5A Schedule

5A - DOWNTOWN/VISALIA MALL/VISALIA MEDICAL CLINIC									
TRANSIT CENTER	SANTA FE/ HOUSTON	HOUSTON/ LOVERS LANE	MAIN/ BEN MADDOX	WALMART/NOBLE	WALNUT/COURT	VISALIA MALL	AKERS/WALNUT	VISALIA MEDICAL CENTER	
6:00 AM	6:02 AM	6:07 AM	6:13 AM	6:15 AM	6:24 AM	6:30 AM	6:38 AM	6:44 AM	
6:35 AM	6:37 AM	6:42 AM	6:48 AM	6:50 AM	6:59 AM	7:05 AM	7:13 AM	7:19 AM	
7:05 AM	7:07 AM	7:12 AM	7:18 AM	7:20 AM	7:29 AM	7:35 AM	7:43 AM	7:49 AM	
7:35 AM	7:37 AM	7:42 AM	7:48 AM	7:50 AM	7:59 AM	8:05 AM	8:13 AM	8:19 AM	
8:10 AM	8:12 AM	8:17 AM	8:23 AM	8:25 AM	8:34 AM	8:40 AM	8:48 AM	8:54 AM	
8:40 AM	8:42 AM	8:47 AM	8:53 AM	8:55 AM	9:04 AM	9:10 AM	9:18 AM	9:24 AM	
9:15 AM	9:17 AM	9:22 AM	9:28 AM	9:30 AM	9:39 AM	9:45 AM	9:53 AM	9:59 AM	
9:45 AM	9:47 AM	9:52 AM	9:58 AM	10:00 AM	10:09 AM	10:15 AM	10:23 AM	10:29 AM	
10:15 AM	10:17 AM	10:22 AM	10:28 AM	10:30 AM	10:39 AM	10:45 AM	10:53 AM	10:59 AM	
10:45 AM	10:47 AM	10:52 AM	10:58 AM	11:00 AM	11:09 AM	11:15 AM	11:23 AM	11:29 AM	
11:15 AM	11:17 AM	11:22 AM	11:28 AM	11:30 AM	11:39 AM	11:45 AM	11:53 AM	11:59 AM	
11:45 AM	11:47 AM	11:52 AM	11:58 AM	12:00 PM	12:09 PM	12:15 PM	12:23 PM	12:29 PM	
12:15 PM	12:17 PM	12:22 PM	12:28 PM	12:30 PM	12:39 PM	12:45 PM	12:53 PM	12:59 PM	
12:45 PM	12:47 PM	12:52 PM	12:58 PM	1:00 PM	1:09 PM	1:15 PM	1:23 PM	1:29 PM	
1:15 PM	1:17 PM	1:22 PM	1:28 PM	1:30 PM	1:39 PM	1:45 PM	1:53 PM	1:59 PM	
1:45 PM	1:47 PM	1:52 PM	1:58 PM	2:00 PM	2:09 PM	2:15 PM	2:23 PM	2:29 PM	
2:15 PM	2:17 PM	2:22 PM	2:28 PM	2:30 PM	2:39 PM	2:45 PM	2:53 PM	2:59 PM	
2:45 PM	2:47 PM	2:52 PM	2:58 PM	3:00 PM	3:09 PM	3:15 PM	3:23 PM	3:29 PM	
3:20 PM	3:22 PM	3:27 PM	3:33 PM	3:35 PM	3:44 PM	3:50 PM	3:58 PM	4:04 PM	
3:50 PM	3:52 PM	3:57 PM	4:03 PM	4:05 PM	4:14 PM	4:20 PM	4:28 PM	4:34 PM	
4:25 PM	4:27 PM	4:32 PM	4:38 PM	4:40 PM	4:49 PM	4:55 PM	5:03 PM	5:09 PM	
4:55 PM	4:57 PM	5:02 PM	5:08 PM	5:10 PM	5:19 PM	5:25 PM	5:33 PM	5:39 PM	
5:30 PM	5:32 PM	5:37 PM	5:43 PM	5:45 PM	5:54 PM	6:00 PM	6:08 PM	6:14 PM	
6:00 PM	6:02 PM	6:07 PM	6:13 PM	6:15 PM	6:24 PM	6:30 PM	6:38 PM	6:44 PM	
6:35 PM	6:37 PM	6:42 PM	6:48 PM	6:50 PM	6:59 PM	7:05 PM	7:13 PM	7:19 PM	
7:00 PM	7:02 PM	7:07 PM	7:13 PM	7:15 PM	7:24 PM	7:30 PM	7:38 PM	7:44 PM	
8:00 PM	8:02 PM	8:07 PM	8:13 PM	8:15 PM	8:24 PM	8:30 PM	8:38 PM	8:44 PM	
9:00 PM	9:02 PM	9:07 PM	9:13 PM	9:15 PM	9:24 PM	9:30 PM	9:38 PM	9:44 PM	

Area within box indicates Saturday service.

Exhibit III-8 Proposed Route 5B Schedule

5B - VISALIA MEDICAL CLINIC/VISALIA MALL/DOWNTOWN										
VISALIA MEDICAL CENTER	LINWOOD/ TULARE	WALNUT/ COUNTY CENTER	VISALIA MALL	WALNUT/ COURT	WALNUT/ PINKHAM	MINERAL KING/ LOVERS LANE	HOUSTON/ LOVERS LANE	HOUSTON/ BEN MADDOX	TRANSIT CENTER	
6:19 AM	6:20 AM	6:26 AM	6:32 AM	6:37 AM	6:41 AM	6:47 AM	6:50 AM	6:53 AM	7:02 AM	
6:45 AM	6:46 AM	6:52 AM	6:58 AM	7:03 AM	7:07 AM	7:13 AM	7:16 AM	7:19 AM	7:27 AM	
7:20 AM	7:21 AM	7:27 AM	7:33 AM	7:38 AM	7:42 AM	7:48 AM	7:51 AM	7:54 AM	8:02 AM	
7:50 AM	7:51 AM	7:57 AM	8:03 AM	8:08 AM	8:12 AM	8:18 AM	8:21 AM	8:24 AM	8:32 AM	
8:20 AM	8:21 AM	8:27 AM	8:33 AM	8:38 AM	8:42 AM	8:48 AM	8:51 AM	8:54 AM	9:02 AM	
8:55 AM	8:56 AM	9:02 AM	9:08 AM	9:13 AM	9:17 AM	9:23 AM	9:26 AM	9:29 AM	9:37 AM	
9:25 AM	9:26 AM	9:32 AM	9:38 AM	9:43 AM	9:47 AM	9:53 AM	9:56 AM	9:59 AM	10:07 AM	
10:00 AM	10:01 AM	10:07 AM	10:13 AM	10:18 AM	10:22 AM	10:28 AM	10:28 AM	10:31 AM	10:39 AM	
10:31 AM	10:33 AM	10:39 AM	10:45 AM	10:50 AM	10:54 AM	10:57 AM	11:00 AM	11:03 AM	11:11 AM	
11:00 AM	11:01 AM	11:07 AM	11:13 AM	11:18 AM	11:22 AM	11:28 AM	11:31 AM	11:34 AM	11:42 AM	
11:30 AM	11:31 AM	11:37 AM	11:43 AM	11:48 AM	11:52 AM	11:58 AM	12:01 PM	12:04 PM	12:12 PM	
12:00 PM	12:01 PM	12:07 PM	12:13 PM	12:18 PM	12:22 PM	12:28 PM	12:31 PM	12:34 PM	12:42 PM	
12:30 PM	12:31 PM	12:37 PM	12:43 PM	12:48 PM	12:52 PM	12:58 PM	1:01 PM	1:04 PM	1:12 PM	
1:00 PM	1:01 PM	1:07 PM	1:13 PM	1:18 PM	1:22 PM	1:28 PM	1:31 PM	1:34 PM	1:42 PM	
1:30 PM	1:31 PM	1:37 PM	1:43 PM	1:48 PM	1:52 PM	1:58 PM	2:01 PM	2:04 PM	2:12 PM	
2:00 PM	2:01 PM	2:07 PM	2:13 PM	2:18 PM	2:22 PM	2:28 PM	2:31 PM	2:34 PM	2:42 PM	
2:30 PM	2:31 PM	2:37 PM	2:43 PM	2:48 PM	2:52 PM	2:58 PM	3:01 PM	3:04 PM	3:12 PM	
3:00 PM	3:01 PM	3:07 PM	3:13 PM	3:18 PM	3:22 PM	3:28 PM	3:31 PM	3:34 PM	3:42 PM	
3:30 PM	3:31 PM	3:37 PM	3:43 PM	3:48 PM	3:52 PM	3:58 PM	4:01 PM	4:04 PM	4:12 PM	
4:05 PM	4:06 PM	4:12 PM	4:18 PM	4:23 PM	4:27 PM	4:33 PM	4:36 PM	4:39 PM	4:47 PM	
4:35 PM	4:36 PM	4:42 PM	4:48 PM	4:53 PM	4:57 PM	5:03 PM	5:06 PM	5:09 PM	5:17 PM	
5:10 PM	5:11 PM	5:17 PM	5:23 PM	5:28 PM	5:32 PM	5:38 PM	5:41 PM	5:44 PM	5:52 PM	
5:40 PM	5:41 PM	5:47 PM	5:43 PM	5:48 PM	5:52 PM	5:58 PM	6:01 PM	6:04 PM	6:12 PM	
6:15 PM	6:16 PM	6:22 PM	6:28 PM	6:33 PM	6:38 PM	6:44 PM	6:47 PM	6:50 PM	6:58 PM	
6:45 PM	6:46 PM	6:52 PM	6:58 PM	7:03 PM	7:07 PM	7:13 PM	7:16 PM	7:19 PM	7:27 PM	
7:35 PM	7:36 PM	7:42 PM	7:48 PM	7:53 PM	7:57 PM	8:03 PM	8:06 PM	8:09 PM	8:17 PM	
8:35 PM	8:36 PM	8:42 PM	8:48 PM	8:53 PM	8:57 PM	9:03 PM	9:06 PM	9:09 PM	9:17 PM	
9:35 PM	9:36 PM	9:42 PM	9:48 PM	9:53 PM	9:57 PM	10:03 PM	10:06 PM	10:09 PM	10:17 PM	

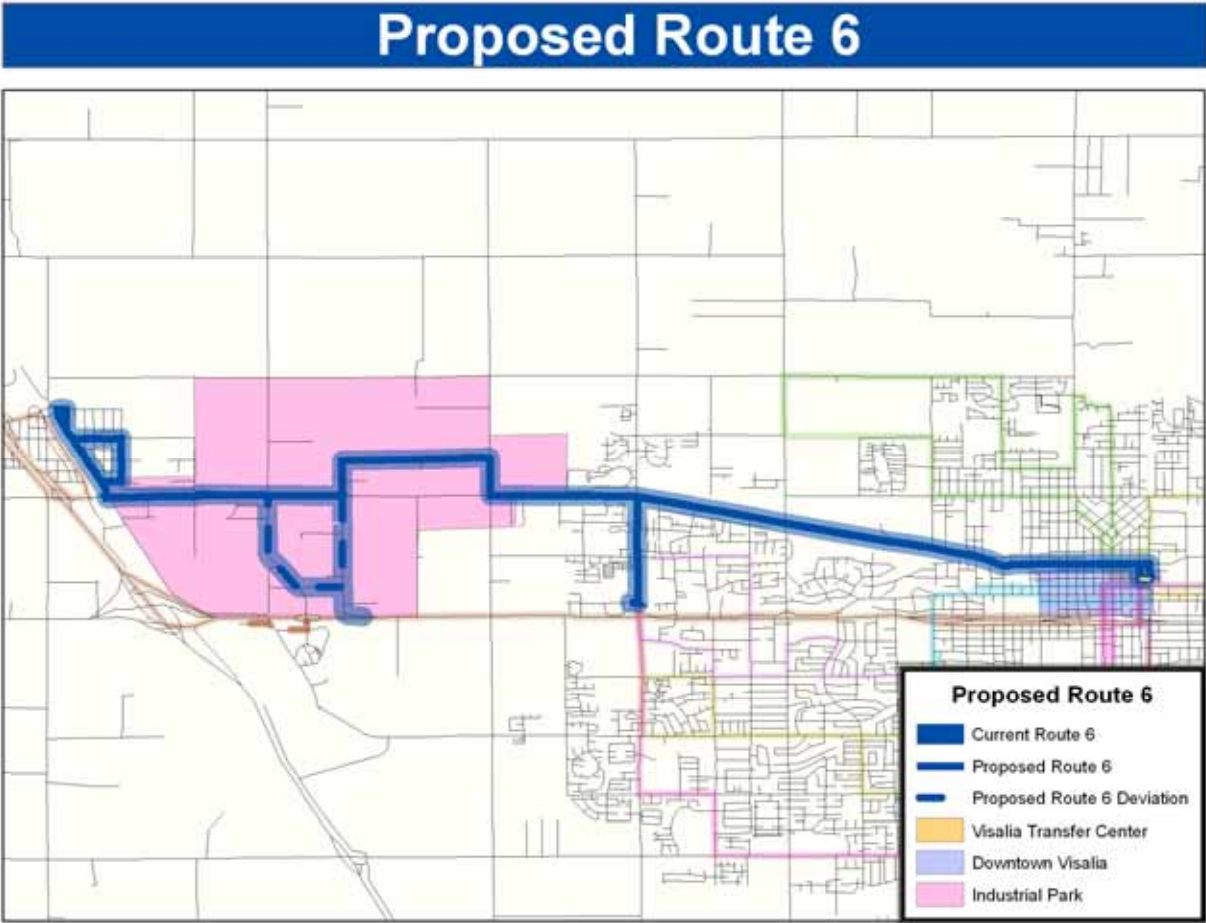
Area within box indicates Saturday service.

Route 6

To address a lack of demand in the Josten’s/SJVC area, we recommend service there be limited to an on-request basis. Given the minimal ridership in the area, we feel it is unnecessary to provide more than a “life-line” level of service.



Exhibit III-9 Proposed Route 6 Map



We have included an amended schedule reflecting the elimination of regular service to the Josten's/SJVC area below.

Exhibit III-10 Proposed Route 6 Schedule

6 - DOWNTOWN/GOSHEN via Goshen Avenue									
TRANSIT CENTER	GOSHEN/DIVISADERO	GOSHEN/AKERS	DOE/SHIRK	JOSTENS SJVC	RD. 72/AVE. 308	DOE/SHIRK	VISALIA MEDICAL CTR.	TRANSIT CENTER	
6:00 AM	6:06 AM	6:10 AM	6:13 AM	*	6:28 AM	6:39 AM	6:45 AM	7:02 AM	
7:05 AM	7:11 AM	7:15 AM	7:18 AM	*	7:33 AM	7:44 AM	7:50 AM	8:02 AM	
8:10 AM	8:16 AM	8:20 AM	8:23 AM	*	8:38 AM	8:48 AM	8:54 AM	9:10 AM	
9:15 AM	9:21 AM	9:25 AM	9:28 AM	*	9:43 AM	9:54 AM	10:00 AM	10:12 AM	
10:15 AM	10:21 AM	10:25 AM	10:28 AM	*	10:43 AM	10:54 AM	11:00 AM	11:12 AM	
11:15 AM	11:21 AM	11:25 AM	11:28 AM	*	11:43 AM	11:54 AM	12:00 PM	12:12 PM	
12:15 PM	12:21 PM	12:25 PM	12:28 PM	*	12:43 PM	12:54 PM	1:00 PM	1:12 PM	
1:15 PM	1:21 PM	1:25 PM	1:28 PM	*	1:43 PM	1:54 PM	2:00 PM	2:12 PM	
2:15 PM	2:21 PM	2:25 PM	2:28 PM	*	2:43 PM	2:54 PM	3:00 PM	3:12 PM	
3:20 PM	3:26 PM	3:30 PM	3:33 PM	*	3:48 PM	3:58 PM	4:04 PM	4:22 PM	
4:25 PM	4:31 PM	4:35 PM	4:38 PM	*	4:53 PM	5:04 PM	5:10 PM	5:28 PM	
5:30 PM	5:36 PM	5:40 PM	5:43 PM	*	5:57 PM	6:06 PM	6:14 PM	6:32 PM	

Area within box indicates Saturday service.



their schedules would increase convenience, improve mobility for ride-dependent persons, and improve the marketability of the service to choice riders.

Exhibit III-12 Proposed Route 7 Schedule

7 - DOWNTOWN/NORTH VISALIA							
TRANSIT CTR.	LINCOLN OVAL	FERGUSON/COURT	RIGGIN/GIDDINGS	FERGUSON COUNTY CENTER	MOONEY/HOUSTON	LOCUST/MURRAY	TRANSIT CTR.
6:00 AM	6:04 AM	6:08 AM	6:18 AM	6:23 AM	6:28 AM	6:36 AM	6:46 AM
6:20 AM	6:24 AM	6:28 AM	6:38 AM	6:43 AM	6:48 AM	6:56 AM	7:06 AM
6:40 AM	6:44 AM	6:48 AM	6:58 AM	7:03 AM	7:08 AM	7:16 AM	7:26 AM
7:00 AM	7:04 AM	7:08 AM	7:18 AM	7:23 AM	7:28 AM	7:36 AM	7:46 AM
7:20 AM	7:24 AM	7:28 AM	7:38 AM	7:43 AM	7:48 AM	7:56 AM	8:04 AM
7:40 AM	7:44 AM	7:48 AM	7:58 AM	8:03 AM	8:08 AM	8:16 AM	8:26 AM
8:00 AM	8:04 AM	8:08 AM	8:18 AM	8:23 AM	8:28 AM	8:36 AM	8:46 AM
8:20 AM	8:24 AM	8:28 AM	8:38 AM	8:43 AM	8:48 AM	8:56 AM	9:06 AM
8:40 AM	8:44 AM	8:48 AM	8:58 AM	9:04 AM	9:08 AM	9:16 AM	9:26 AM
9:00 AM	9:04 AM	9:08 AM	9:18 AM	9:23 AM	9:28 AM	9:36 AM	9:46 AM
9:20 AM	9:24 AM	9:28 AM	9:38 AM	9:43 AM	9:48 AM	9:56 AM	10:06 AM
9:40 AM	9:44 AM	9:48 AM	9:58 AM	10:03 AM	10:08 AM	10:16 AM	10:26 AM
10:00 AM	10:04 AM	10:08 AM	10:18 AM	10:23 AM	10:28 AM	10:36 AM	10:46 AM
10:20 AM	10:24 AM	10:28 AM	10:38 AM	10:43 AM	10:48 AM	10:56 AM	11:06 AM
10:40 AM	10:44 AM	10:48 AM	10:58 AM	11:03 AM	11:08 AM	11:16 AM	11:26 AM
11:00 AM	11:04 AM	11:08 AM	11:18 AM	11:23 AM	11:28 AM	11:36 AM	11:46 AM
11:20 AM	11:24 AM	11:28 AM	11:38 AM	11:43 AM	11:48 AM	11:56 PM	12:06 PM
11:40 AM	11:44 AM	11:48 AM	11:58 PM	12:03 PM	12:08 PM	12:16 PM	12:26 PM
12:00 PM	12:04 PM	12:08 PM	12:18 PM	12:23 PM	12:28 PM	12:36 PM	12:46 PM
12:20 PM	12:24 PM	12:28 PM	12:38 PM	12:43 PM	12:48 PM	12:56 PM	1:06 PM
12:40 PM	12:44 PM	12:48 PM	1:18 PM	1:03 PM	1:08 PM	1:16 PM	1:26 PM
1:00 PM	1:04 PM	1:08 PM	1:38 PM	1:23 PM	1:28 PM	1:36 PM	1:46 PM
1:20 PM	1:24 PM	1:28 PM	1:58 PM	1:43 PM	1:48 PM	1:56 PM	2:06 PM
1:40 PM	1:44 PM	1:48 PM	2:18 PM	2:03 PM	2:08 PM	2:16 PM	2:26 PM
2:00 PM	2:04 PM	2:08 PM	2:38 PM	2:03 PM	2:28 PM	2:36 PM	2:46 PM
2:20 PM	2:24 PM	2:28 PM	2:58 PM	2:43 PM	2:48 PM	2:56 PM	3:06 PM
2:40 PM	2:44 PM	2:48 PM	3:18 PM	3:03 PM	3:08 PM	3:16 PM	3:26 PM
3:00 PM	3:04 PM	3:08 PM	3:38 PM	3:23 PM	3:28 PM	3:36 PM	3:46 PM
3:20 PM	3:24 PM	3:28 PM	3:58 PM	3:43 PM	3:48 PM	3:56 PM	4:06 PM
3:40 PM	3:44 PM	3:48 PM	4:18 PM	4:03 PM	4:08 PM	4:16 PM	4:26 PM
4:00 PM	4:04 PM	4:08 PM	4:38 PM	4:23 PM	4:28 PM	4:36 PM	4:46 PM
4:20 PM	4:24 PM	4:28 PM	4:38 PM	4:43 PM	4:48 PM	4:56 PM	5:06 PM
4:40 PM	4:44 PM	4:48 PM	4:58 PM	5:03 PM	5:08 PM	5:16 PM	5:26 PM
5:00 PM	5:04 PM	5:08 PM	5:18 PM	5:23 PM	5:28 PM	5:36 PM	5:46 PM
5:20 PM	5:24 PM	5:28 PM	5:38 PM	5:43 PM	5:48 PM	5:56 PM	6:06 PM
5:40 PM	5:44 PM	5:48 PM	5:58 PM	6:03 PM	6:08 PM	6:16 PM	6:26 PM
6:00 PM	6:04 PM	6:08 PM	6:18 PM	6:23 PM	6:28 PM	6:36 PM	6:46 PM
6:20 PM	6:24 PM	6:28 PM	6:38 PM	6:43 PM	6:48 PM	6:56 PM	7:06 PM
6:40 PM	6:44 PM	6:48 PM	6:58 PM	7:03 PM	7:08 PM	7:16 PM	7:26 PM
7:00 PM	7:04 PM	7:08 PM	7:18 PM	7:23 PM	7:28 PM	7:36 PM	7:46 PM
8:00 PM	8:04 PM	8:08 PM	8:18 PM	8:23 PM	8:28 PM	8:36 PM	8:46 PM
9:00 PM	9:04 PM	9:08 PM	9:18 PM	9:23 PM	9:28 PM	9:36 PM	9:46 PM

Area within box indicates Saturday service.  
 Shaded runs indicate Sunday service.

Route 10

Given the modest ridership along Route 10 (28,359 rides in FY 2006/07), we propose making requests for service to the Visalia Airport available on either direction of travel (inbound or outbound). We also recommend realigning the route in downtown from Locust to Bridge and Santa Fe Streets. We believe these modifications would result in a more convenient service for VCC patrons and ultimately increase ridership.

Exhibit III-13 Proposed Route 10 Map

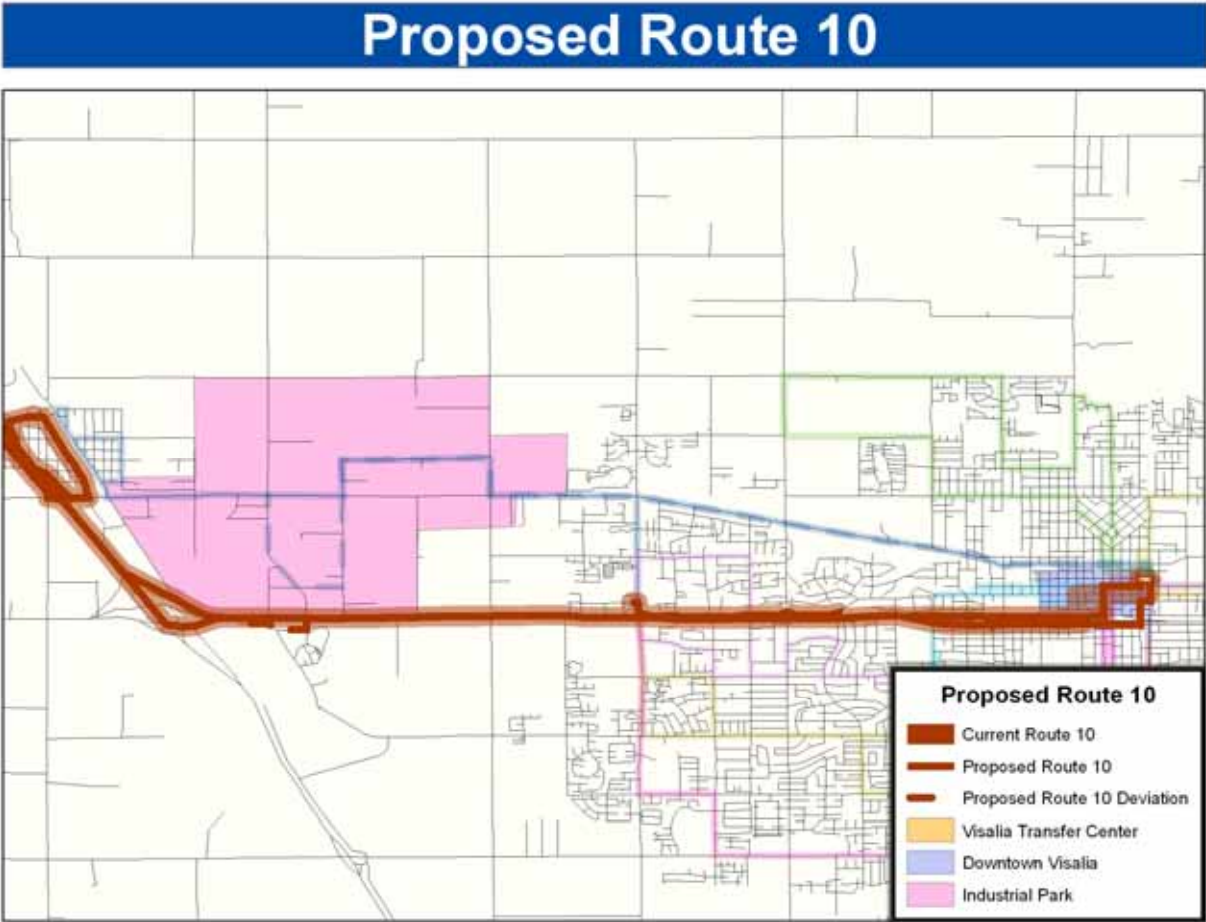


Exhibit III-14 Proposed Route 10 Schedule

10 - DOWNTOWN/GOSHEN via 198									
TRANSIT CENTER	MINERAL KING/ MOONEY	VISALIA MEDICAL CTR.	VISALIA AIRPORT	EFFIE/ELDER	GREYHOUND BUS TERMINAL	VISALIA AIRPORT	NOBLE/AKERS	NOBLE/MOONEY	TRANSIT CENTER
6:35 AM	6:41 AM	6:49 AM	*	6:57 AM	7:03 AM	*	7:11 AM	7:16 AM	7:23 AM
7:35 AM	7:41 AM	7:49 AM	*	7:57 AM	8:03 AM	*	8:11 AM	8:16 AM	8:23 AM
8:40 AM	8:46 AM	8:54 AM	*	9:11 AM	9:17 AM	*	9:25 AM	9:30 AM	9:37 AM
9:45 AM	9:51 AM	9:59 AM	*	10:07 AM	10:13 AM	*	10:21 AM	10:26 AM	10:33 AM
10:45 AM	10:51 AM	10:59 AM	*	11:07 AM	11:13 AM	*	11:21 AM	11:26 AM	11:33 AM
12:45 PM	12:51 PM	12:59 PM	*	1:07 PM	1:13 PM	*	1:21 PM	1:26 PM	1:33 PM
1:45 PM	1:51 PM	1:59 PM	*	2:07 PM	2:13 PM	*	2:21 PM	2:26 PM	2:33 PM
2:45 PM	2:51 PM	2:59 PM	*	3:07 PM	3:13 PM	*	3:21 PM	3:26 PM	3:33 PM
3:50 PM	3:56 PM	4:04 PM	*	4:12 PM	4:18 PM	*	4:26 PM	4:31 PM	4:38 PM
4:55 PM	5:01 PM	5:09 PM	*	5:17 PM	5:23 PM	*	5:31 PM	5:36 PM	5:43 PM
6:00 PM	6:06 PM	6:14 PM	*	6:22 PM	6:28 PM	*	6:36 PM	6:41 PM	6:48 PM

*Area within box indicates Saturday service.*

### Mooney Boulevard Corridor Transit Plan

Through conversations with staff from both the cities of Tulare and Visalia, it is become clear a comprehensive approach is necessary to enhance transit service between the two municipalities. This Plan focuses on Mooney Blvd. as a corridor that provides a critical link between the two areas. Staff from both cities has expressed interest in consolidating service along Mooney Blvd. The County RMA Center in Visalia currently serves as a *de facto* transfer point between Visalia, City of Tulare, and Tulare County transit programs. This transfer point is cumbersome, requiring Tulare City buses to travel a considerable distance north to offer riders the option of accessing services provided by Visalia. Moore & Associates recommends the City of Visalia secure additional FTA 5303 funds to commission a feasibility and implementation plan for this service.

#### Service

We recommend Visalia extend its service area to include portions of the city of Tulare. The proposed routing follows Mooney Blvd from Visalia into Tulare before turning west on Tulare Ave. The route would take Tulare Ave to J Street where it would turn around and return to Visalia along the same path it used to reach Tulare. This plan would see VCC increase ridership and revenue by providing direct access to Tulare.

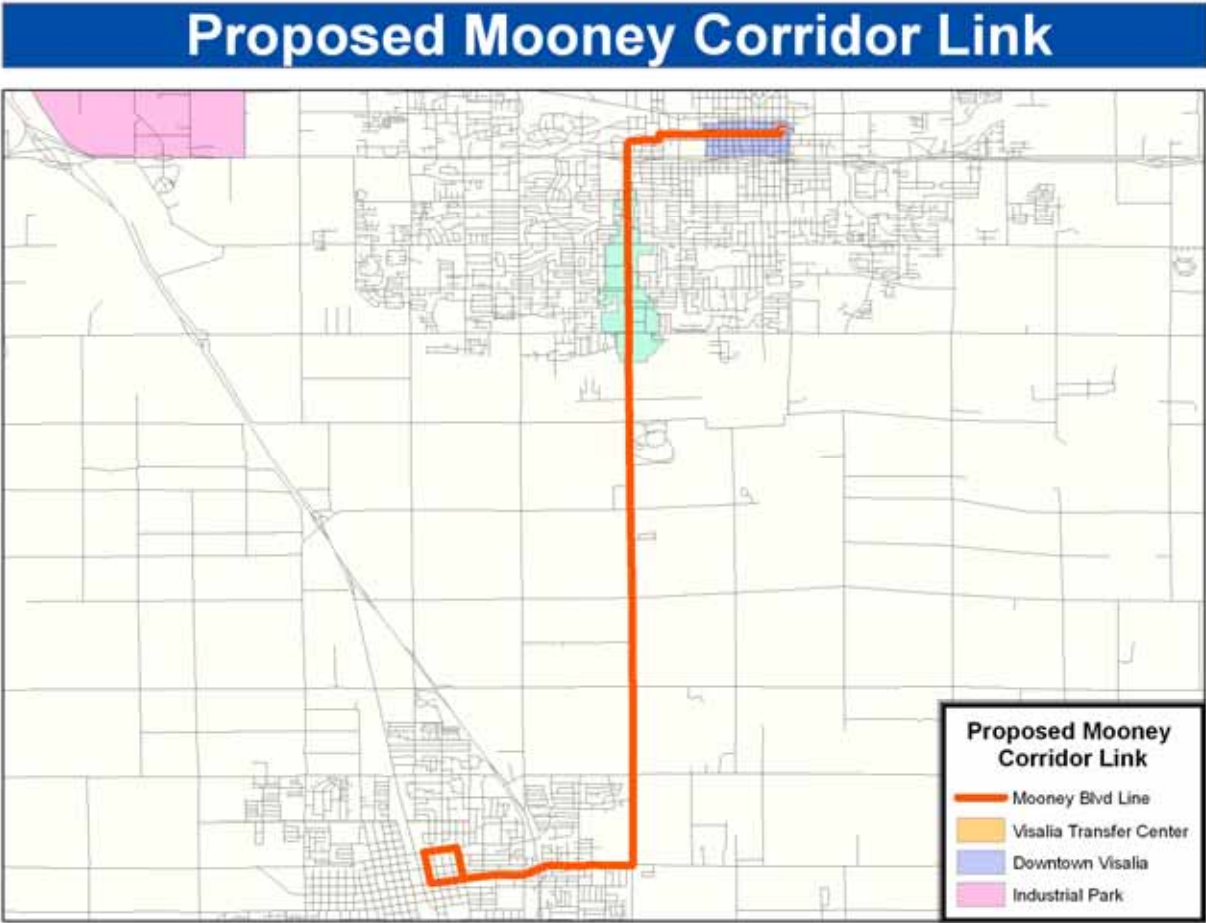
#### Regional Transit Pass

The implementation of this service would also promote the use of the regional pass. This service necessitates transfers between two separate services and may become cumbersome for riders who must negotiate different fare media for different systems.

#### Provider

Based on conversations with City staff, Visalia City Coach is positioned to provide this service (versus City of Tulare). VCC operates a larger system with greater access to the resources necessary to operate this type of service effectively and efficiently. VCC also has experience in extending its program into other jurisdictions. It has successfully implemented a route linking Visalia with the cities of Farmersville and Exeter. We recommend the service be branded to differentiate it from Visalia City Coach or City of Tulare.

Exhibit III-15 Proposed Mooney Boulevard Route Map



**Sunday Service Hour Extension**

In addition to extending its weekday service hours, we believe it would be beneficial to extend Sunday service hours to reflect local business hours and thereby promote increased ridership by allowing patrons to run errands and access services later in the day.

Sunday service will be extended three hours from 3:30 p.m. to 6:30 p.m. for both fixed-route and demand-response services. Extending service to 6:30 p.m. will see Sunday service end at the same time as Saturday service.

### Capacity

To address the crowding issues associated with Route 1 we propose an additional bus be assigned to the service. This step would allow VCC to accommodate both existing and future passengers, improve on-time performance issues, and decrease headways. The purchase of this additional vehicle would be made by the City; Measure R would then reimburse the City at the rate of \$80,000/year across five years. We also recommend the same be done for Route 7.

### Farebox Backfill

Moore & Associates recommends Measure R monies be used to backfill the VCC farebox to 25 percent. The City is not currently meeting the TDA-mandated 20-percent farebox recovery ratio. By backfilling the farebox to 25 percent, the City can ensure the negative effects on farebox ratio incurred from the implementation of other recommendations presented herein would not drop VCC's farebox recovery ratio below 20 percent.

### Marketing Strategies

We recommend the City undertake a focused marketing campaign aimed at informing existing and potential riders of service changes that could enhance their mobility. Through this campaign, the City would realize significant gains in ridership and farebox revenue.



Exhibit III-16 Summary of Fixed-Route Recommendations

Fixed-Route Recommendations	
Service Element	Recommendation
Service Extension	Extend Route 7 from Mooney Blvd to Demaree Road using Houston Road and Riggin Ave.
	Extend Route 7 along Houston Road from Mooney Blvd to Demaree Road.
	Adjust scheduling accordingly.
	Extend service along Mooney Blvd to the city of Tulare.
Service Hours	Extend weekday evening service hours from 9:30 p.m. to 10:00 p.m.
	Extend Sunday hours from 3:30 p.m. to 6:30 p.m.
Capacity	Purchase another vehicle for Route 1 service.
Farebox	Backfill the farebox to 25 percent.
Marketing	Implement marketing and community outreach efforts.

### 3.3 Demand-Response Recommendations

#### Staffing

We recommend the City undertake a pilot project for three to six months to increase the morning dispatch coverage from 6:30 a.m. to 9:30 a.m., thereby improving responsiveness to callers, reducing dispatcher stress, and the incidence of perceived poor telephone etiquette. This effort should be closely monitored with respect to complaints received regarding being on hold or lack of responsiveness, dispatcher rudeness, and ridership trends. Positive findings would warrant continuation.

#### Training

We recommend accident reports, drug and alcohol reports, passenger complaints, etc., be monitored on a regular basis. Given the concern with driver and dispatcher rudeness, the City should ensure MV Transportation is providing regular driver sensitivity training, particularly for those found to be in violation.

#### Frequent Trip Destinations

We recommend the City maintain the current level of service to the Creative Center, ABLE Industries and the Senior Center. Upon completion of drop offs at these destinations, however, rather than returning directly to the yard, the potential for integrating other trips should be considered to the maximum extent feasible. If there is a significant deterioration in on-time performance or an increase in trip requests, trip times, wait times, and/or trip denials. The current scheduling structure to the three key destinations would have to be re-examined and/or additional vehicles added to meet demand.

#### Patronage Patterns

See recommendations in “Frequent Trip Destinations” above.

#### Average Trip Time and Trip Length

We recommend the City monitor trip times and lengths on a regular basis. Increases in trip times could indicate poor dispatching and/or scheduling, poor allocation of drivers and/or vehicles, increases in traffic congestion, and should be routinely investigated with MV Transportation.

Every week, City staff completes a random sampling of two daily Dial-A-Ride vehicle driver logs. A calculation of trip times on the Excel spreadsheet may be included along with an average trip time for that day's activity. Formal monitoring will provide the City with a means to quickly recognize trends and to address them accordingly.

#### On-Time Performance

We recommend the City maintain its on-time performance standards and strive to achieve 90 percent or higher on-time performance.

#### Trip Denials

We recommend the definition of a “trip denial” be reviewed and actions be taken to ensure any trip (ADA-certified and non ADA-certified trip) requested and not provided be logged appropriately with an explanation of the reason why the trip was denied. Confusion can arise as to what constitutes a denial, particularly when a client's original trip time could not be accommodated and an alternative time is accepted. The definition of a “trip denial” and how it is documented should be clearly communicated to all dispatch staff.

The number of trips denied is an important measure that could reflect flaws, including poor dispatching and/or allocation of resources, high number of no-shows, insufficient numbers of drivers and/or vehicles, new destinations, and increased demand. A high number of trip denials is also a reliable indicator of whether additional capacity is warranted.

#### Cancellations

We recommend the City monitor cancellations for chronic abusers who negatively impact other riders' ability to schedule a trip. If the number of cancellations and no-shows increases, proactive policies that penalize abusers should be initiated.

#### No-Shows

We recommend the City closely monitor no-shows for chronic abusers. Some of the recent complaints about wait times and ride times could be addressed by reducing no-shows. For example, a 20 percent reduction in no-shows could yield 400 additional rides

annually. The City also could consider adopting a policy to assess penalties (inability to use the system for a specified period) as part of a comprehensive approach to increase productivity.

#### Subscription or Standing Reservations

We recommend the City address the fact the 50-percent ADA threshold has been exceeded, and that further monitoring occur to determine whether this is justified based on capacity that would otherwise go unfulfilled or whether it is preventing others from accessing service.

#### ADA Certifications

We recommend the City maintain its current certification process.

#### ADA Service Compliance

We recommend the City continue its current policies.

#### Customer Complaints and Resolution

We recommend MV Transportation staff continue to ensure that drivers receive sensitivity training and that drivers are reminded of speed limits in the service area.

We also recommend development of a complaint indicator that measures complaints per every 1,000 riders should be considered. In future contracts, the City should also consider adding a customer service penalty, if the level and pattern of complaints continues (i.e., \$50 to \$100 per valid complaint after three have been received).

#### Dispatch Procedures

As stated under “Staffing,” we recommend the City undertake a three to six-month pilot project that increases the morning dispatch coverage from 6:30 a.m. to 9:30 a.m. to enhance responsiveness to all callers. This also should help reduce dispatcher stress and the incidence of poor telephone etiquette. This effort should be closely monitored with respect to complaints received about being on hold or lack of responsiveness, dispatcher rudeness, and ridership trends. Positive findings would warrant continuation.

We recommend the City consider penalties in future contracts or contract amendments if calls are not answered by dispatch within a specified number of minutes.

#### Contractor Performance Incentives and Penalties

We recommend the City continue to maintain current performance incentives and penalties. The City should consider an on-time performance penalty and a customer service penalty in future new contracts, contract extensions or renewals.

#### Data Collection and Reporting

We recommend MV Transportation reconcile no-shows and cancellations with the monthly summary “DAR Ridership Category” report and that a line be added to the bottom of this report reflecting the percentage of total trips for each category to improve ease of use by City staff.

We recommend the monthly “Complaint Report” show the total number of complaints by fixed-route versus Dial-A-Ride and that a complaint indicator (i.e., fixed-route complaints versus Dial-A-Ride complaints per 1,000 rides) be developed and included on the monthly report to the City.

#### Sunday Service Hour Extension

In addition to extending its weekday service hours, we believe it would be beneficial to extend Sunday service hours. Sunday service would be extended three hours from 3:30 p.m. to 6:30 p.m. Extending service to 6:30 p.m. would allow Sunday service to end at the same time as Saturday service.

Exhibit III-17 Summary of Demand-Response Recommendations

Demand-Response Recommendations	
Service Element	Recommendation
Staffing	Undertake a three to six-month pilot project to increase dispatch coverage from 6:30 a.m. to 9:30 a.m.
	Monitor complaints, on-time performance, trip denials, and ridership trends, etc. to justify continuation of increased dispatching coverage.
Training	Monitor accident reports, drug and alcohol reports, and passenger complaints on a regular basis.
	Ensure drivers complete sensitivity training.
Frequent Trip Destinations/Patronage Patterns	Maintain the current level of service to Creative Center, Able Industries, and the Senior Center.
	Maximize integration of additional trips on subscription return trips from the Creative Center, Able Industries, and Senior Center.
Average Trip Time and Trip Length	Regular monitoring of trip times and trip lengths through VCC's in-house data collection process.
On-Time Performance	Maintain VCC's on-time performance standard striving to achieve a 90-percent or higher performance.
Trip Denials	Review the definition of "trip denial."
	Log all ADA-certified and non ADA-certified trip denials.
Cancellations	Closely monitor cancellations for chronic abusers.
	Initiate proactive policies that penalize abusers, should the number of cancellations increases.
No-Shows	Closely monitor no-shows for chronic abusers.
	Initiate proactive policies that penalize abusers.
Subscription and Standing Reservations	Cap ADA-subscriptions at 50-percent of available capacity.
	Monitor to determine whether exceedance is justified based on capacity.
ADA Service Compliance	Maintain current policies.

Exhibit III-17 Summary of Demand-Response Recommendations Cont.

Demand-Response Recommendations	
Service Element	Recommendation
Customer Complaints and Resolution	Continue to ensure drivers receive sensitivity training and are aware of speed limits in the service area.
	Develop a complaint metric measuring complaints per 1,000 riders.
	Consider adding a customer service penalty in the third-party contract, if the level and pattern of complaints continues.
Dispatch Procedures	Undertake a three to six-month pilot project that increases the morning dispatch coverage from 6:30 a.m. to 9:30 a.m. to improve responsiveness to callers.
	Closely monitor effectiveness through direct observation, ridership changes, and complaints.
	Consider penalties if calls are not answered by dispatch within a specified number of minutes.
Contractor Performance Incentives and Penalties	Maintain current incentives and penalties.
	Consider adding on-time performance and customer service penalty in future contracts.
Data Collection and Reporting	Ensure that contractor reconciles no-shows and cancellations with the monthly summary "DAR Ridership Category" report.
	Enhance reporting by adding a line on the bottom of the "DAR Ridership Category" report to reflect percentage of total trips for all categories.
	Reflect the total number of fixed-route versus Dial-A-Ride complaints on the monthly "Complaint Report" and reflect complaints per 1,000 riders.
Service Extension	Extend weekday evening service hours from 9:30 p.m. to 10:00 p.m.
	Extend Sunday hours from 3:30 p.m. to 6:30 p.m.

### 3.4 Vanpool Recommendations

Demand for alternative modes of commuting to work is apparent in the Visalia Industrial Park; approximately 10,000 people currently work there. There is a growing trend among companies and entrepreneurs in choosing locations such as Visalia for their headquarters because of its location in the San Joaquin Valley, which allows easy access throughout California and the western United States. Many of these companies will choose the Visalia Industrial Park because of its convenient location at the intersection of Highway 198 and Highway 99. Safe, timely, and effective modes of transportation to the industrial park from Visalia will be needed to compensate for this growth. A vanpool would be an excellent way to provide such access. Should only 10 percent of the people who work in the Visalia Industrial Park use a vanpool, the service could cover its operating cost as early as one year from inception.

A vanpool program would be a cost-effective option for commuter service between central Visalia and the Visalia Industrial Park. Convenience, flexibility, and the ability to depart and arrive where the riders choose make this an attractive option. Though subject to the program's parameters, time of travel, route, and destination are ultimately left up to the riders. Additionally, a vanpool program may be viewed as a test bed for future fixed-route services.

The chosen vanpool model is designed around small, self-designated groups. This model would work well for those who commute between central Visalia and Visalia Industrial Park for work. The vanpool program would organize interested riders, once a threshold number of riders is reached, a van is assigned. Individuals pay an amount based on the distance and frequency of the trips directly to the transit agency. Additional drivers would not need to be hired because vanpool riders would volunteer in exchange for personal mileage allowance (i.e., a payment under a reimbursement or other expense allowance arrangement).

A vanpool serves as a self-regulating formula that ensures longevity and success. Employer incentives would be an effective way to invest stakeholders in the process of building support. Through dissemination of information and by empowering riders, Moore & Associates could assist the City in building awareness and support of the program. In



addition to these benefits, this strategy offers proven success as a grassroots-style marketing campaign. “Bottom-up” campaigns effectively target the low-income market segment, which makes up 16.8 percent of the population within the survey area. This type of marketing addresses the fact that many low-income residents do not have access to traditional advertising channels (i.e., television, radio, and newspaper) and therefore adjusts campaign tactics accordingly.

Exhibit III-18 Summary of Vanpool Recommendations

Vanpool Recommendations	
Service Element	Recommendation
Service	Begin vanpool service related to the industrial center
Vehicles	Purchase up to 17 vehicles

## 3.5 Fleet Recommendations

It is clear from discussions with City staff the fleet is too large for the current service structure. Moore & Associates has developed a plan that will trim and modernize the fleet while bringing it into compliance with California Air Resources Board (CARB) regulations governing transit fleets. This plan aims to achieve the following goals:

- Improve vehicle conditions for transit patrons,
- Achieve CARB compliance,
- Maintain a 20-percent spare ratio, and
- Enhance capacity.

### Fixed-Route

The City's fixed-route fleet is composed primarily of 35-foot low-floor vehicles, though there are three 40-foot vehicles currently in service. This plan will set guidelines for the purchase of vehicles in the future.

### Size

While it is necessary for the City to utilize 35-foot vehicles on certain routes that travel along narrower streets, we believe 40-foot vehicles should be purchased whenever possible. In July 2004, the City purchased six vehicles: three 40-foot Gilligs and three 35-foot Gilligs. The 35-foot models cost \$332,061 while the 40-foot models cost \$338,620. The difference in cost between the two types of buses is modest (just over \$6,500), but the 40-foot models are capable of accommodating at least six more passengers.

When purchasing new vehicles it is important to consider that low-floor models have less capacity than standard models. Low-floor models are beneficial along routes with high numbers of mobility-impaired riders, yet the City should consider using standard models along busy routes (such as Route 1) whenever possible.

### Mode of Power

All future fixed-route vehicles should use alternative fuel, such as Compressed Natural Gas (CNG). CNG vehicles are more expensive initially, but due to the

lower cost of CNG, the City would realize long-term savings versus diesel. CNG vehicles also produce fewer emissions than diesel vehicles, which would impact air pollution and assist in achieving CARB compliance.

When purchasing new vehicles, Moore & Associates recommends the City collaborate with the City of Merced exercising its option to purchase blocks of vehicles. This method would allow the City to realize a savings as Visalia, Merced, and other entities would be eligible to place orders for larger numbers of vehicles at a reduced unit cost.

We recommend programmed monies be used to fund the purchase of replacement vehicles for VCC's fixed-route service, while discretionary and earmarked monies be used to fund the purchase of expansion vehicles. This plan calls for an aggressive approach in pursuing earmarked monies. We recommend the City cultivate a relationship with local representatives to both the state and federal legislative bodies that would prove to be mutually beneficial.

#### Demand-Response

We recommend the City trim its Dial-A-Ride fleet to six active vehicles and one spare. By trimming the fleet, the City would be better able to control fuel and maintenance costs. Financial savings would also be realized as each vehicle accumulates more mileage, thus reducing the length of time between replacements. This would keep the fleet full of modern vehicles that are not as expensive to maintain.

#### Vehicle Replacement Schedule

Moore & Associates has revised the vehicle replacement schedule provided by City staff. The following narrative describes the implications of those revisions.

##### Fixed-Route Schedule

All 35 and 40-foot vehicles have been placed on a twelve-year, 500,000-mile replacement schedule, while all trolley vehicles have been placed on a ten-year, 350,000-mile schedule.

### Demand-Response Schedule

The City currently replaces demand-response vehicles on a seven-year, 200,000-mile schedule, yet Moore & Associates recommends this be changed to a five-year, 150,000-mile schedule. We also recommend the City stagger the replacement of demand-response vehicles in the future to avoid complications associated with purchasing seven vehicles at once. This plan would require the City to vary the usage patterns of the demand-response vehicles that are set to be delivered in CY 2008; two vehicles would need to be replaced in four years which would require the City favor their use to ensure the accumulation of 150,000 miles in four years. To compensate for this, Moore & Associates recommends the City use two vehicles sparingly as they are scheduled to be replaced in six years. This plan would ensure that all future demand-response vehicle replacements are automatically staggered.

### Congestion Mitigation and Air Quality

The City used CMAQ funds to purchase six CNG demand-response vehicles in FY 2006/07. It has also programmed for the purchase of three CNG trolleys in FY 2007/08 and four fixed-route buses in FY 2008/09. CMAQ funds have also been programmed for the purchase of eight CNG fixed-route buses in FY 2009/010.

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Exhibit III-19 Fleet Replacement Schedule

Vehicle	Mode	Year Purchased	Year Replaced	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
6231	MB	1994	2007	Replaced by 6267 (CMAQ)															
6232	MB	1994	2007	Replaced by 6268 (CMAQ)															
6233	MB	1994	2007	Replaced by 6269 (CMAQ)															
6234	MB	1994	2007	Replaced by 6270 (CMAQ)															
6235	MB	1994	2008	Replaced by 6271 (CMAQ)															
6236	MB	1994	2008	Replaced by 6272 (CMAQ)															
6237	MB	1994	2008	Replaced by 6273 (CMAQ)															
6238	MB	1994	2008	Replaced by 6274 (CMAQ)															
6239	DAR	1996	2006	Replaced by 6283 (CMAQ)															
6240	DAR	1996	2006	Replaced by 6284 (CMAQ)															
6241	DAR	1996	2006	Replaced by 6285 (CMAQ)															
6242	DAR	1996	2006	Replaced by 6286 (CMAQ)															
6244	MB	1996	2008	Replaced by 6277 (CMAQ)															
6245	MB	1996	2008	Replaced by 6278 (CMAQ)															
6246	MB	1996	2008	Replaced by 6279 (CMAQ)															
6247	MB	1996	2008	Replaced by 6280 (CMAQ)															
1852	TR	2002	2012	Replaced (CMAQ)															
1923	TR	2002	2012	Replaced (CMAQ)															
1864	TR	2002	2012	Replaced (CMAQ)															
6249	DAR	2002	2006	Replaced by 6287 (CMAQ)															
6250	DAR	2002	2006	Replaced by 6288 (CMAQ)															
6251	DAR	2002	2007	Replaced by 6289 (earmark)															
6252	DAR	2002	2006	Retired															
6253	DAR	2002	2006	Retired															
6254	MB	2004	2013	Replaced (CMAQ)															
6255	MB	2004	2013	Replaced (CMAQ)															
6256	MB	2004	2013	Replaced (CMAQ)															
6257	MB	2004	2014	Replaced (CMAQ)															
6258	MB	2004	2014	Replaced (CMAQ)															
6259	MB	2004	2014	Replaced (CMAQ)															
6260	MB	2006	2015	Replaced (CMAQ)															
6261	MB	2006	2015	Replaced (CMAQ)															
6262	MB	2006	2017	Replaced (CMAQ)															
6263	MB	2006	2017	Replaced (CMAQ)															
6264	MB	2006	2018	Expansion (earmark)															
6265	MB	2006	2018	Expansion (earmark)															
6266	MB	2006	2018	Expansion (earmark)															
6267	MB	2007	2019	Replaced (CMAQ)															
6268	MB	2007	2019	Replaced (CMAQ)															
6269	MB	2007	2019	Replaced (CMAQ)															
6270	MB	2007	2019	Replaced (CMAQ)															

Source: City of Visalia

Exhibit III-19 Fleet Replacement Schedule Cont.

Vehicle	Mode	Year Purchased	Year Replaced	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	
6271	MB	2007	2020																Replaced (CMAQ)
6272	MB	2007	2020																Replaced (CMAQ)
6273	MB	2008	2020																Replaced (CMAQ)
6274	MB	2008	2020																Replaced (CMAQ)
6277	MB	2009	2021																Replaced (CMAQ)
6278	MB	2009	2021																Replaced (CMAQ)
6279	MB	2009	2021																Replaced (CMAQ)
6280	MB	2009	2021																Replaced (earmark)
6283	DAR	2007	2011																Replaced (CMAQ)
6284	DAR	2007	2011																Replaced (CMAQ)
6285	DAR	2007	2012																Replaced (CMAQ)
6286	DAR	2007	2012																Replaced (CMAQ)
6287	DAR	2007	2010																Replaced (CMAQ)
6288	DAR	2007	2010																Replaced (CMAQ)
6289	DAR	2008	2013																Replaced (earmark)
6290	TR	2008	2017																Replaced (CMAQ)
6291	TR	2008	2017																Replaced (CMAQ)
6292	TR	2008	2017																Replaced (CMAQ)

Legend	
MB	Motor Bus
DAR	Dial-A-Ride
TR	Trolley

Source: City of Visalia

Exhibit III-20 Fleet List

Vehicle Number	Year	Purchase Date	Current Status	Make/Model	Serial Number	Cost	FED %	Grant Number	Seating Capacity	Wheelchair Capacity	Engine	Mode
6212	1987	2/23/1987	Retired	Gillig 6V92T-30-96	15GCA0914G1081510	\$ 140,238.24			37	2	diesel	MB
6213	1987	2/23/1987	Retired	Gillig 6V92T-30-96	15GCA0916G1081511	\$ 140,238.24			37	2	diesel	MB
6214	1987	2/23/1987	Retired	Gillig 6V92T-30-96	15GCA0918G1081512	\$ 140,238.24			37	2	diesel	MB
6217	1988	6/30/1988	Retired	Gillig 6V92T-30-96	15GCA0915J1082396	\$ 157,126.84			37	2	diesel	MB
6218	1988	6/30/1988	Retired	Gillig 6V92T-30-96	15GCA0917J1082397	\$ 157,126.84			37	2	diesel	MB
6222	1989	11/29/1989	Retired	Gillig 6V92T-35-96	15GCB0911K1083009	\$ 154,817.08			37	2	diesel	MB
6223	1989	12/21/1989	Retired	Gillig 6V92T-35-96	15GCB0918K1083010	\$ 154,817.08			37	2	diesel	MB
6224	1991	3/18/1991	Retired	Gillig 6V92T-35-96	15GCB0919M1083598	\$ 187,710.90			37	2	diesel	MB
6225	1991	3/18/1991	Retired	Gillig 6V92T-35-96	15GCB0910M1083599	\$ 187,710.90			37	2	diesel	MB
6231	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2010R1085627	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6232	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2012R1085628	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6233	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2014R1085629	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6234	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2010R1085630	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6235	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2012R1085631	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6236	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2014R1085632	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6237	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2016R1085633	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6238	1994	12/30/1994	Retired	Gillig S50-35-102	15GCB2018R1085634	\$ 232,953.42	80%	CA-90-X537	37	2	diesel	MB
6239	1995	2/27/1996	Retired	Chevy Van 30-HD, Senator	1GBKH37NXS3325040	\$ 56,827.94	80%	CA-90 Y242	13	2	gasoline	DAR
6240	1995	2/27/1996	Retired	Chevy Van 30-HD, Senator	1GBKH37N4S3325101	\$ 56,827.94	80%	CA-90 Y242	13	2	gasoline	DAR
6241	1995	12/29/1995	Retired	Chevy Van 30-HD, Senator	1GBKH37NXS3324857	\$ 56,827.94	80%	CA-90 Y242	13	2	gasoline	DAR
6242	1995	12/29/1995	Retired	Chevy Van 30-HD, Senator	1GBKH37N6S3324841	\$ 56,827.94	80%	CA-90 Y242	13	2	gasoline	DAR
6243	1995	12/29/1995	Retired	Chevy Van 30-HD, Senator	1GBKH37N9S3324932	\$ 56,827.94	80%	CA-90 Y242	13	2	gasoline	DAR
6244	1996	9/12/1996	active	Gillig S50-35-102	15GCB2014T1085718	\$ 241,738.21	80%	CA-90-X537	37	2	diesel	MB
6245	1996	9/12/1996	active	Gillig S50-35-102	15GCB2016T1085719	\$ 241,738.21	80%	CA-90-X537	37	2	diesel	MB
6246	1996	9/12/1996	active	Gillig S50-35-102	15GCB2012T1085720	\$ 241,738.21	80%	CA-90-X537	37	2	diesel	MB
6247	1996	9/12/1996	active	Gillig S50-35-102	15GCB2014T1085721	\$ 241,738.21	80%	CA-90-X537	37	2	diesel	MB
6249	2002	6/6/2002	active	EIDoradoNat.Aerotech 25' 240CNG	1FDXE45S42HA49784	\$ 89,208.44	80%	CA-90-Y009	16	2	CNG	DAR
6250	2002	6/6/2002	active	EIDoradoNat.Aerotech 25' 240CNG	1FDXE45S62HA49784	\$ 89,208.44	80%	CA-90-Y009	16	2	CNG	DAR
6251	2002	6/6/2002	active	EIDoradoNat.Aerotech 25' 240CNG	1FDXE45S22HA49783	\$ 89,208.44	80%	CA-90-Y009	16	2	CNG	DAR
6252	2002	6/6/2002	active	EIDoradoNat.Aerotech 25' 240CNG	1FDXE45S02HA49782	\$ 89,208.44	80%	CA-90-Y009	16	2	CNG	DAR
6253	2002	6/6/2002	active	EIDoradoNat.Aerotech 25' 240CNG	1FDXE45S12HA45143	\$ 89,208.44	80%	CA-90-Y009	16	2	CNG	DAR
6254	2004	7/27/2004	active	Gillig S50-40-102	15GGD201541073090	\$ 338,620.07	80%	CA-90 Y242	37	2	diesel	MB
6255	2004	7/27/2004	active	Gillig S50-40-102	15GGD201741073091	\$ 338,620.07	80%	CA-90 Y242	37	2	diesel	MB
6256	2004	7/27/2004	active	Gillig S50-40-102	15GGD201941073092	\$ 338,620.07	80%	CA-90 Y242	37	2	diesel	MB
6257	2004	7/27/2004	active	Gillig S50-35-102	15GGB201041073181	\$ 332,061.73	80%	CA-90-Y171	31	2	diesel	MB
6258	2004	7/27/2004	active	Gillig S50-35-102	15GGB201241073182	\$ 332,061.73	80%	CA-90-Y171	31	2	diesel	MB
6259	2004	7/27/2004	active	Gillig S50-35-102	15GGB201441073183	\$ 332,061.73	80%	CA-90-Y171	31	2	diesel	MB
1852	2002	3/14/2002	active	E Bus 22 ft Hybrid Elect Trolley repl	1E9TL12241C248048	\$ 282,553.57	80%	CA-90-Y009	23	2	elct/die	TR
1923	2002	3/14/2002	active	E Bus 22 ft Hybrid Elect Trolley repl	1E9TL12221C248047	\$ 282,553.57	80%	CA-90-Y009	23	2	elct/die	TR
1864	2002	3/14/2002	active	E Bus 22 ft Hybrid Elect Trolley repl	1E9TL12261C248049	\$ 282,553.57	80%	CA-90-Y009	23	2	elct/die	TR
1887	1991	10/20/1998	Retired	SV Trolley replica 30' diesel	4S7MT9T0XMC003953	\$ 38,485.34			27	2	diesel	TR
1898	1991	10/20/1998	active	SV Trolley replica 30' diesel	4S7MT9T01MC003954	\$ 38,485.34			27	2	diesel	TR
1955	1991	10/20/1998	active	SV Trolley replica 30' diesel	4S7MT9T03MC003955	\$ 38,485.34			27	2	diesel	TR
1985	1991	10/20/1998	active	SV Trolley replica 30' diesel	4S7MT9T05MC003956	\$ 38,485.34			27	2	diesel	TR
6260	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2866702489	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6261	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2466702490	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6262	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2766702502	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6263	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2266702505	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6264	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2866702508	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6265	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2866702511	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB
6266	2006	EDA 01/2007	active	Orion S50-35-102 CNG	1VHGF3L2366702514	\$ 400,092.90	88.53%	CA-90Y073	35	2	CNG	MB

Source: City of Visalia



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Exhibit III-21 Summary of Fleet Recommendations

Fixed-Route Recommendations	
Service Element	Recommendation
Fixed-Route	Include Additional 40-foot buses within fleet mix.
	Utilize CNG vehicles whenever feasible.
	Replace vehicles as soon as they reach the 12-year, 500,000-mile threshold.
Demand-Response	Trim the fleet to six active vehicles and one spare.
	Adopt a 5-year, 150,000-mile replacement schedule.
	Stagger the replacement of demand-response vehicles.

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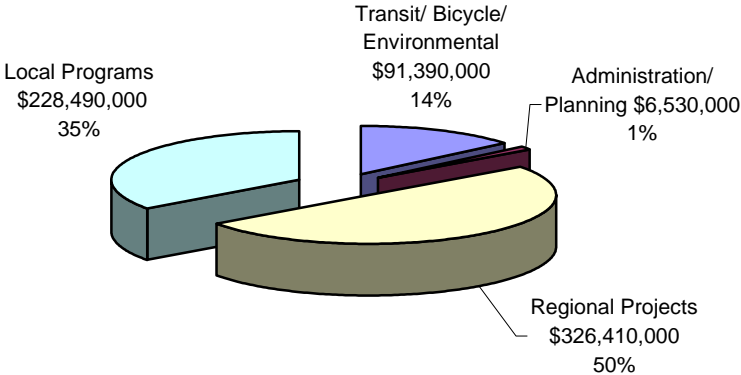
# 4

## 4. FINANCIAL AND CAPITAL PLAN

### 4.1 Introduction

In July 2006, the Tulare County Transportation Authority adopted the *Final 2006 ½ Cent Transportation Sales Tax Measure Expenditure Plan*. Measure R, as it is more commonly known, was approved by voters in the November 2006 election. Subsequently, in a unanimous vote, Measure R was formally endorsed by the Visalia Chamber of Commerce Board of Directors. The Plan, crafted by the Tulare County Association of Governments (TCAG) and nine member agencies (cities of Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Visalia, Woodlake; and the County of Tulare), guides more than \$625 million in transportation fund expenditures over a 30-year period.

Exhibit IV-1 Anticipated Measure R Expenditures



In this chapter, Moore & Associates outlines the financial plan to support the operational and capital recommendations presented in the pervious chapter.

## 4.2 Fixed-Route Financial Plan

This set of recommendations for Visalia’s fixed-route service was drafted in response to the passage of Measure R and assumes the City will receive \$684,000 per annum in Measure R funds, with the majority devoted to fixed-route improvements and a small portion (under \$20,000 dollars) devoted to demand-response improvements related to extension of Sunday service hours. Measure R funds would be used to fund the majority of the fixed-route operational improvements, though federal funds would be necessary to cover the balance.

The combination of service improvements and marketing listed in Chapter 3.2 would increase fare revenue through anticipated ridership growth. This increase in revenue would allow the City to improve its farebox recovery ratio and ultimately fund any future service growth endeavors. Farebox Backfill line item refers to funds used to ensure the City meets the TDA-mandated 20-percent ratio requirement. The City would need to apply for FTA Section 5303 funding to cover the anticipated expenses related to creating the Mooney Corridor Plan.

Exhibit IV-2 Proposed Fixed-Route Budget

	FY 2007/08	FY 2008/09	FY 2009/10
<b>Expenses</b>			
Route 1 Frequency Increase	\$179,000	\$184,370	\$189,901
Route 2 Realignment/Scheduling Changes	\$0	\$0	\$0
Route 5 Realignment/Scheduling Changes	\$0	\$0	\$0
Route 6 Scheduling Changes	\$0	\$0	\$0
Route 7 Realignment	\$314,250	\$323,678	\$333,388
Route 10 Realignment/Scheduling Changes	\$0	\$0	\$0
Mooney Corridor Transit Plan	\$0	\$50,000	\$0
Fixed-Route Sunday Hours Extension	\$73,417	\$75,620	\$77,888
Farebox Backfill	\$113,333	\$116,733	\$120,235
Marketing	\$90,000	\$92,700.00	\$95,481.00
<b>Total Expenses</b>	<b>\$770,000</b>	<b>\$843,100</b>	<b>\$816,893</b>
<b>Revenue</b>			
FTA 5311	\$102,549	\$126,476	\$151,138
FTA 5303	\$0	\$50,000	\$0
LTF (Measure R)	\$667,452	\$666,624	\$665,755
<b>Total Revenue</b>	<b>\$770,000</b>	<b>\$843,100</b>	<b>\$816,893</b>

Source: City of Visalia

### 4.3 Demand-Response Financial Plan

A series of service improvements were presented in Chapter 3.3. It is anticipated only one of them would amount to an appreciable expense—the extension of Sunday service hours to 6:30 p.m. We propose the City use Measure R funds to cover the expense of this service expansion.

Exhibit IV-3 Proposed Demand-Response Budget

	FY 2007/08	FY 2008/09	FY 2009/10
<b>Expenses</b>			
Sunday Service Hour Extension to 6:30 p.m.	\$16,548	\$17,376	\$18,245
Total Expenses	\$16,548	\$17,376	\$18,245
<b>Revenue</b>			
LTF (Measure R)	\$16,548	\$17,376	\$18,245
Total Revenue	\$16,548	\$17,376	\$18,245

Source: City of Visalia

## 4.4 Vanpool Financial Plan

To supplement the recommendations for service between central Visalia and the Visalia Industrial Park, Moore & Associates has drafted financial plans supporting the recommendations (i.e. vanpool). The financial plan is split between operational and capital expenditures, illustrating operating and capital costs by year and identifying potential funding sources over a three-year period.

The projected budget for vanpool service would use 17 vans to provide the service. It is possible to add more vans, should the service prove to be successful. The vanpool program becomes more cost-effective as more vans are added to the service (the cost associated with each van diminishes as more vehicles are added).

Maintenance costs are estimated at \$2,000.00 per year per vehicle and fuel costs are estimated by calculating fuel consumption at 14 miles per gallon at \$2.50 per gallon, with each van traveling 50 miles each week. Contract operations costs have been calculated by estimating the cost of personnel at \$30,000.00 per year per staff member. Marketing expenses are calculated at three percent of the total budget.

Fare revenue is calculated by estimating 12 riders would be in each van and they will each be charged \$100.00 a month for the service. Total fare revenue could be augmented by increasing the monthly charge, the number of riders per van, or the total number of vans (capacity, provided demand exists).

We believe it should be noted grant revenue is currently estimated in a fashion that would allocate the difference between fare revenue and total expenses evenly. In FY 2008/09 and FY 2009/10, a “profit” is generated which could be used to offset the initial expenses from FY 2007/08.



Exhibit IV-4 Vanpool Financial Plan

Expenses		FY 2007/2008	FY 2008/2009	FY 2009/2010
<b>Operating</b>				
Insurance		\$15,200	\$15,200	\$15,200
Administration		\$30,000	\$30,000	\$30,000
Fuel		\$39,100	\$39,100	\$39,100
Maintenance		\$8,075	\$8,075	\$8,075
Marketing		\$7,536	\$7,536	\$7,536
<b>Total Operating Expenses</b>		<b>\$99,911</b>	<b>\$99,911</b>	<b>\$99,911</b>
<b>Capital</b>				
# of Vans		17	17	17
Vans		\$510,000		
<b>Total Capital Expenses</b>		<b>\$510,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenses</b>		<b>\$609,911</b>	<b>\$99,911</b>	<b>\$99,911</b>
<b>Revenue</b>				
Fare		\$244,800	\$244,800	\$244,800
TDA		\$182,556	\$0	\$0
FTA		\$182,556	\$0	\$0
<b>Total Revenue</b>		<b>\$609,911</b>	<b>\$244,800</b>	<b>\$244,800</b>

## 4.4 Capital Plan

The plan for vanpool service includes both operational and capital expenditures. As such, vanpool vehicle procurement is not addressed in the Capital Plan.

The City of Visalia has applied for funds from the Public Transportation, Modernization, Improvement, and Service Enhancement Account (PTMISEA) created with the passage of Proposition 1B. The Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 (Prop 1B) called for the State to issue bonds in the amount of \$19.9 billion to fund transportation infrastructure improvement projects. The PTMISEA governs a portion (\$4 billion) of the nearly \$20 billion raised through issuing bonds. In FY 2007/08, \$600 million is available for qualifying transit projects.

The following guidelines determine project eligibility for PTMISEA funds:

1. Rehabilitation, safety, or modernization improvements,
2. Capital service enhancements or service expansions,
3. New capital projects,
4. Bus rapid transit improvements, or
5. Rolling stock procurement, rehabilitation, or replacement.

The City of Visalia is eligible for approximately \$1.1 million in FY 2007/08, which it intends to use for the environmental (PA&ED), design (PS&E), and right-of-way (R/W) phases of a new Visitor's Center and Shuttle Information Office near the existing Transit Center on Oak Street. This project qualifies as a Capital Service Enhancement under PTMISEA guidelines. The City aims to provide space for National Park staff associated with the SEKI program, include additional park spaces, increase ridership, and spur increased development in downtown Visalia. The initial use of the property will be for additional parking. Available parking has dwindled recently due to development around the existing transit center, creating the need for additional dedicated parking space. The site will be available for parking while the Visitor Center is under construction. Additional parking will support ridership growth as it will promote the transit center as a viable park and ride location. The project is set to begin in March, 2008 and finish in December, 2010.

The following table includes capital expenses for VCC's fixed-route, demand-response, and trolley services. This budget is coordinated with the replacement schedule located in Chapter 3.5. It is assumed 35-foot vehicles cost \$410,000, 40-foot vehicles \$415,000, demand-response Type III vehicles \$92,000 and trolley vehicles \$180,000 in FY 2007/08. This cost is inflated at the rate of three percent each fiscal year thereafter.

Exhibit IV-5 Capital Plan

Expenses	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 20012/2013	FY 20013/2014	FY 20014/2015
<b>Fixed-Route</b>								
40-Foot Replacement	0	0	8	0	0	0	0	0
40-Foot Expansion	0	3	0	0	0	0	0	0
Total Cost	\$0	\$1,282,350	\$3,522,188	\$0	\$0	\$0	\$0	\$0
35-Foot Replacement	0	0	0	0	0	0	0	0
35-Foot Expansion	0	4	0	0	0	0	0	0
Total Cost	\$0	\$1,689,200	\$0	\$0	\$0	\$0	\$0	\$0
Trolley Replacement	3	0	0	0	0	0	0	0
Trolley Expansion	0	0	0	0	0	0	0	0
Total Cost	\$540,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$540,000	\$2,971,550	\$3,522,188	\$0	\$0	\$0	\$0	\$0
<b>Demand-Response</b>								
Type III Replacement	6	0	0	0	2	2	2	1
Type III Expansion	0	0	0	0	0	0	0	0
Total Cost	\$552,000	\$0	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148
Subtotal	\$552,000	\$0	\$0	\$0	\$207,094	\$213,306	\$219,706	\$113,148
<b>Facilities</b>								
Transit Center (PTMISEA)								
Environmental Phase (PA&ED)	\$20,000							
Design Phase (PS&E)	\$130,000							
Right of Way Phase (R/W)	\$865,390	\$634,610						
Construction Phase (CON)			\$1,500,000					
Subtotal	\$1,015,390	\$634,610	\$1,500,000	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$113,148
<b>Funding</b>								
CMAQ	\$425,000	\$2,081,000	\$2,479,000		\$141,536	\$141,536	\$141,536	\$141,536
Prop 1B (PTMISEA)								
PUC 99313	\$924,982							
PUC 99314	\$90,408							
FTA Section 5307		\$507,688	\$592,312					
Local Transportation Funds		\$126,922	\$907,688					
Earmark	\$612,000	\$620,550	\$722,188		\$47,094	\$53,306	\$59,706	
Local Match	\$55,000	\$270,000	\$321,000		\$18,464	\$18,464	\$18,464	
Total Funding	\$2,107,390	\$3,606,160	\$5,022,188	\$0	\$207,094	\$213,306	\$219,706	\$141,536

Source: City of Visalia

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9c

**Agenda Item Wording:** Authorization to award the contract for a Short Range Transit Plan to Moore & Associates in the amount of \$69,832.96.

**Deadline for Action:** June 2, 2008

**Submitting Department:** Administration Department – Transit Division

**Contact Name and Phone Number:** Monty Cox, X4591

**Department Recommendation**

That the City Council authorize the Transit Division to award the Short Range Transit Plan contract to Moore & Associates in the amount of \$69,832.96.

**Summary/Background**

Staff conducted a competitive bid process to select a qualified firm to conduct a Short Range Transit Plan (SRTP). The City received three proposals from qualified firms; PMC, TPG Consulting, and Moore & Associates.

The selection process included a panel that reviewed and scored the proposals. The panel included Leslie Caviglia from Administration, Marvin Demmers from Tulare County Association of Governments (TCAG), Ron Allen Transit Advisory Committee member, Monty Cox and Carmen Quevedo from the Transit Division. Ted Smalley from TCAG also assisted with the interviews. Interviews were conducted with the top two firms, TPG Consulting and Moore & Associates.

After reviewing the three proposals and interviewing the top two firms, staff recommends the selection of Moore & Associates to conduct the SRTP for a cost of \$69,832.96. Moore & Associates has an extensive background in performing SRTP's and transit related projects throughout Tulare County and communities similar to the City of Visalia throughout the state. Moore & Associates has conducted Short Range Transit Plans for Burbank, Santa Clarita, Humboldt County, and Napa County. Several services were offered by Moore that were not available from the other firms. For example, Moore uses a survey method that would actually reach 80% of VCC riders. An additional factor was that more of the SRTP work will be completed by the experienced Principals in the firm instead of staff members with significantly less experience.

**For action by:**

- City Council
- Redev. Agency Bd.
- Cap. Impr. Corp.
- VPFA

**For placement on which agenda:**

- Work Session
- Closed Session

**Regular Session:**

- Consent Calendar
- Regular Item
- Public Hearing

Est. Time (Min.): \_\_\_\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

Moore Associates has extensive documented experience working with other agencies throughout California that have gone through the transition from an urbanized area with a population of 50,000 to 200,000 to a UZA of over 200,000. It is very likely that through the census of 2010 the cities of Tulare and Visalia with Farmersville, Exeter and the town of Goshen will need to address many issues related to this process. They also have more experience dealing with other census related factors from a transit planning perspective.

Short Range Transit Plans are documents that look at current bus services and project transit needs into a five-year horizon. It includes an operating plan, capital plan and financial plan for that period of time and can be used to federal, state and local revenues and expenses. SRTP's are required by the Federal Transit Administration as a prerequisite to approval of federal grants for operating and capital purposes. The STRP also provides an information source for the City Council, Transit Advisory Committee, the community, and staff. The plan evaluates current services, provides recommendations to improve the transit system, and programs federal funding.

The other proposals were received from TPG Consulting (59,720) and PMC (98,323). Although the cost for TPG was significantly less, the value of the work done by more experienced staff and the added services included with the proposal from Moore Associates is worth the added expense. The funds for the SRTP will be provided through the annual transit planning allocation from TCAG. Eighty percent (80%) will be billed through TCAG and twenty percent (20%) will come from the local Transportation funds (LTF). Staff will be coming back to Council to present the Draft Short Range Transit Plan for review and comment. Staff will return to Council for final adoption.

**Prior Council/Board Actions:**

**Committee/Commission Review and Actions:**

**Alternatives:** The City could elect to award the contract to one of the other proposers.

**Attachments:** None.

**Recommended Motion (and Alternative Motions if expected):**

I move that the City Council authorize the Transit Division to award the Short Range Transit Plan contract to Moore & Associates in the amount of \$69,832.96.

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

***Financial Impact***

**Funding Source:**

Account Number:

Account Number: 4511-00000-720000-0-9259 (Planning)

**Budget Recap:**

Total Estimated cost: \$0

New Revenue: \$ 0

Amount Budgeted: \$ 0

\* Lost Revenue: \$

New funding required:\$

New Personnel: \$

Council Policy Change: Yes\_\_\_\_ No X

# City of Visalia Agenda Item Transmittal

**Meeting Date:** June 02, 2008

**Agenda Item Number (Assigned by City Clerk):** 9d

**Agenda Item Wording:** Resolution to authorize a grant application submittal for the California Department of Housing and Community Development (HCD), by the passage of Proposition 1C, the Housing and Emergency Shelter Trust Fund Act of 2006 for funding within the CalHOME Programs (First Time Homebuyer Mortgage Assistance and Owner-Occupied Rehabilitation) in the amount of \$900,000.

**Deadline for Action:** June 02, 2008

**Submitting Department:** Community Development

**Contact Name and Phone Number:** Ricardo Noguera, Housing & Economic Development Director (4190), Rhonda Haynes, Housing Specialist (4460)

**Department Recommendation:** That the City Council approve Resolution 2008-30 authorizing submittal of a CalHome Grant Application, to support first time homebuyer and rehabilitation activities and authorize the "Applicant Certification and Commitment of Responsibility".

**Summary/background:**

The California Department of Housing and Community Development (HCD) announced that it is accepting applications under the CalHome Program Notice of Funding Available for approximately \$60 million dollars. These funds are provided by the passage of Proposition 1C, the Housing and Emergency Shelter Trust Fund Act of 2006. The funding is available to local public agencies or nonprofit corporations and grants may not exceed nine hundred thousand dollars (\$900,000) for all eligible activities/programs. The application is a multiple activity application. The aggregate amount of all activities applied for may not exceed the maximum application. Funding is available to local public agencies or nonprofit corporations for the following eligible activities within the CalHome Program:

- First-Time Homebuyer Mortgage Assistance
- Owner-Occupied Rehabilitation

The City of Visalia is preparing an HCD CalHome Program grant application in the amount of \$900,000. Staff will be determining the amount of assistance toward each of the programs upon

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.) 1 min.

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.



award; however staff if awarded the full \$900,000, recommends allocating \$600,000 toward the FTHB Program and the remaining \$300,000 toward the housing rehabilitation program.

### **First-Time Homebuyer Mortgage Assistance (FTHB) Program**

Possible Administrator: Community Services and Employment Training, Inc. (CSET)

If the City is awarded the 2008 CalHome Grant, the City must allocate no less than 50% of the award towards the recently established First Time Homebuyer Program. The established guidelines are as follows:

- Provide a 30 year second mortgage loan to first-time homebuyers for mortgage assistance; and
- Provide a low interest rate (3%), simple interest per annum; and
- Deferred payments (HCD requirement); and
- The per borrower allocation currently established is \$40,000 as per HCD requirements; and
- Loan is repayable upon the sale, transfer or refinance of the property, when the property ceases to be owner-occupied, or upon the loan maturity date; and
- The loans are not assumable; and
- The recaptured principal and interest will be placed in the "reuse account" as required by HCD and will provide assistance to more families in the future; and
- CalHome will be reimbursing the City, in the form of a grant for homebuyer education and loan-processing activity delivery fees.

### **Owner-Occupied Rehabilitation (OOR) Program**

Possible Administrator: Self Help Enterprise (SHE)

Again, if the City is awarded the grant, the remaining portion of funds will be utilized to establish a new CalHome Owner Occupied Rehabilitation Program (OOR). The program guidelines would be brought to City Council for approval. An example of the guidelines would be based upon CalHome regulations and the City's existing housing rehabilitation programs as follows:

- Provide a 30 year loan; and
- Provide a low interest rate (2%), simple interest per annum; and
- Deferred payment (HCD requirement); and
- Owner-occupant rehabilitation of their primary residence only; and
- The CalHome funds may be utilized as stand alone rehabilitation loan up to \$60,000; and
- May match with the City's existing (CDBG or HOME funded) Housing Rehabilitation Program; and
- Eligible costs include activity delivery fee, non-recurring loan closing costs, building permits, appraisal, architectural, engineering, and other consultant services that are directly related to the rehabilitation of the property (inspections and work write-ups) and the cost of building permits and other related government fees. An activity delivery fee per assisted unit will be reimbursed in the form of a grant from HCD.
- Loan is repayable upon the sale, transfer or refinance of the property, when the property ceases to be owner-occupied, or upon the loan maturity date; and

If CDBG or HOME rehabilitation loans are utilized in conjunction with CalHome loan, the CDBG or HOME funded rehabilitation loan would be in a second lien position. This would be in cases of substandard housing and costs exceeding the CalHome loan maximum.

### **Administration and Activity Delivery**

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File location and name: Item 9d calhome program grant

If CalHome grants are awarded, Staff would amend its existing contracts with both Community Services and Employment Training (CSET), to administer the FTHB, and Self Help Enterprise (SHE) to administer the OOR. The source of funds for this NOFA comes from the sale of general obligation bonds. General obligation bond law requires funds to be expended for “the costs of construction or acquisition of a capital asset.” Historically, no funds for the local administration of bond funded programs have been allowed. General obligation bond proceeds used in the CalHome Program may not be used for a recipient’s general administrative or operating costs; therefore Staff would recommend that Redevelopment Low/Mod Funds be authorized for administration costs. The cost of administration of SHE, CSET and AmeriNational will be approximately \$15,000 to \$20,000 with remaining costs covered or included in the CalHome grant as “activity delivery”. General obligation bond proceeds however, do allow the funds to be utilized for activity delivery fees as listed below:

- a. The direct expense of homebuyer education provided to individuals who also receive home purchase funds. (CSET would conduct education)
- b. Loan processing activity delivery fees, pursuant to regulation Sections 7729(d) for homebuyer mortgage assistance loans, as reimbursement to the recipient for its activities directly associated with the making of the loan to the borrower. Fees are reimbursable only to the extent of actual costs incurred in making the individual loan not exceeding the amount normally and customarily charged in relation to similar loans by other lenders, and fees may only be paid for CalHome loans that have closed and been funded.
- c. Owner-occupied rehabilitation activity delivery fees, pursuant to Section 7733(f), as reimbursement to the recipient for the actual costs of services rendered to the homeowner that are incidentally but directly related to the rehabilitation work (e.g., planning, engineering, construction management, including inspections and work write-ups). However, the fees may only be reimbursed for work actually completed and funded with a CalHome loan.

**Application thresholds:**

The application thresholds include capability, likelihood of success, community need, and feasibility. The City’s experience and past success demonstrates capability with the existing programs, through its experienced subrecipients, outreach to the public, loan underwriter and loan servicing agency. Data indicates the community need and feasibility. In 2007, Staff submitted an application for \$600,000 CalHome funds for the FTHB Program and was awarded its first contract with HCD in many years. Staff is confident that the City meets the application thresholds for both programs and looks forward to receiving its second award for the FTHB Program and its first award for the OOR Program, meeting the community’s need.

**Timeframes for Use of CalHome Funds:**

If the grant funds are awarded, the City will enter into a Standard Agreement with HCD for a term of 36 months from the date of the award letter. Based upon last year’s experience with the 2007 CalHome Award, approximately 6 months after the award funds are available to the public for participation. This process includes execution of HCD agreement, City Council approval of program guidelines, HCD’s review and approval of guidelines, monitoring plan, loan servicing plan, and reuse plan to announcement and promotion to the public.

**An executed resolution must be included in the application**

An executed resolution must be included in the application submitted to HCD. A resolution is attached. The resolution should authorize submittal of the application and execution of the

Standard Agreement. The person attesting to the validity of the resolution cannot be the same individual as the one granted the authority in the resolution. If the application is submitted unsigned or signed by someone other than the individual authorized in the resolution, the application will be rejected.

In addition to the resolution authorizing the submission of the application, the person authorized in the resolution must certify to knowledge the responsibilities that are assumed when contracting with the State for CalHome funds. In addition, this certification ensures that this individual acknowledges both the contents and information in the application and that it is accurate and correct. By signing this certification, the applicant is also authorizing HCD to contact any agency that may assist in determining applicant capability, whether or not named in the application.

**Ongoing CalHome Funding requirements:**

If awarded, a number of requirements associated with the Calhome funds would require some additional staff time for the following:

- City must enter into a Standard Agreement with HCD
- City must develop a loan servicing plan and underwriting guidelines. The City will utilize its current loan servicing contractor, AmeriNational Community Services, Inc. and mirror the City's First Time Homebuyers Program guidelines as they will reflect CalHome regulations and requirements. The Owner Occupied Rehabilitation Program will mirror the City's existing requirements with the exception that the loan is a deferred for a 30 year period.
- City must inspect each property at the time of application. The City currently conducts home inspections for all of its housing programs.
- City must ensure that homebuyer education approved by HCD is provided to the participants of the program.
- Continued use of the "reuse account" which was established in 2007. The account captures the principal and interest of the loans that are paid off. The funds go into the account to be recycled and used again as gap financing, allowing more families to realize the dream of homeownership and revitalization of their rehabilitated home.
- City must enter into a 20 year monitoring plan with HCD.

Please note the following:

- The resolution must contain all of the elements of the sample resolution
- The current CalHome NOFA must be referenced.
- The resolution must be dated after the current NOFA issuance date.
- The resolution must authorize submittal of the application and the execution of the Standard Agreement.
- The resolution must specify the amount of CalHome funds being requested.
- The proposed activities and locations must be referenced.
- The person attesting and certifying the resolution cannot be the same person authorized in the resolution to execute documents.
- The resolution must be an original or a certified copy with a live certification.

**Prior Council/Board Actions:** The City Council has previously authorized the submittal of grant applications to implement local Housing Programs and last years' submission of the awarded 2007 CalHome Grant.

**Committee/Commission Review and Actions:** None.

**Alternatives:** None

**Attachments:** City Council Resolution no. 2008- 30.

**Recommended Motion (and Alternative Motions if expected):** I move to approve Resolution no. 2008-30 authorizing the submittal of a HCD CalHome Program grant application.

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:

**EXHIBIT C**

**RESOLUTION NO. 2008-30**

**RESOLUTION OF THE VISALIA CITY COUNCIL  
AUTHORIZING APPLICATION FOR HCD CALHOME PROGRAM GRANT**

THE GOVERNING BOARD  
OF  
THE CITY OF VISALIA

HEREBY AUTHORIZES THE SUBMITTAL OF AN APPLICATION TO THE CALIFORNIA STATE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT FOR FUNDING UNDER THE CALHOME PROGRAM; THE EXECUTION OF A STANDARD AGREEMENT IF SELECTED FOR SUCH FUNDING AND ANY AMENDMENTS THERETO; AND ANY RELATED DOCUMENTS NECESSARY TO PARTICIPATE IN THE CALHOME PROGRAM.

WHEREAS:

- A. CITY OF VISALIA, a [political subdivision of the State of California], wishes to apply for and receive an allocation of funds through the CalHome Program; and
- B. The California Department of Housing and Community Development (hereinafter referred to as "HCD") has issued a Notice of Funding Availability ("NOFA") for the CalHome program established by Chapter 84, Statutes of 2000 (SB 1656 Alarcon), and codified in Chapter 6 (commencing with Section 50650) of Part 2 of Division 31 of the Health and Safety Code (the "statute"). Pursuant to the statute, HCD is authorized to approve funding allocations utilizing monies made available by the State Legislature to the CalHome program, subject to the terms and conditions of the statute and the CalHome Program Regulations adopted by HCD in April 2004; and
- C. The CITY OF VISALIA, "Applicant" wishes to submit an application to obtain from HCD an allocation of CalHome funds in the amount of \$900,000.

IT IS NOW THEREFORE RESOLVED THAT:

1. The CITY OF VISALIA shall submit to HCD an application to participate in the CalHome Program in response to the NOFA issued on April 18, 2008, which will request a funding allocation for the following activities:

*First Time Homebuyer Program Loans:* To provide homeownership opportunities at a low interest rate, deferred, 30 year loans to first-time homebuyers for mortgage assistance for permanent financing of a unit ready for occupancy up to the maximum per loan allowed by HCD (Program allocation: \$600,000)., located in the County of Tulare, City of Visalia, citywide; AND

*Owner Occupied Rehabilitation Program Loans:* To preserve existing housing stock by providing a low interest rate, deferred, 30 year loans to low-income families (owner-occupants) in need of rehabilitation for health, safety and housing quality standards up to maximum per loan allowed by HCD (Program allocation: \$300,000), located in the County of Tulare, City of Visalia, citywide; AND

2. If the application for funding is approved, the CITY OF VISALIA hereby agrees to use the CalHome funds for eligible activities in the manner presented in the application as approved by HCD and in accordance with program regulations cited above. It also may execute any and all other instruments necessary or required by HCD for participation in the CalHome Program.

3. The CITY OF VISALIA authorizes Steven M. Salomon, City Manager of the City of Visalia and/or the Housing and Economic Development Director to execute in the name of the CITY OF VISALIA, the application, the Standard Agreement, and all other documents required by HCD for participation in the CalHome Program, and any amendments thereto.

PASSED AND ADOPTED THIS \_\_\_\_ Day of June, 2008, by the following vote:

AYES: \_\_\_\_\_ NAYS: \_\_\_\_\_ ABSTAIN: \_\_\_\_\_ ABSENT: \_\_\_\_\_

The undersigned \_\_\_\_\_ (title of officer) of the \_\_\_\_\_ (name of Applicant) there before named does hereby attest and certify that the foregoing is a true and full copy of a resolution of the Governing Board adopted at a duly convened meeting on the date above-mentioned, which has not been altered, amended or repealed.

---

\_\_\_\_\_ Signature \_\_\_\_\_ Date

3. The **person attesting to the signing of the resolution cannot be the same person who is authorized to execute documents in the name of the applicant.**
4. The Resolution must be the original or a certified copy of the original.

CITY OF VISALIA  
APPLICANT CERTIFICATION AND COMMITMENT OF RESPONSIBILITY:

As the official designated by the governing body, I hereby certify that if approved by HCD for a CalHome Program funding allocation, the City of Visalia assumes the responsibilities specified in the CalHome Program Regulations and certifies that:

- A. It possesses the legal authority to apply for the allocation and to execute their proposed program or project;
- B. Before committing funds to a homebuyer/homeowner, it will evaluate the funding eligibility in accordance with CalHome Program Regulations and will not invest any more CalHome funds in combination with other governmental assistance than is necessary to provide affordable housing;
- C. The Applicant **does not** have any unresolved audit findings for prior HCD or federally-funded housing or community development projects or programs.
- D. There are **no** pending lawsuits that would impact the implementation of this program or project.
- E. It will comply with all statutes and regulations governing the CalHome Program.
- F. The information, statements, and attachments contained in this application are, to the best of my knowledge and belief, true and correct.
- G. It has the ability to perform the duties for the activity(s) applied for in accordance with Section 7718 of the CalHome Program Regulations.

I authorize the Department of Housing and Community Development to contact any agency, whether or not named in this application, which may assist in determining the capability of the Applicant. All information contained in this application is acknowledged to be public information. (This certification must be signed by the person authorized in the Resolution)

\*Signature: \_\_\_\_\_ Title: City of Visalia, City Manager

Type Name: Steven M. Salomon Date: \_\_\_\_\_

\*Must be signed by authorized signatory per the resolution.

The undersigned **Donjia Huffman, Deputy City Clerk**, of the Applicant here before named does hereby attest and certify that the forgoing is a true and full copy of a resolution of the *City Council* adopted at a duly convened meeting on the date above-mentioned, which has not been altered, amended or repealed.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9e

**Agenda Item Wording:** City Council Support **AB 3035** (Galgiani and Ma) High-Speed Rail and Authorize Staff to send letters to the Appropriate Entities.

**Deadline for Action:** June 2, 2008

**Submitting Department:** Administration

**Contact Name and Phone Number:** Carol L. Cairns, Assistant City Manager 713-4324

**Department Recommendation:**

Staff recommends that the City Council support **AB 3034** (Galgiani and Ma) High-Speed Rail and authorize staff to send letters to the appropriate entities.

**Summary/background:**

The Safe, Reliable High-Speed passenger Train Bond Act for the 21<sup>st</sup> Century will be presented for voters approval at the November 4, 2008, general election. Subject to voter approval, the act would provide for the issuance of \$9.95 billion of general obligation bonds, \$9 billion of which would be available in conjunction with any available federal funds for planning and construction a a high-speed train system pursuant to the business plan of the High-Speed Rail Authority, and \$950 million of which would be available for capital projects on other passenger rail lines to provide connectivity to the high-speed train system and for capacity enhancements and safety improvements to those lines.

**AB 3034** will ensure that 90% of the bond proceeds will go toward actual construction of the rail system. It will require the High-Speed Rail Authority to maximize other sources of funding by providing that priority in selecting segments go to those that require the least amount of bond funds as a percentage of the total cost of construction. **AB 3034** will also further refine the route corridors of the system and help ensure that all population centers are fairly treated.

- This bill would make various revisions to the bond act to be submitted to the voters.
- The bill would refer to construction of a high-speed train system consistent with the authority's certified environmental impact report of November 2005, rather than with the final business plan of June 2000.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): \_\_\_\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.



- The bill would revise the descriptions of route corridors of the proposed high-speed train system. The bill would require excess revenues from operation of the high-speed train system beyond the amount needed for high-speed train purposes, as determined by the authority, to be used to finance construction of the high-speed train system, and any remaining revenue to be deposited in the General Fund.
- The bill would require that that not more than 10% of bonds proceeds be used for environmental studies, planning, and preliminary engineering activities, and would require the authority to have a detailed funding plan for each segment of the system that identifies the full cost of construction and the sources of revenues for that segment, prior to awarding a construction contract for the segment.
- The bill would require the authority to give priority in selecting segments for construction to those segments that are expected to require the least amount of bond funds as a percentage of total cost of construction, among other considerations.
- This bill would declare that it is to take effect immediately as an urgency statute.
- This bill will make necessary improvements to the High-Speed Passenger Train Bond Act that will help expedite the construction of California's high-speed rail in the most cost-effective and beneficial manner for California's transportation systems.

**Prior Council/Board Actions:**

Support of the High-Speed Train Project and support for a station in the Tulare/Kings County area.

**Committee/Commission Review and Actions:**

n/a

**Alternatives:**

Do not support **AB 3034**

**Attachments:**

Sample letter of Support for **AB 3034**  
 AB 3034

**Recommended Motion (and Alternative Motions if expected):**

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:

# City of Visalia Agenda Item Transmittal

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9f

**Agenda Item Wording:** Support for Tulare County Economic Development Corporation's (TCEDC) State Enterprise Zone Application

**Deadline for Action:** None

**Submitting Department:** Housing and Economic Development

**Contact Name and Phone Number:** Ricardo Noguera, Housing & Economic Development Director; 713-4190

**Department Recommendation:** Authorize the City contribution of \$62,189 toward the Tulare County Economic Development Corporation's (TCEDC) application for State Enterprise Zone (EZ) designation.

**Summary/Background:** In 1998, Tulare County was designated as a Target Tax Area (also referred to as the Business Incentive Zone "BIZ"). The BIZ is set to expire in 2012. The likelihood that this successful program will be extended by state legislatures beyond 2012 is remote since they prefer to support EZ's only.

Within the next two years, it is expected the State will designate six new EZs. However, after 2009, there will be no new EZs designated until 2031. Therefore, it is essential that the TCEDC pursue the EZ now. If successful the City would terminate the BIZ in favor of the EZ.

**Past Successes with the BIZ in Visalia:** The BIZ has been instrumental in the landing of key industrial firms in Visalia. For example, VF Outdoor, Inc. and JoAnn Stores, Inc. chose Visalia in part due to the benefits from the BIZ. Each of these firms utilized the high level of vouchering services provided by the Workforce Investment Department and were able to hire qualified employees and while taking advantage of the state tax hiring tax credits offered through the BIZ. In return, these companies created hundreds of new jobs and increased earnings for Visalia and Tulare County residents. In total, since 1998, VF Industries has vouchered 198 employees, JoAnn Stores has vouchered 291 employees and overall 3,719 approved vouchers have been issued for 73 Visalia employers.

**The Proposal:** The TCEDC will submit the State EZ application in August. These boundaries are virtually the same as the BIZ. The TCEDC is also in the process of preparing a Comprehensive Economic Development Strategy (CEDS) which will be submitted to the U.S.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.):\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
**(Initials & date required)**

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
**(Initials & date required or N/A)**

**City Mgr** \_\_\_\_\_  
**(Initials Required)**

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

Economic Development Administration (EDA) in December 2008. The CEDS is used by EDA to determine funding for public works and other economic development projects in Tulare County.

The EZ will benefit all businesses in the zone. Currently, only designated businesses can receive incentives in the BIZ. The other major difference is that under the BIZ a tax credit voucher can be issued for anyone residing in the boundaries of the BIZ. However, under the EZ, TCEDC will be required to designate "target employment areas" in which an employee must live in order for the company to receive the tax credit voucher. These areas are designated to be those with the highest unemployment and poverty within the area. This will be beneficial to areas such as the Oval Park and Washington School areas in Visalia with respect to new job potential.

**Support for the Proposal and Application:** The County Administration/City Managers Association, Economic Development Corporation's Board, BIZ Council, and CEDS Committee have all endorsed the submittal of the proposal and application.

**Cost for Preparation of Proposal and Application:** Chabin Concepts, an experienced consultant who has successfully represented TCEDC for the BIZ in 1998 and has represented many other communities elsewhere in California will serve as the consultant. This firm will represent TCEDC in its' application. The cost for preparation of the CEDS and EZ application will be \$165,000. The City of Visalia's share is \$62,189 or 37.69 percent of the County. Other cities throughout Tulare County and the County itself will contribute towards the cost for the proposal and application as well.

**Funding:** The \$62,189 will be derived from General Funds in the 2008/09 budget.

**Prior Council/Board Actions:**

**Committee/Commission Review and Actions:**

**Alternatives:** None.

**Attachments:**

- Map illustrating boundary areas.

**Recommended Motion (and Alternative Motions if expected):** Authorize the City contribution of \$62,189 toward the Tulare County Economic Development Corporation's (TCEDC) application for State Enterprise Zone (EZ) designation.

### ***Environmental Assessment Status***

**CEQA Review:** Not necessary at this time.

**NEPA Review:** Not applicable.

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9g

**Agenda Item Wording:** City Council Authorize Staff to Write Letters of Support For **AB 844** (Berryhill and Maze) Junk Dealers .

**Deadline for Action:** June 2, 2008

**Submitting Department:** Administration

**Contact Name and Phone Number:** Carol L. Cairns, Assistant City Manager 713-4324

**Department Recommendation:**

Staff recommends that City Council support **AB 844** (Berryhill and Maze) Junk Dealers and authorize staff to send letters of support to the appropriate entities.

**Summary/background:**

The issue of scrap metal theft has become an increasing public safety issue in recent years for a number of cities in California, including Visalia. Utility lines have been stripped, manhole covers stolen, fire hydrants rendered useless when brass couplings are stolen, and construction sites hit with a variety of metal thefts.

**AB 844** is a strong bill which will take steps to address this rising problem and provide a solid statewide law which local jurisdictions can enforce and enhance where necessary. It will basically require additional identification of consumers who recycle nonferrous materials, require a three-day delay in payment to consumers and allow local governments to go beyond state law when local public safety needs warrants a stronger ordinance for these thefts.

The bill refers to nonferrous materials which is defined as copper, copper alloys, stainless steel, or aluminum, but does not include beverage containers as defined in the Public Resources Code.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): \_\_\_\_\_

**Review:**

**Dept. Head** \_\_\_\_\_  
**(Initials & date required)**

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
**(Initials & date required or N/A)**

**City Mgr** \_\_\_\_\_  
**(Initials Required)**

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

**AB 844 will:**

- Prohibit a junk dealer or recycler from providing payment for nonferrous material, unless the payment is made by check, the check is mailed or provided to the seller no earlier than 3 days after the date of sale, the dealer or recycler obtains certain identifying information, as specified, and a photograph of the nonferrous material is retained by the dealer or recycler for a certain period of time.
- Specify that this provision does not apply if the junk dealer or recycler has on file or receives certain information from the seller and does not apply to the redemption of nonferrous materials of a certain value at a recycling center, as specified, or to coin dealers or automobile dismantlers. Transactions under \$10 are exempted when the primary purpose of the transaction is the redemption of beverage containers.
- Would require a court to order a person or a junk dealer or recycler to pay specified damages if the person is convicted of the theft of, or the junk dealer or recycler is convicted of the sale of property that has been placed on hold by a peace officer.
- Would authorize a local governing body to adopt and enforce laws that provide consumer protections greater than those in state law regulating junk dealers and recyclers.

**Prior Council/Board Actions:**

n/a

**Committee/Commission Review and Actions:**

n/a

**Alternatives:**

Do not support AB 844

**Attachments:**

Copy of sample letter of City of Visalia support for AB 844

Copy of League of California Cities letter of support for AB 844

Copy of AB 844

Copy of California City New article

**Recommended Motion (and Alternative Motions if expected):** I move the City Council support **AB 844** (Berryhill and Maze) Junk Dealers and authorize staff to send letters of support to the appropriate entities.

***Environmental Assessment Status***

**CEQA Review:**

**NEPA Review:**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*

Copies of this report have been provided to:



**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 9h

**Agenda Item Wording:** Authorization to implement fuel cell technology at the waste water treatment plant while further assessing the feasibility of solar installations and other energy efficiency measures.

**Deadline for Action:** N/A

**Submitting Department:** Natural Resource Conservation

**Contact Name and Phone Number:** Shawn Ogletree, 713-4530; Leslie Caviglia, 713-4317

**Recommendation:**

It is recommended that the Council authorize staff to move ahead with implementing fuel cell technology at the waste water treatment plant, and continue to assess the feasibility of a large scale solar installation once the Federal tax credits have been extended. It is also recommended that, in accordance with the City's memorandum of understanding with the San Joaquin Valley Clean Energy Organization, staff continue to pursue an energy policy for Council consideration, and continue to work on economically feasible energy efficiency projects to implement throughout the City.

**Summary/Background:**

Carrollo Engineers presented the "Water Conservation Plant 2008 Master Plan" to the City on May 19, 2008. The Master Plan recommendation includes installation of three 300 kW fuel cells with an additional two 300 kW fuels cells added in the future expansion of the Plant. Incorporation of fuel cells will provide approximately 75 percent of the power to the Plant by taking the biogas from the methane digester and converting the gas into energy. The analysis also included the recommendation of a 750 kW Photo Voltaic System in addition to the cogeneration use of digester gas and fuel cell technology.

Several companies have made initial proposals for solar power through a 25 year power purchase agreement; however, the pricing and terms have changed significantly during this informal process, to the point where staff does not feel confident recommending one proposal over another. This is especially true because not all the companies have submitted proposals for the large 1 megawatt system at the WWTP, plus other, smaller locations that could be viable if linked with the bid with the larger system. By themselves, locations such as the convention center, transit maintenance facility, police substations and parking structures would not be viable, but may be if linked with the larger WWTP project.

**For action by:**

- City Council
- Redev. Agency Bd.
- Cap. Impr. Corp.
- VPFA

**For placement on which agenda:**

- Work Session
- Closed Session

**Regular Session:**

- Consent Calendar
- Regular Item
- Public Hearing

Est. Time (Min.): \_\_\_

**Review:**

**Dept. Head: LBC 53008**

**Finance**

**City Atty**

**City Mgr**

Adding to the uncertainty is the expiration of the 30% investment tax credit for private companies at the end of the year. Both the Senate and the House of Representatives have approved extending the program, but have not agreed yet how to fund the tax credit. The tax credits may actually expire and new credits not implemented until the new Administration takes office next year. While some companies contend that they could meet the end of the year deadline, it would require the City to act immediately without going through a formal request for proposal process to ensure the best possible contract is secured.

The State's Go Solar incentives could lessen as the incentive drops as more solar panels are installed throughout the state. However, there are also a number of new developments in the solar industry, including the use of magnifying glasses to increase the energy produced, that could also make solar more productive and therefore more viable in the future.

Staff believes that rushing to commit to a long term agreement based on informal, partial proposals that may not include all facilities that may be viable is quite risky. Instead, staff proposes to wait until the tax credits are extended, and then issue a request for proposal for the all the potential facilities.

While there are some variations, the proposals would initially lower the energy cost at the WWTP, (approximately 10 cents per kilowatt versus 13 cents), but would commit the City to purchase power from the company for 25 years, at a 4% annual increase. At the end of the contract, the City would be paying more than 26 cents a kilowatt. While that increase is less than the average increases by Southern California Edison, staff is hesitant to recommend that the Council commit to a long term energy cost given the changing state of the technology.

These figures are based on a power purchase option. A power purchase involves an independent company installing the equipment, and the city signing a long term commitment to purchase power from the company. Private companies currently have the benefit of a 30% federal solar investment tax credits (ITC), and would also use the energy rebates available through the Go Solar program to make the program economically feasible for the company.

Outright purchase of a solar system is also an option. Because of the high installation cost, staff believes it is not feasible to purchase a system outright. The return on investment is over 20 years, even with the state energy rebates available through the California Go Solar program. As the City learned with the solar system at the airport, there can also be a number of factors that can impact the performance of solar systems. The systems can require significant maintenance to meet the projected energy outputs. Both of these factors can also negatively affect the energy and economic realities of solar.

Fuel cell technology will provide 75 percent of the power needed to operate the plant. It is both renewable, and economically feasible. The solar program is more uncertain. Staff proposes to continue to assess the technology, and once the federal tax credits are reinstated, to reassess the situation and consider issuing a comprehensive request for proposal for a power purchase agreement.

### **Energy Policy**

As part of the City's agreement as a model city with the San Joaquin Valley Clean Energy Organization, staff is working with the SJVCEO to develop an energy policy for Council consideration. Such a policy could include, but not be limited to, policies involving renewable energy, new green building and retrofit policies, transportation systems, and workforce

development. A basic outline has been proposed by the SJVCEO, and sample policies have been reviewed from Fort Collins, Portland, and New York. Staff will continue to work with the SJVCEO and the Environmental Committee on the development of this policy as part of the City's Cool Cities initiative. The energy policy will be developed as part of the Climate Action Plan that will be developed after the conclusion of the greenhouse gas emission assessment. The assessment is expected to be completed this fall and the Climate Action Plan to be completed by March 1, 2009.

### **Energy Efficiency**

Historically, the City has been proactive in implementing energy efficiency projects and has adopted financially sound practices that conserve energy and save money.

In the past few years, the City has undertaken a number of energy efficiency related projects including:

- 1) Upgrading the HVAC systems,
- 2) replacing the majority of its lighting
- 3) installing LEDs in a portion of the city traffic lights
- 4) conducting audits of city facilities and implementing the appropriate upgrades
- 5) installing a 30 kW photovoltaic solar system at the Visalia Airport to provide a portion of the electricity.
- 6) constructing two new police stations using "green" techniques including rice-bale walls, orientation of windows for control of sunlight, skylights for controlled natural light, electric lights that automatically go off when natural light is sufficient, and heat-reflecting "cool roofs."
- 7) installing solar lighting in bus shelters. Lighting for 5 bus shelters has been installed, 7 more have been ordered and grant funding applied for to add solar lighting to at least 15 more.
- 8) recently completed a second round of energy efficiency audits and are waiting for the final results to begin the feasibility assessment
- 9) applied for and was granted a partnership with Southern California Gas Company and Southern California Edison to improve energy efficiency

Staff believes that there are a number of other projects that should be pursued, many in conjunction with the partnership, which will save both energy and money. While it may be more economically feasible to complete these projects once the partnerships with the utility companies begin in January, significant leg work can be undertaken now on several of these projects so they can be implemented right after the New Year. These include:

1. complete the LED street light conversion (payback estimated less than 1 year)
2. expansion of solar lighting project at City bus Stops
3. use of solar street lights at appropriate city facilities and perhaps in some neighborhoods.
4. automate irrigation controllers in parks, and in lighting and landscape districts.
5. retrofit City facilities and pumps based on the SCE energy audit.
6. consider installation of demand response equipment at the WWTP and Convention Center.

Given that these projects, along with the fuel cell technology project at the WWTP, are both energy and financially feasible, it seems most prudent to put staff's efforts into these projects in the near term, while continuing to study solar and other forms of alternative energy.

**Prior Council/Board Actions:**

**Committee/Commission Review and Actions:**

**Alternatives:**

**Attachments:**

**Recommended Motion (and Alternative Motions if expected):**

1.

***Environmental Assessment Status***

**CEQA Review: NA**

**NEPA Review: NA**

**Tracking Information:** *(Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)*



**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10

**Agenda Item Wording:** Adoption of Resolution 2008-31 which allows the City of Visalia to place Miscellaneous Special Assessments on the Tulare County secured property tax roll for Sewer Connection, Business Incentive Zone, Curb & Gutter, Landscape and Lighting, Northeast Improvement District, Sewer, Weed & Lot Clearing, Code Enforcement, Los Rios/Casa Blanca and Property & Business Improvement District (Downtown).

**Deadline for Action:** June 2, 2008

**Submitting Department:** Finance

**Contact Name and Phone Number:** Eric Frost – x4474,  
Jason Montgomery – x4425

**Department Recommendation**

After holding the Public Hearing, it is recommended that the Visalia City Council adopt Resolution 2008-31 which allows the City of Visalia to place Miscellaneous Special Assessments on the Tulare County secured property tax roll for collection.

This is an annual process that allows the City to collect fees for three general categories:

1. Agreements entered into at the property owners request (Sewer Connection, Curb and Gutter, Business Incentive Zone)
2. Special assessments (Landscape and Lighting, Northeast Improvement District, Los Rios/Casa Blanca and Property & Business Improvement District - PBID)
3. Delinquent service charges (Weed and Lot Clearing, Code Enforcement, Sewer)

**Summary:** Each year, the Council considers a Resolution to place assessments on the property tax roll for collection. The preliminary amount for fiscal year 2008-09 is \$2,950,515, an increase of \$799,650 over last year's tax roll amount of \$2,150,865. The increase is primarily due to Landscape and Lighting assessments which increased by \$741,303 with the addition of 2,138 parcels to this year's assessments.

**For action by:**

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): 10

**Review:**

**Dept. Head** \_\_\_\_\_  
(Initials & date required)

**Finance** \_\_\_\_\_  
**City Atty** \_\_\_\_\_  
(Initials & date required or N/A)

**City Mgr** \_\_\_\_\_  
(Initials Required)

If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.

**Discussion:** Table I. Tax Roll Summary, compares the current year assessment with the prior year. The table is followed by descriptions of the categories, the types of assessments within each category, and the preliminary amounts expected to roll to taxes in FY2008/09 for each assessment.

**Table I.**  
**Tax Roll Summary**

	FY 2007/08		FY 2008/09		Inc/(Dec)	Inc/(Dec)
	No. of Parcels	Amount	No. of Parcels	Amount	No. of Parcels	\$ Amount
<b>Owner Requested Services</b>						
Sewer Connection	47	28,951	45	24,994	(2)	(3,957)
Curb & Gutter	4	4,620	8	15,385	4	10,765
Business Incentive Zone	3	77,202	6	77,680	3	478
Subtotal	54	110,773	59	118,059	5	7,286
<b>Special Assessments</b>						
Landscape & Lighting Dist.	11,981	1,584,118	14,119	2,325,420	2,138	741,303
Northeast Improvement Dist.	2,984	144,203	2,984	144,203	-	-
Los Rios Assessment Dist.	249	63,742	249	63,742	-	-
Property & Business Improvement Dist.	283	239,749	283	239,749	-	-
Subtotal	15,497	2,031,812	17,635	2,773,114	2,138	741,303
<b>Delinquent Service Charge</b>						
Weed & Lot Abatement	25	7,299	36	16,533	11	9,234
Code Enforcement	-	-	60	38,157	60	38,157
Sewer	3	981	12	4,651	9	3,670
Subtotal	28	8,280	108	59,342	80	51,062
<b>Total</b>	<b>15,579</b>	<b>2,150,865</b>	<b>17,802</b>	<b>2,950,515</b>	<b>2,223</b>	<b>799,650</b>

1. **Agreements entered into at the property owner's request.** The assessments below are supported by an agreement between the City of Visalia and the property owner.

- Sewer Connection:** 45 Parcels totaling \$24,994  
 These special assessments are for the construction of the main line and lateral for connection to the Visalia Waste Water Treatment Plant for the specific parcel (Public Works Department). The annual roll of this type of Special Assessment would be for property owners that opted to pay connection costs through their property tax bill over a five or ten year period. A 7% interest rate is charged on the outstanding principal balance each year.
- Curb & Gutter:** 8 Parcels totaling \$15,385  
 These special assessments are for the construction of curb and gutter or sidewalk for the specific parcel (Public Works Department). The annual roll of this type of Special Assessment would be for property owners that opted to pay for the construction costs through their property tax bill over a period of up to ten years. A 7% interest rate is charged on the outstanding principal balance each year.
- Business Incentive Zone:** 6 Parcels totaling \$77,680  
 These special assessments are for certain eligible companies whose operations meet specific guidelines established by City Ordinance. The ordinance allows these companies to elect to pay their development impact fees over five years on the property tax roll.

2. **Special assessments.** The next four categories represent annual Special Assessments districts that are placed on the Tulare County secured property tax roll. Proposition 218 requires that any increase be approved by a vote of the property owners.
- Landscape & Lighting Districts (L&L): 14,119 Parcels totaling \$2,325,420.  
These special assessments are for the maintenance of improvements in L&L Maintenance Districts (Public Works Department). This assessment is for the annual cost of maintaining common area real property improvements in and around specific subdivisions. Each subdivision parcel shares equally in the annual cost of the landscape maintenance.
  - Northeast Improvement District: 2,984 Parcels totaling \$144,203  
This special assessment is for the Northeast Open Space and the assessments are used to develop and maintain the Northeast Area Specific Plan (Public Works Department). This includes the maintenance of the landscape and lighting along the medians in St. Johns Parkway, Mill Creek Parkway, Lovers Lane and improvements along Houston Ave.
  - Los Rios Assessment District: 249 Parcels totaling \$63,742  
These special assessments are for the costs and expenses to construct certain improvements benefiting the specific Special Assessment District (Engineering Division). Bonds were issued to pay for streets, lights, water, sanitary sewer, block walls and landscaping. The annual debt service payments are collected from the property owners within the district through the annual tax roll process. These bonds originated in 1994 with a principle balance of \$1.545 million and were refinanced in December 2001 with a principle balance of \$637,000 at a reduced interest rate saving the property owners over \$120,000 over the life of the debt. The debt is scheduled to be paid off in 2019.
  - Property & Business Improvement District (Downtown District): 283 Parcels totaling \$239,749  
The Downtown property and business owners have developed this benefit assessment district to improve and convey special benefits to properties located within the central business district. The district provides improvements and activities, including parking improvements, streetscape improvements, maintenance, security, economic development and marketing. This portion includes only those properties that pay property taxes, the remainder (governmental agencies) pay through the City's Accounts Receivable system. The plan was first adopted in 1998 and renewed in 2001 and 2005.
3. **Delinquent service charges.** The following categories are collection assessments which provide a means for the City of Visalia to annually collect money owed for services rendered that the City has not been able to collect through the normal billing process.
- Weed and Lot Clearing: 36 Parcels totaling \$16,533  
These special assessments are for the clearing of weeds and/or other material from properties by the fire department.
  - Code Enforcement : 60 Parcels totaling \$38,157  
These special assessments are for code enforcement cost recovery fees.



- **Sewer:** 12 Parcels totaling \$4,651  
These special assessments are used for sewer accounts that have delinquent service charges for refuse and/or sewer service that are billed for city services only and where the service is provided to the property owner in the property owners name at the specific parcel (finance department).

This Public Hearing is intended to include all fees, charges, and assessments administered by the City of Visalia. The City departments are responsible for calculating and setting the charges and fees. The property owners are notified of the tax roll assessment through a Public Hearing Notification advertisement placed in the newspaper by the City Clerk and individually at: 1) the time of the agreement, as in the case of the owner requested services; 2) through a balloting process, as in the case of Landscape and Lighting District Assessments; and 3) by mail, as in the case of delinquent service charges. All notifications and public hearings are in accordance with the Visalia Ordinance Code and Proposition 218.

**Prior Council Actions:** Council has authorized the roll to taxes for many years to ensure collection of special assessment fees and delinquent service charges.

**Committee/Commission Review and Actions:** n/a

**Alternatives:** Do not authorize Finance to roll to taxes. This will negatively affect several funds and could potentially require increased fees and charges to subvent non-collectable accounts through alternative billing methods.

**Attachments:** Resolution No. 2008 –

**City Manager Recommendation:**

**Recommended Motion (and Alternative Motions if expected):** Adoption of Resolution 2008-31 which allows the City of Visalia to place Miscellaneous Special Assessments on the Tulare County secured property tax roll for Sewer Connection, Business Incentive Zone, Curb & Gutter, Landscape and Lighting, Northeast Improvement District, Sewer, Weed & Lot Clearing, Code Enforcement, Los Rios/Casa Blanca and Property & Business Improvement District (Downtown).

***Financial Impact***

**Funding Source:**

**Budget Recap:**

Total Estimated cost: \$	New Revenue:	\$
Amount Budgeted: \$	Lost Revenue:	\$
New funding required:\$	New Personnel:	\$
Council Policy Change: Yes ___	No	<input checked="" type="checkbox"/> ___

**Tracking Information:** (Staff must list/include appropriate review, assessment, appointment and contract dates and other information that needs to be followed up on at a future date)

**RESOLUTION NO. 2008- 31**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA  
CERTIFYING TO THE COUNTY THE VALIDITY OF THE LEGAL PROCESS  
USED TO PLACE MISCELLANEOUS SPECIAL ASSESSMENTS ON THE SECURED TAX  
ROLL**

**WHEREAS**, the Section 25831 of Chapter 12 of the Government Code establishes the procedure for collection of fees remaining unpaid to the local agency for 60 days or more, and

**WHEREAS**, the written notices have been mailed to all delinquent accounts, and the required public hearings have been held as specified by the Visalia Ordinance Code; and

**WHEREAS**, the City is placing miscellaneous special assessments on the Tulare County secured property tax roll for collection; and

**WHEREAS**, the City has complied with all laws pertaining to the levy of the special assessments to be collected; and

**WHEREAS**, the special assessments have been levied in accordance with a particular benefit to each parcel to be assessed without regard to its assessed valuation; and

**WHEREAS**, the Sewer Connection special assessments are for the construction of the service lateral and for connection to the Visalia Waste Water Treatment Plant for the specific parcel; and

**WHEREAS**, the Curb and Gutter special assessments are for the construction of curb and gutter or sidewalk for the specific parcel; and

**WHEREAS**, the Business Incentive Zone special assessments are for the development impact fees of eligible companies whose operations have met the specific guidelines established by City Ordinance; and

**WHEREAS**, the Landscape and Lighting special assessments are used for maintenance and operation of the improvements situated in the specific Maintenance District; and

**WHEREAS**, the Northeast Improvement District special assessments are used to develop and maintain the Northeast Area Specific Plan; and

**WHEREAS**, the Weed & Lot Clearing special assessments are used for the clearing of weeds and other materials from lots; and

**WHEREAS**, the Code Enforcement special assessments are used for the cost recovery of Code Enforcement Fees for the specific parcel; and

**WHEREAS**, the Sewer special assessments are used for the payment of delinquent sewer accounts; and

**WHEREAS**, the Los Rios Assessment District special assessments are for the repayment of debt associated with the costs and expenses to construct certain improvements benefiting the specific special assessment district; and

**WHEREAS**, the Property & Business Improvement District special assessments are for the improvement and conveyance of special benefits to properties located within the central business district.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Visalia that the list submitted with names, parcel numbers, and amount are certified as being correct, the Administrative Services Director is hereby directed to give the list to the Tulare County Auditor for placement on the secured tax roll for collection:

1. The Sewer Connection special assessment,
2. The Curb and Gutter special assessment,
3. The Business Incentive Zone special assessment,
4. The Landscape and Lighting special assessment,
5. The Northeast Improvement District special assessment,
6. The Weed and Lot Clearing special assessment,
7. The Code Enforcement special assessment,
8. The Sewer special assessment,
9. The Los Rios Assessment District special assessment,
10. The Property & Business Improvement District special assessment.

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** June 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 11

**Agenda Item Wording:** Public Hearing to discuss proposed biennial adjustments to amend the City's Rates and Fees for fiscal years 08-09 and 09-10. Proposed adjustments include, but are not limited to the following services; administrative, community development, parks and recreation, public safety, and public works.

**Deadline for Action:**

**Submitting Department:** Administration - Finance

**Contact Name and Phone Number:**

Eric Frost,	Administrative Services Dir.	713-4474
Tim Fosberg,	Financial Analyst	713-4565

For action by:

City Council  
 Redev. Agency Bd.  
 Cap. Impr. Corp.  
 VPFA

For placement on which agenda:

Work Session  
 Closed Session  
Regular Session:  
 Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.): 20 min.

**Department Recommendation and Summary:**

**Recommendation:**

That City Council: conduct a Public Hearing to receive public testimony on adjusting the City's Rates and Fees (Fees); and, direct staff to amend the City's Fee document for the fiscal years 2008-09 and 2009-10.

Proposed adjustments to the Fees include, but are not limited to the following services: citywide administrative, community development, parks and recreation, public safety and public works.

**Summary:**

This biennial Fee adjustment process parallels the City's two-year budget process. All Fees except Impact Fees and Business Tax are being recommended for adjustment for the next two fiscal years. Impact Fees and Business Tax require annual adjustments as dictated by the current ordinances.

**General Discussion:**

Staff requests that Council review the proposed adjustments, and if you concur, adopt the adjustments after taking input at the Public Hearing. As usual, the increases are mainly based on established indexes, such as Consumer Price Index (CPI). The City uses the California CPI for All Urban Consumers Index (CCPI-U) as the basis for most fees. Fees are adjusted every two years by using the prior two years of annual CPI increases, except for Impact Fees and Business Tax, as shown in Table 1 - Index Period Changes below. Specifically for Impact Fees, a building industry CPI index, the Engineering News Record Construction Cost Index (ENRCCI) is used, and for Business Tax, the CPI using the US City Average for All Items (USCPI-U) is used and both are adjusted annually.

Table 1  
Index Period Changes  
Two-Year Lag

<u>C.C.P.I.-U.</u>	<u>CPI Time Period</u>	<u>Effective Date</u>	<u>Rate</u>
	Jan. - Dec. 2006	July 1, 2008	3.90%
	Jan. - Dec. 2007	July 1, 2009	3.29%
<u>E.N.R.C.C.I.</u>			
	May 2007 - Apr. 2008	Aug. 4, 2008	2.15%
<u>U.S.C.P.I.-U.</u>			
	Jan. - Dec. 2007	July. 1, 2008	2.85%

The following is a listing of proposed new fees beginning in the upcoming fiscal year, July 1.

**NEW Fees**

	<b><u>FY08-09 Proposed</u></b>	<b><u>FY09-10 Proposed</u></b>
<ul style="list-style-type: none"> <li>• <b><i>City Website Link</i></b> (Administration) Per Month \$ 10.00 No Change This fee is for providing a link on the city's website to Visalia businesses. (See page 3 of fee schedule.)</li> </ul>		
<ul style="list-style-type: none"> <li>• <b><i>Conference Room – 2nd<sup>d</sup> Floor Transit Center</i></b> (Administration) Per Hour \$ 20.00 No Change The fee includes an attendant and the room is available for after-hours rental. (See page 3 of fee schedule.)</li> </ul>		
<ul style="list-style-type: none"> <li>• <b><i>Food Service Charge – Convention Center</i></b> (Administration) Percentage of Food Service Charges 18% No Change Implementation of a service fee for food and beverage in order to bring the Convention Center's charges in line with the private sector. It is standard in the industry to charge a service fee. All of the certified caterers at the Center charge such a fee while the Convention Center does not. Generally, the City tries to keep its rates and fees at the Center in line with the private sector. This fee will apply to food &amp; beverage services provided by the Convention Center when a Certified Caterer is not used and will help to lessen the Center's reliance on the General Fund. (See page 47 of fee schedule.)</li> </ul>		

The following is a listing of proposed fees where the adjustments are in excess of the total of the two years CPI index.

**Fee Increases EXCEEDING CPI**

	<u>Currently</u>	<u>FY08-09 Proposed</u>	<u>FY09-10 Proposed</u>
<ul style="list-style-type: none"> <li>• <b>City Council Packets - Full</b> (Administration)               <ul style="list-style-type: none"> <li>Per Year \$ 895.00 \$ 1,110.00 \$ 1,135.00</li> <li>The fee for City Council Full Agenda Packet, which includes all back-up material, is based on the actual number of agenda pages copied for the 2007 year at the rate of \$0.26 per duplexed page. (See page 3 of fee schedule).</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Youth Coach Fee - paid / no volunteers</b> (Parks &amp; Recreation)               <ul style="list-style-type: none"> <li>Per Player – Per Season \$ 12.00 \$ 14.00 \$ 16.00</li> <li>Recreation tries to obtain volunteer coaches. When no volunteers are available, a limited number of paid hourly coaches are hired. This fee increase is due to the increase in the minimum wages. (See page 13 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Security Guards</b> (Parks &amp; Recreation)               <ul style="list-style-type: none"> <li>Per Hour / Per Guard \$13.- \$16. \$14.- \$20. Direct Costs</li> <li>Increase in direct contract costs. (See page 13 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>4 On 4 Basketball</b> (Parks &amp; Recreation)               <ul style="list-style-type: none"> <li>Per Team - Per Season \$ 90.00 \$ 150.00 \$ 155.00</li> <li>Changed from 3 on 3, now with more players, officials and scorekeepers are included. (See page 14 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Softball Field Preparation</b> (Parks &amp; Recreation)               <ul style="list-style-type: none"> <li>Per Field Rental \$ 35.00 \$ 37.00 \$ 39.00</li> <li>Increase in minimum wage and maintenance costs. (See page 14 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>After School Activities - 1 hr @ day</b> (Parks &amp; Recreation)               <ul style="list-style-type: none"> <li>Per Child – Per Month \$ 80.00 \$ 85.00 \$ 90.00</li> <li>Increase in minimum wage of hourly employees and now includes serving a nutritious after school snack. (See page 15 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Encroachment Permit Issuance</b> (Public Works)               <ul style="list-style-type: none"> <li>Per Permit Issuance \$ 9.60 \$ 63.00 \$ 65.00</li> <li>The City has been charging a very low fee amount that is unrepresentative of the actual costs. The proposed fee is based on an average of ½ hour counter time at \$42.00 @ hour and ½ hour of an Engineer's time at \$84.00 per hour (See page 20 of fee schedule).</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Encroachment Permit Inspection Fee</b> (Public Works)               <ul style="list-style-type: none"> <li>Per Encroachment Inspection \$ 71.00 \$ 74.00 \$ 76.00</li> <li>This fee will now apply to the various types of inspections done within the public right of way performed under an Encroachment Permit. (See page 20 of fee schedule.)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Parking Lot Plan Check &amp; Inspection</b> (Public Works)</li> </ul>			

Per Inspection	<b>**Fees are cumulative**</b>		
	\$ 49.00	\$ 59.00	\$ 61.00
Up to 99sq. ft. **			
Sq. Ft. between 100 to 10,000 **	0.020	0.080	0.083
Sq. Ft. between 10,001 to 100,000 **	0.011	0.070	0.072
Sq. Ft. over 100,000 **	0.011	0.060	0.062

Engineering has been performing plan check services for parking lots done with a building permit and not charging for time spent. Staff evaluated the typical plan check times for parking lots and the revised fee now includes plan check and inspection services. (See page 20 of fee schedule.)

- **Box Office Handling and Seating Fee - Convention Center** (Administration)

Per Ticket	\$ 3.50	\$ 3.75	No Change
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All of the Convention Center fees are not being increased for the upcoming 08-09 fiscal year, but are instead are being increased in the 09-10 fiscal year except for this one fee. It is being increased to offset increased costs due switching to new more user friendly ticketing company (most likely VisionOne). They offer online users and staff a simple windows based, point and click, experience. The online user can pick the actual seat they want to buy. The company will provide the Convention Center with a custom ticketing homepage unique to our facility rather than a generic ticketing company homepage. The goal is to drive more ticket purchases to the internet through the Convention Center's website to maximize promotion of the facility and our events as well as reduce labor. Note: All of the proposed adjustments in FY09-10 are less than the combined CPI increase for the 08-09 & 09-10 fiscal years. (See page 46 of fee schedule.)

- **Building Safety – Permit Fees - Residential, Commercial, Electrical, Mechanical, Plumbing & Other Fees** (Community Development)

The building permit fees are designed to recover the full cost of providing building permits. Any excess revenue is kept in a separate fund. This last year, building permits have great declined, reducing this revenue and consuming all excess revenue. As of the end of April 2008, the Building Safety Fund balance was a negative \$368,000.

In April 2007, to address declining revenues and reserves, Council reinstated the full amount of the building permit fee plus CPI increases up to 2006. The 2007 CPI increase was not implemented. Building permit activity has continued to decline. The proposal this year is to implement both the 2007 (2.8%) and the 2008 (3.7%) CPI increase to partially address the continuing deficit. (See pages 37 through 42 of fee schedule.)

- **Sewer Connection – Non-existing Lateral & Wye** (Public Works)

Per Connection	\$ 108.68	\$ 120.00
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The fee is based on three components of which one is now being based on a dollar amount per liner foot, causing this one-time increase to exceed CPI. (See page 62 of fee schedule.)

The following is a listing of proposed fee that are being deleted.

### Deleted Fees

- **Sidewalk Inspection Fee** (Public Works) \$ 71.00 Deleted
  - **Sewer Lateral Inspection Fee** (P.W.) \$ 71.00 Deleted
- These two Engineering inspection fees have been deleted and are being replaced with Engineering's Encroachment Permit Inspection Fee. (See above Encroachment Permit Inspection Fee.)

The following are some of the fees that are proposed not to have adjustments.

### NO Adjustment

- Geographic Information System [GIS] - digital products (fee schedule pg. 4)  
External costs (photography contract) didn't increase.
- Police – false alarm ordinance violations and document copies (fee schedule pg. 18)  
Waiting on CPI increases to accumulate to rounding increments
- Solid Waste – additional containers (fee schedule pg. 51)  
Will increase when landfill and disposals increases require pass-through
- Special Assessment Districts – Open Space & Northeast (fee schedule pg. 21)
- Storm Sewer – monthly charges (fee schedule pg. 61)  
Fees are governed by Proposition 218, which requires an approval ballot of the affected property owners in order to increase the fee.
- Valley Oaks Golf – green fees, monthly tickets, cart rentals (fee schedule pg. 65)  
Dinuba is opening a golf course in a few months.

**Prior Council Actions:** The City's last biennial adjustment to the Rates and Fees was on June 5, 2006. On June 4, 2007 annual adjustments were done for Impact Fees and Business Tax.

### **Committee/Commission Review and Actions:**

The following Commissions or Committees have reviewed the proposed adjustments to their respective Fees and recommended adoption to City Council. The Citizens Advisory Committee reviewed Fees not reviewed by other Committees or Commissions and also recommends to City Council adoption of the adjustments to the City's Rates and Fees.

<u>Committee or Commission</u>	<u>Reviewed and Recommended for Approval:</u>
Citizens Advisory	May 7, 2008
Airport	April 8, 2008
Planning	April 7, 2008
Parks & Recreation	April 15, 2008
Transit	April 2, 2008

**Alternatives:** Do not amend the City's Rates and Fees.



**Copies Provided To:** Home Builders Association of Tulare / Kings Counties, Inc. (HBA).

**Attachments:** Resolution #2008-32  
Rates & Fees – Proposed Recommendations  
Power Point Slide Presentation

**City Manager Recommendation:**

**Recommendation:**

- 1.) I move to open the Public Hearing to receive public input on the proposed adjustments to amend the City's Rates and Fees for the fiscal years 2008-09 and 2009-10.
- 2.) I move to approve the proposed adjustments to amend the City's Rates and Fees for the fiscal years 2008-09 and 2009-10.

***Financial Impact***

**Funding Source:**

Account Number: \_\_\_\_\_ (Call Finance for assistance)

**Budget Recap:**

Total Estimated cost: \$	New Revenue	\$
Amount Budgeted: \$	New Personnel:	\$
New funding required:\$		
Council Policy Change: Yes_____ No_____		

***Environmental Assessment Status***

**CEQA Review:**

Required? Yes No  
Review and Action: Prior:  
Required:

**NEPA Review:**

Required? Yes No  
Review and Action: Prior:

**Review and Approval - As needed:**

**Department Head Review (Signature):**

**Risk Management Review (Signature):**

**City Attorney Review (Signature):**

**Administrative Services Finance Review (Signature):**

**Others:**

## RESOLUTION NO. 2008- 32

### A RESOLUTION OF THE COUNCIL OF THE CITY OF VISALIA, APPROVING THE BIENNIAL ADJUSTMENTS TO THE CITY'S RATES AND FEES FOR FISCAL YEARS 2008/09 AND 2009/10.

**WHEREAS**, the adjustments to the rates and fees include, but are not limited to the following charges: city-wide administrative services, general governmental services, community development services, community services, public safety services, public works services, engineering and transportation services, airport, convention center and theaters, solid waste collection, sewer and wastewater services, storm, transit, golf course, animal licensing, special assessment district services, and all impact fees (fire protection facilities, police facilities, northeast area development, park acquisition & development, treatment plant connection, trunk line connection, storm drainage, transportation, waterways acquisition and parking in-lieu).

**WHEREAS**, Resolution No. 92-123 established a policy and procedure for the annual review and approval of the City fees and charges which is compiled in a document entitled: *City of Visalia Administrative Policy on Fees and Charges*; and

**WHEREAS**, the City of Visalia has complied with its fee adjustment policy and procedures, its ordinances related to fee adjustment, the California Constitution, and California statutes relating to the adoption and amendment of fees and charges; and

**WHEREAS**, the fees and charges related to ministerial projects are statutorily exempt from the provisions of the California Environmental Quality Act pursuant to CEQA Guidelines section 15268; and

**WHEREAS**, the rates, tolls, fares and charges related to impact and connection fees are statutorily exempt from the provisions of the California Environmental Quality Act pursuant to CEQA Guidelines section 15273 as same are adopted and adjusted to meet operating expenses, purchase or lease supplies, to meet financial reserve requirements, and in furtherance of capital projects necessary to maintain services provided by the City; and

**WHEREAS**, adoption of the Transportation Impact Fees, Storm Drainage Impact Fees, Park Acquisition & Development Fees, Northeast Development Impact Fees, Waterways Acquisition Fees, Trunk Line Capacity Charge, Treatment Plant Connection Capacity Charges and Sewer Main Facilities Charges are consistent with, and addressed in, the individual master plans and General Plan elements, and their respective environmental documents in accordance with CEQA as follows:

- a) Transportation Impact Fee - 1989 Circulation Element and Environmental Impact Report (EIR) (Resolution No. 89-63);
- b) Storm Drainage Impact Fee - 1994 Storm Water Master Plan Update and EIR (Resolution No. 94-170);
- c) Park Acquisition & Development Fee, and Waterways Acquisition Fee - 1989 Conservation, Open Space, Recreation & Parks and Negative Declaration (Resolution Nos. 89-59 & 97-10);
- d) Northeast Development Impact Fee - 1988 Northeast Specific Plan and EIR (Resolution No. 88-19);
- e) Waterways Acquisition Fees – General Plan Amendment No. 96-28 (Resolution No. 97-10);
- f) Trunk Line Capacity Charge – Sanitary Sewer Master Plan and EIR (Resolution No. 94-64 & 94-65);

- g) Treatment Plant Connection Capacity Charges and Sewer Main Facilities Charges – 1987 WasteWater Treatment Plant Master Plan and EIR (Resolution No. 92-157).

**WHEREAS**, the Charter of the City of Visalia authorizes the imposition and adjustment of fees for city services including city-wide administrative services, general governmental services, community development services, community services, public safety services, public works services and engineering and transportation services, and directs the City Council to establish fees by resolution to provide for their adjustment; and

**WHEREAS**, Visalia Municipal Code (“VMC”) section 8.28.140, authorizes the imposition of refuse fees and directs the City Council to establish fees by resolution to provide the sum of money necessary to pay the estimated total cost based on findings enumerated in the Code; and

**WHEREAS**, VMC section 8.28.020 permits the revisions to fees and charges for refuse service by City Council; and

**WHEREAS**, VMC section 13.04.020, authorizes all laws and ordinances of the city shall be applicable to Visalia Municipal Airport; and

**WHEREAS**, VVMC section 16.44.060, et seq., authorizes the imposition of transportation impact fees and directs the City Council to establish fees by resolution to provide the sum of money necessary to pay the estimated total cost based on findings enumerated in the Code; and

**WHEREAS**, VMC section 16.44.070 permits the adjustment of adopted fee resolutions annually subject to the current Engineering News Record Construction Cost Index (ENRCCI) or, alternatively, if such index adjustment is insufficient to meet the actual costs of planned facilities, the City Engineer may compute a new schedule of fees for adoption; and

**WHEREAS**, VMC section 16.40.010, et seq., authorizes the imposition of drainage impact fees and directs the City Council to establish fees by resolution to provide the sum of money necessary to pay the estimated total cost based on findings enumerated in the Code; and

**WHEREAS**, VMC section 16.40.030 permits the adjustment of adopted fee resolutions annually subject to the current Engineering News Record Construction Cost Index (ENRCCI) or, alternatively, if such index adjustment is insufficient to meet the actual costs of planned facilities, the City Engineer may compute a new schedule of fees for adoption; and

**WHEREAS**, VMC section 12.36.010, et. seq., authorizes the imposition of park and recreation acquisition and development impact fees by resolution to provide the sum of money necessary to pay the estimated total cost based on findings enumerated in the Code; and

**WHEREAS**, VMC section 12.36.060 permits the adjustment of adopted fee resolutions annually subject to the current Engineering News Record Construction Cost Index (ENRCCI) or, alternatively, if such index adjustment is insufficient to meet the actual costs of acquisition and development of planned facilities, the City Engineer may compute a new schedule of fees for adoption; and

**WHEREAS**, VMC section 16.48.030, et. seq., authorizes the imposition of fire protection facilities and police facilities by resolution to pay for the capital costs of fire protection and police facilities reasonably related to the needs of new development in the City; and

**WHEREAS**, VMC section 16.48.040, et. seq., permits the adjustment of adopted fee resolutions annually subject to the current Engineering News Record Construction Cost Index (ENRCCI); and

**WHEARAS**, VMC section 13.08.750, et seq., authorizes the imposition of treatment plant connection charges by resolution for connection to the sanitary sewer system and provides that review and amendment of such fees may be initiated by the Council from time to time as necessary to meet increasing costs or changed conditions of providing trunk sewer or oversized service and adjusted by resolution; and

**WHEREAS**, VMC section 13.08.840, authorizes by resolution of the City Council the imposition of sewer service charges and any required adjustments also to be set by resolution of the City Council; and

**WHEREAS**, the sewer connection, water connection, and capacity charges identified above are being adjusted in accordance with Government Code section 66013 such that such fees and charges do not exceed the estimated reasonable cost of providing the services for which the fee or charge is imposed; and

**WHEREAS**, in compliance with California Government Code Section 66016, et seq., notice of the time and place for the hearing on adjustment of the fees outlined herein has been given; and

**WHEREAS**, the City Council of the City of Visalia has reviewed the proposed City of Visalia Rates and Fees proposal for Fiscal Years 2008-09 and 2009-10 regarding the adjustment of Rate and Fee Schedule for the fees and charges enumerated therein; and

**WHEREAS**, the City Council of the City of Visalia did conduct a public hearing on the proposed 2008/09 and 2009/10 Rate and Fee Schedule on June 2, 2008.

NOW, THEREFORE, the City Council of the City of Visalia finds:

1. The fee and charge adjustments proposed herein comply with the *City of Visalia Administrative Policy on Fees and Charges*; or
2. The fee and charge adjustments proposed herein comply with the adjustment requirements required by the authorizing ordinances; or
3. The fee and charge adjustments proposed comply with the increase requirements contained in Government Code section 66016, et seq.
4. The fees and charge adjustments are statutorily exempt from the California Environmental Quality Act either as fees and charges related to ministerial projects or that meeting operating expenses, financial reserve needs, further capital projects for services, or the purchasing or leasing of supplies; and
5. The findings required by authorizing ordinances enumerated herein to adopt fees have been made as a part of the respective original adopting resolutions of the Council.
6. Adoption of the Transportation Impact Fees, Storm Drainage Impact Fees, Park Acquisition & Development Fees, Northeast Development Impact Fees, Waterways Acquisition Fees, Trunk Line Capacity Charge, Treatment Plant Connection Capacity Charges and Sewer Main Facilities Charges are consistent with, and addressed in, the individual master plans and General Plan elements, and their respective environmental documents in accordance with CEQA as outlined herein.

**NOW, THEREFORE, BE IT RESOLVED**, that the City Council of the City of Visalia adopts the adjustment of the Rates and Fees for fiscal years 2007/08. Unless otherwise indicated in the Rates & Fees document (attached hereto as Attachment "A"), these rates and fees go into effect on July 1,

2008 and July 1, 2009 except for Impact fees which shall not be effective until 60 days after the adoption thereof (Aug. 4, 2008).

PASSED AND ADOPTED: \_\_\_\_\_

STATE OF CALIFORNIA                    )  
COUNTY OF TULARE                    ) ss.  
CITY OF VISALIA                        )

I, \_\_\_\_\_, City Clerk of the City of Visalia, certified the foregoing is the full and true Resolution No. 2008-\_\_\_\_\_, passed and adopted by the Council of the City of Visalia at a regular meeting held on June 2, 2008.

DATED: \_\_\_\_\_, CITY CLERK

# **City of Visalia**

## **Attachment - A**

**to**

**Resolution No. 2008 – 32**

# **Rates and Fees**

**Proposed Recommendations for**

**Fiscal Year 2008-09**

**and**

**Fiscal Year 2009-10**

# City of Visalia



## Rates and Fees

### Proposed Recommendations

for

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and

**Fiscal Year 2009-10**



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**CITY OF VISALIA  
RATES AND FEES  
ADMINISTRATIVE POLICY AND PROCEDURES**

**PURPOSE:**

The purpose of this policy is to establish procedures for the review and approval of City's rates and fees.

**POLICY:**

1. It shall be the policy of the City to establish fees and charges for City services, which reimburse the City for the associated services, unless specified otherwise by the City Council.
2. All fees and charges shall be reviewed annually to insure that they are adequate and to relate them with their associated program cost.
3. All fees and charges adopted herein shall be superseded by state or federal legal requirements setting fees and charges at a different amount.

**PROCEDURES:**

1. Each year in conjunction with the beginning of the City budget process, Finance shall request City departments to review their rates and fees and propose any adjustments.
2. Upon receipt of the requested modifications to the rates and fees, Finance shall review them to insure that they comply with the City Council's policy for reimbursement of associated City service costs.
3. Upon completion of this review, the proposed new rates and fees shall be reviewed by the appropriate advisory committee and forwarded by Finance to the City Manager for final review and approval prior to being submitted to the City Council.
4. After review and approval by the City Manager, the new rates and fees shall be included in the annual fees and charges resolution.
5. The rates and fees shall be used to determine the estimated revenues for all City programs as set forth in the annual budget.
6. The public hearing on the proposed rates and fees, if required, shall be scheduled at a regular Council meeting.

## **PROCEDURES (continued):**

7. Generally all changes to the City's rates and fees are considered at one time prior to the budget review and not at different times during the year. Changes in some rates and fees become effective at a date other than the first day of the new fiscal year. See Effective Date below for detail.
8. Should new services become available during the year, the new rate(s) or fee(s) may be developed and implemented within the range of current and similar rates and fees. The new items would then be included in the next year's review, if continued use of the service is anticipated.

## **BASIS FOR ADJUSTMENTS:**

1. Generally most adjustments to rates and fees are based on an established annual indexes including the following:
  - California Consumer Price Index (CCPI)
  - Engineering News Record Construction Costs Index (ENRCCI)
  - U.S. Consumer Price Index – Urban Consumers (CPI-U)
2. In addition to these indexes some rates and fees are also adjusted using other basis to determine fees. For example the following basis are also used in limited cases to adjust rates and fees:
  - Survey of fees from surrounding communities
  - Special surcharges due to specific costs
  - Subsidy by the General Fund
3. For some rates and fees especially in the Enterprise Funds, if no adjustments are needed to continue to fund operations for the upcoming fiscal year, none are recommended.

## **EFFECTIVE DATES:**

1. Adjustments to rates and fees become effective on the first day of the next fiscal year, (e.g. Administration, Community Services, Enterprise Funds rates and fees).
2. Development Impact fee adjustments are effective 60 days after the date of the Public Hearing in which the new rates were adopted (e.g. adopted in June effective in August).
3. In certain circumstances a particular rate or fee may be brought before Council and adjustments adopted during the fiscal year.