

Visalia City Council Agenda

For the regular meeting of: MONDAY, August 18, 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

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.

4:30 p.m. SWEARING IN CEREMONY
Visalia Police Department - Officers Isaac Stephens and Brett Calloway

4:35 p.m. WORK SESSION AND ACTION ITEMS (as described)

Public Comment on Work Session and Closed Session Items -

- 4:35 p.m. 1. Presentation by Great Lakes Airlines regarding new airline service from Visalia to Ontario beginning September 8, 2008.
- 5:00 p.m. 2. Visalia Police Department update on Gang Suppression, Intervention Prevention strategies and gang violence update for 2008.
- 5:30 p.m. 3. Adoption of the City of Visalia Cultural Arts Plan and initial implementation strategies.
- 6:00 p.m. 4. Report by the Environmental Committee outlining proposed next steps as part of the City's commitment to being a "Cool City" in keeping with the U.S. Mayors Climate Protection Agreement, and implementation recommendations from staff.
5. *Item removed at the request of staff*
6. *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 - no items

REGULAR SESSION

7:00 p.m.

PLEDGE OF ALLEGIANCE

INVOCATION – Rev. Paul Gendron, Chaplain, Workforce Chaplaincy

SPECIAL PRESENTATIONS/RECOGNITION

Introduction of this year's Teen Idol winner – Alyssa Almaguer by Vince Elizondo, Parks and Recreation Director

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** – Receive Planning Commission Action Agenda of August 11, 2008.

CHANGES TO THE AGENDA/ITEMS TO BE PULLED FOR DISCUSSION

8. **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) Appointment of Christopher Gardner Unti, Joshua T. Miller, and Phillip Jarrett Cline to the Transit Advisory Committee.

c) Appoint Diane Biehle as a regular member and appoint Jim Evans and Nick Seals as alternates to the Citizens Advisory Committee.

d) Appoint Kathleen Papove and Homberto Little as Disability Advocacy Committee Members and Nathaniel Andrews and Liz Ahumad-Lopez as alternates members.

e) Authorization for the Mayor to sign a letter of support for the Amgen Tour of California that will start stage 6 in Visalia on February 19, 2009.

f) Acknowledge receipt of letter dated August 4, 2008, from Wilson F. Wendt, attorney with Miller Starr Regalia representing the Imperial Group. This is a request for continuance on the appeal filed for CUP 2007-50; Social Security Administration's proposed relocation to 1337 S. Lovers Lane to Monday, October 20, 2008.

- g) Authorization to renew a Memorandum of Understanding with the Tulare County Probation Department for the assignment of a Deputy Probation Officer to the Police Department's Special Enforcement Bureau for FY 2008/09.
 - h) Approve the purchase contract for a new Ladder Truck in the amount of \$763,504.26 for the Fire Department.
 - i) Authorize a contract with TPG Consulting to prepare a Traffic Study with accompanying documents for the Oval Park Area.
 - j) Authorization to enter into an agreement with Visalia Unified School District for after school enrichment program services.
 - k) Notice of Completion for the Cameron Creek Storm Basin (adjacent to the South Cameron Creek Unit No. 2 subdivision) located at the southwest corner of Cameron Avenue and West Street.
 - l) Notice of Completion for Amber Crossing Unit No. 3 (a subdivision) located at the southeast corner of Roeben Street and Oriole Avenue containing 19 single family lots.
 - m) Notice of Completion for Ashley Grove Unit No. 3 subdivision located at the northwest corner of Ferguson Avenue and County Center Street containing 55 single family lots.
9. Discussion of the State budget crisis, its impact upon Visalia and appropriate local actions.

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	COOPER, Jim & Lana and RADISH, Ron & Patricia	.41 acres along south side Millcreek between Bollinger & Chinowth APN: 085-080-043	Parcel B of Parcel Map 4801, in Book 49 of Parcel Maps, County of Tulare	Riparian setback-eventual Mill Creek Trail Westward	8/8/08	Paul Shepard

Upcoming Council Meetings

- Tuesday, September 2, 2008, Work Session 4:00 p.m. Regular Session 7:00 p.m. – Council Chambers, 707 W. Acequia
- Monday, September 15, 2008, Work Session 4:00 p.m. Regular Session 7:00 p.m. – Council Chambers, 707 W. Acequia
- Tuesday, September 16, 2008, 6:00 p.m. Joint meeting of City Council and Visalia Unified School District Board of Trustees, Conference Room 4, VUSD, 5000 West Cypress Avenue

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: August 18, 2008

Agenda Item Number (Assigned by City Clerk): 1

Agenda Item Wording: Presentation by Great Lakes Airlines regarding new airline service from Visalia to Ontario beginning September 8, 2008.

Deadline for Action:

Submitting Department: Airport - Administration

Contact Name and Phone Number: Mario Cifuentez, II
713-4480

Department Recommendation

That Council receives the presentation and provides comments to Great Lakes staff regarding the new air service.

Summary/Background

The purpose of this work session is for Great Lakes to make a presentation to the City Council regarding the new service to Ontario, CA

Effective June 18, 2008, the Department of Transportation (DOT) issued an Order Selecting Great Lakes Aviation as the carrier to provide air service to Visalia, Merced, and Ely NV. As a result of a rebid of the service, Great Lakes was awarded the contract to provide service from Merced and Visalia to Ontario or Las Vegas. Great Lakes has been successful in acquiring both gate and counter space in Ontario and representatives of the Ontario airport have been extremely enthusiastic about the commencement of service between the communities.

Effective September 8, 2008, Great Lakes will offer two non-stop flights per day to Ontario International Airport with the following schedule:

Visalia to Ontario:

Flight 5045	Departs 6:47a	Arrives 7:32a	Operates Daily
Flight 5064	Departs 2:04p	Arrives 2:49p	Operates Daily

Ontario to Visalia:

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

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.

Flight 5065	Departs 11:30a	Arrives 12:15p	Operates Daily
Flight 5061	Departs 5:45p	Arrives 6:30p	Operates Daily

With an early morning departure and flights starting at \$138 round trip, the schedule is ideal for travelers connecting to eastern flights, and provides great options for day trips to the Ontario and Los Angeles areas as well.

To purchase tickets on Great Lakes Airlines, travelers can visit www.flygreatlakes.com, call the Great Lakes' reservation center at 800-554-5111 or through a travel agent. Great Lakes is currently providing scheduled passenger service at 50 airports in fourteen states. A current route map may be viewed at http://www.flygreatlakes.com/route_map/route_map.htm.

Ontario International Airport has non-stop flights to 30 cities each day thereby providing one stop service from Visalia to 30 locations in the United States and Mexico on a daily basis. Great Lakes has direct baggage service agreements with all the major, traditional carriers so bags are shipped through directly to most destinations including:

Albuquerque	Atlanta	Boise	Colorado Springs
Denver	Dallas/Ft. Worth	El Paso	Houston - IAH
Kansas City	Las Vegas	Mexico City	Monterey
Nashville	New York – JFK	Oakland	Oklahoma City
Omaha	Phoenix	Portland	Reno
Sacramento	Salt Lake City	San Antonio	San Francisco
San Jose	Seattle	Spokane	Tucson

The Ontario International Airport is served by eight, on-airport (Alamo, Avis, Budget, Dollar, Enterprise, Hertz, National and Thrifty) rental car brands. Additionally, for affordable transportation to most southern California locations, Super Shuttle offers service to:

Airports

- Los Angeles Intl Airport (LAX)
- John Wayne, Orange County Airport (SNA)
- Long Beach Airport (LGB)
- Burbank Airport (BUR)

Areas

- Desert cities

- Inland Empire
- LA/San Pedro Harbor
- Pasadena area
- Riverside county
- San Bernardino county
- San Gabriel Valley

Throughout the past proposal periods, Great Lakes has demonstrated a commitment to working with this community to build air service and has continually sought the input of City officials. Additionally, even in troubling times for air carriers, they have a proven ability to grow service in similar markets and have transitioned several communities to subsidy free service over the past few years.

Prior Council/Board Actions:

June 16, 2008 - Council authorized the submission of a letter of support to the DOT for Great Lakes Aviation.

Committee/Commission Review and Actions:

Alternatives:

Attachments: Travelers Guide for Ontario.

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: August 18, 2008

Agenda Item Number (Assigned by City Clerk): 2

Agenda Item Wording: Visalia Police Department Update on Gang Suppression, Intervention, Prevention strategies and Gang violence update for 2008.

Deadline for Action: N/A

Submitting Department: Police

Contact Name and Phone Number:

Chief Bob Carden	713-4215
Asst. Chief Colleen Mestas	713-4214
Captain Glen Newsom	713-4227
Lieutenant Jason Salazar	713-4102

Department Recommendation: It is recommended that the City Council continue to support the Visalia Police Department's identified gang reduction strategies.

Summary/background: The purpose of this staff report is to inform the City Council of current strategies used by the Police Department to address gang violence and participation in the City of Visalia.

During the Summer of 2007, the City of Visalia experienced a spike in gang violence as a result of building gang activity over the course of the past couple of years. One of the most disturbing trends that was identified as a result of this violence, was the impact of this violence on the youth of our community. In 2007, the average age of a homicide victim was 19 years old and the average age of a homicide suspect was 16 years old.

As a result of the increase in gang violence in Summer 2007, the Department responded through strong suppression efforts led by the Gang Suppression Unit, MAGNET (Multi-Agency Gang Network Enforcement Team), and assistance from participating agencies in the Tulare County Gang Suppression Task Force. While there was an immediate need for heavy suppression efforts to quell gang violence, the Department did not lose focus of its commitment to creating a balanced approach to gang violence reduction through a three-pronged approach that combines the elements of suppression, intervention, and prevention, an approach that seeks to break the cycle of youth gang involvement.

For action by:

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

For placement on which agenda:

Work Session
 Closed Session

Regular Session:

Consent Calendar
 Regular Item
 Public Hearing

Est. Time (Min.): 30

Review:

Dept. Head _____
(Initials & date required)

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

City Mgr _____
(Initials Required)

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

For the past few months, leading up to Summer 2008, the Department has focused on enhancing its gang suppression activities and continuing to build and develop community partners to assist in our ongoing battle for the youth of this community. The Department, with its community partners, entered summer 2008 armed with a number of tools that were not in place, or in their infancy, in the same time period last year. These efforts have been employed with the intent of reducing gang violence in both the short and long term. While the results to date are encouraging, our commitment to the long term vitality of the following strategies is crucial to our ultimate success.

Visalia Police Department Special Enforcement Bureau: The Gang Suppression Unit and Narcotics Unit maintained a strong and steady pace in their suppression efforts that were directed and focused towards the most active gangs and gang members in the City of Visalia. These units employed a strategy that consisted of gang and narcotics investigations with the intent to disrupt gang activities through the service of search warrants, probation and parole searches and compliance checks, and directed patrols. Between January and July 2008, the Special Enforcement Bureau units made 365 arrests, an increase of 9% from the same time period in 2007. During this same time period in 2008, the SEB units served 40 search warrants, a 200% increase from the same time period in 2007. During this same time period in 2008, the SEB Units also conducted 275 probation or parole searches, a statistic not tracked in 2007.

The Visalia Police Department Special Enforcement Bureau continues to assign two (2) Gang Suppression Officers to the MAGNET Task Force focusing on gang enforcement in the greater Visalia area. In addition to this task force, the Gang Suppression Unit participates in gang suppression detail requests from other allied agencies as part of the Tulare County Gang Task Force.

Gang Injunction: Over the course of the last year the Gang Suppression Unit conducted an extensive investigation and compilation of data in preparation for the filing of a civil gang injunction in the Tulare County courts against the "Norteno" and "Oriental Troop" gangs in Visalia. With the assistance of the Tulare County District Attorney's Office, Visalia obtained the first two civil gang injunctions in the history of the City against both gangs and identified a gang injunction safe zone where the injunction would be in effect. This process consisted of a number of legally required steps that ultimately led to the issuance of the permanent injunction on May 12, 2008. These injunctions are currently in effect and the process of serving gang members with the injunction papers continue. Preliminarily, the injunction has had a positive effect on the injunction safe zone with fewer gang members associating openly. However, the injunction is still in its very early stages and a comprehensive evaluation of its long term, true effectiveness is still premature.

Visalia Police & Tulare County Probation Partnership: In August 2007, City Council approved the Department to appropriate asset forfeiture funds that would allow for the assignment of a Tulare County Deputy Probation Officer to the Special Enforcement Bureau. The primary goal of this partnership was to implement a program aimed at providing intense supervision of gang-related, at-risk youth who are on probation. The Probation Officer would identify a small caseload of probationers who met these conditions and provide intense supervision in an effort to intervene and direct these youth towards positive alternatives. In addition, this type of supervision is intended on having a positive impact on the probationer's family unit by connecting the family to available resources with a goal of breaking the cycle of gangs within those families and preventing younger siblings from turning towards the gang lifestyle. This probation officer currently handles a caseload of ten (10) such individuals and their families. The results have been promising to date as eight (8) of these families have shown significant progress.

The assignment of the Deputy Probation Officer to the Department's Special Enforcement Bureau has also had a positive effect on the level of communication regarding gang offenders between the two agencies. This type of cooperation, communication, and coordination has allowed the Department to conduct frequent probation compliance checks on known offenders as a means of proactive and preventive policing.

Visalia Police Youth Services Officers: In summer 2007, the Department assigned its Youth Services Officers to the City's community youth centers during the summer months while school was not in session. The intent of this deployment was to provide a safe environment, free from gang violence, at the youth centers and during the operation of the LOOP Bus. This same deployment strategy has been employed during summer 2008, with great success. The assignment of the YSO's to the youth centers provides opportunities for the youth to interact with officers in a positive environment. For a week in the month of June, the Parks & Recreation Department hosted a Junior Police Camp facilitated by Youth Services Officers where approximately 30 youth participated in tours of Department facilities, specialty unit demonstrations, and received an introduction to law enforcement activities.

The Youth Services Officers will be an integral part of the CalGRIP Neighborhood Youth Counselor program in Visalia schools starting in the 2008/2009 school year. The Youth Services Officers will work closely with school staff and Neighborhood Youth Counselors to identify and reach at-risk youth to accomplish our intervention/ prevention objectives.

Police Activities League (P.A.L.): The Police Activities League currently has 750 youth actively enrolled in its various activities including boxing, soccer, baseball, Honor Camp, and the Youth Leadership Program to name a few. This program continues to grow in size and impact on the youth in this community by building positive relationships between Visalia's youth and the Police Department. The PAL program is currently in the process of moving to a new location at the former Cal Trans Yard which will continue to allow the program to grow and offer more opportunities to youth.

Step Up Jobs Program: The Multi Agency Gang Intervention Task Force has worked diligently over the course of the last year to launch this job training program in order to provide valuable skills and build self confidence in at-risk youth selected to participate in the program. Proteus, Inc. is the employing agency for the youth in the program who are paid a stipend for their job activities. The Visalia business community "stepped up" through financial donations and providing job opportunities to make this program effective in summer 2008. At the time of this report, there are 30 youth who are employed in the program receiving job training and mentorship from their sponsors. The City of Visalia is slated to provide job training opportunities to seventeen (17) youth enrolled in this program through various City departments. This is a very positive step towards making a difference in the lives of these youth and having an impact on gangs in Visalia.

CalGRIP Grant "Stepping Up For Visalia's Youth" Program: During the fall and winter of 2007, the Department collaborated with members of the Multi Agency Gang Intervention Task Force (Proteus, VUSD, community centers, etc.) to apply for State OES CalGRIP Grant funds aimed at providing monies directed at gang intervention/ prevention activities. The City of Visalia was awarded CalGRIP monies in April 2008 launching the "Stepping Up For Visalia's Youth" program that will provide five (5) Neighborhood Youth Counselors that will be assigned to community youth centers and connected to Visalia schools. This program is aimed at building relationships with at-risk youth and giving them the tools to choose a life apart from gangs. This program will also attempt to impact the family units of these youth as a means of

breaking the cycle of gangs in families and neighborhoods. The five (5) NYC's have been hired and assigned to their respective community centers and will begin working with the schools at the onset of the new school year.

G.R.E.A.T. (Gang Resistance Education and Training) & Gang Watch Programs: The Department continues to assign an officer to teach the GREAT curriculum to 2nd through 6th graders in Visalia schools that provides gang education and the importance of making good life decisions. In the winter of 2008, the Department also implemented Gang Watch. This concept is based on the Neighborhood Watch model and seeks to educate the community about the history of gangs, signs of gang involvement in youth, and encourages community education and involvement as a means of exposing gangs and disrupting their activities. This educational component is key to creating an informed and involved citizenry that is necessary to the long term success of these efforts.

Multi-Agency Gang Intervention Task Force: This task force continues to meet on a monthly basis maintaining key community collaborations and ensuring the coordination and communication of each partner's gang reduction efforts. This task force is results oriented, continually evaluating its efforts, and seeking means to build upon the momentum that has already been established. Significant accomplishments of this task force over the course of the last year have been the LOOP Bus, the CalGRIP Grant Award, and the Step Up Jobs Program.

L.O.O.P. Bus (Local Organization Outreach Program): The L.O.O.P. Bus is in its second summer of operations. The L.O.O.P. Bus is an integral part of the Multi Agency Gang Intervention Task Force strategy as a means of connecting youth to available community resources in the community youth centers. This program receives support and appreciation from both youth who utilize the bus and parents who would not otherwise have a means of connecting their youth safely to the centers.

Gang Violence in Visalia for 2008: Gang violence in the City of Visalia has been prevalent for a number of years, like many cities across the nation. This reality, in combination with the fact that our youth are in a cycle of gang involvement as a result of a breakdown in the family unit, indicate that there will be no quick fix to the issue of gangs. Rather, gang reduction will require a strong commitment to reaching our youth and breaking the cycle over the long term. However, the hard work and dedication of all involved in Visalia's strategy to fight gangs are having a positive effect on reducing gang violence in 2008 and this is a promising start. Although there have been four (4) gang related homicides between January and July 2008, three (3) during the same time period in 2007, gang-related drive-by shootings are down 42% for the same time period in 2008. Gang-related assaults are down 47% for the period of January through July 2008 when compared with the same time period in 2007. This accounts for an overall decrease in gang-related violence for January-July 2008 of 18.7%.

2009 Gang Strategies: The Department and its community partners are experiencing positive results from the number of strategies that have been employed over the course of the last year with regards to its approach to gangs. With a number of these programs being in their early stages, the Department will focus on ensuring these efforts take root and reach their maximum potential. This will require ongoing evaluation and implementation of the civil gang injunctions within the designated safe zone area combined with directed and focused gang suppression and investigations. The CalGRIP Neighborhood Youth Counselor program will come into full swing with the 2008/ 2009 school year requiring effective communication and coordination for this program to reach its potential.

The Step Up Jobs program is operational and the task force will continue to seek community support for this endeavor, both financially and through the provision of job opportunities.

The Department is in the process of assigning a Code Enforcement Officer to the Special Enforcement Bureau to enhance the use of existing Municipal Codes in addressing gang nuisances, drug nuisances, and quality of life issues encountered in police operations. This partnership will provide an additional tool in the enforcement aspect of gang suppression, but more importantly acts as a preventive measure in accordance with the tenets of community oriented policing and reducing crime opportunities.

During the course of this next year, the Department will continue to build on existing partnerships with various facets and disciplines within the community to develop a broad span of effectiveness on this societal issue. Part of this evaluation will include the concept of a "fusion center" for gang suppression activities. The interagency relationships that have been developed over the course of the last couple of years have produced formidable results. The concept of a fusion center would seek to house a number of gang suppression resources under one roof in an attempt to build even stronger communication lines and coordinated gang suppression efforts with even greater impact.

Prior Council/Board Actions: N/A

Committee/Commission Review and Actions: N/A

Alternatives: N/A

Attachments: PowerPoint Presentation on 2008 Gang Strategies Update.

Recommended Motion (and Alternative Motions if expected): N/A

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: August 18, 2008

Agenda Item Number (Assigned by City Clerk): 3

Agenda Item Wording: Adoption of the City of Visalia Cultural Plan and initial implementation strategies.

Deadline for Action: N/A

Submitting Department: Administration

Contact Name and Phone Number: Leslie Caviglia, 713-4317

Department Recommendation: It is recommended that the City Council adopt the proposed City of Visalia Cultural Plan and approve the staff recommendations for initially implementing the plan including the following:
Based on the information provided, staff recommends that the City begin implementation with the following:

- Include additional cultural programming in future recreational offerings, and encourage even more cultural diversity in the classes and events. This process has already begun, as evidenced by the recent arts event at the Manuel Hernandez Center, and the upcoming concert series in the Oval Park. (On-going)
- Authorize the City Manager to spend up to \$12,000/yr to provide administrative support to the Arts Consortium that would help organize meetings, develop and maintain an internal coordination calendar that could be ultimately be cross-referenced with the public CVB calendar, develop a master resource directory, and maintain a marketing and volunteer data base. Staff will review options to determine if these duties can best be handled by a current organization, or City staff.
- Continue to provide up to \$15,000 annually in grant funding for the arts, but ask the Arts Consortium to review the guidelines and make recommendations on whether any chances to the program are warranted. (Review of guidelines to be completed by April, 2009)
- Consider guidelines for co-promoting events that will enable new types of events, and/or new promoters to provide new and diverse cultural offerings in the community. The Convention Center recently developed initial guidelines for co-promoting new types of events that will hopefully encourage new events during timeframes where the Convention Center might not otherwise be utilized. It's the Center's intent to use the space as the Center's "match" for the event, rather than any financial contribution, and to share equally in any profits

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 81108

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.

that might be realized. If this proves successfully, it may be worthwhile to consider similar guidelines for other City-owned venues, and/or to encourage other organizations, such as the Visalia Unified School District and the College of the Sequoias, to consider adopting similar policies that might encourage additional use of their venues for such activities.

- Explore the feasibility of developing a central, Internet based ticketing operation that would prove better access to events in the area, and would provide additional cross-promotion opportunities. The Convention Center staff has already been considering such a program and has been in contact with other agencies. There appears to be general interest in the concept. Staff will develop a marketing plan for such an operation and bring it back to the Council for further consideration. (Report to Council by April, 2009)
- Determine the costs associated with purchasing the lifestyle segmentation information noted in the report, and determine whether there is interest, whether it is economically feasible, and how the information could be used to cross-promote events. (Assessment to be completed by April, 2009)
- Review the special event's application process to determine if there are ways to streamline the process. (Due to a retirement, new staff is assuming this duty, therefore an extended timeline of April, 2009 is being proposed)
- Work with Visalia Convention and Visitors Bureau to further develop the community events calendar as a means of promoting events. The CVB has developed a user-friendly, internet based event's calendar that promotes activities and events in the area. Events can easily be inputted by any local group, and viewed by anyone with access to the Internet. The City will help to promote the site to local groups and promote to the wider Visalia audience. (Sample page attached).
- Ask the Visalia Convention and Visitors Bureau to consider how to best develop a cultural tourism plan that would identify current cultural resources, and develop additional methods to promote these attributes to potential and current visitors. In addition, the Plan might outline future/potential resources that would help attract more visitors. Staff will also consider including a provision for developing a specific plan as part of the Bureau's work program in the 2009-2010 contract.
- Look into the various funding options identified in the Cultural Plan and report back to the Council on their feasibility. (August, 2009)
- Report back to the Council in August, 2009 regarding progress on the plan, and future action plans.

Summary/background:

At the City Council's planning session in 2007, the Council identified encouraging cultural arts throughout the community as one of the priority items. At the 2008 planning retreat, several of the Council's priority items could also benefit from a strong cultural program including community beautification, neighborhood preservation, gang response programs, increased regional tourism and a vital downtown.

After the 2007 planning session, It was recognized that there had been a number of community cultural successes in recent years including the Enchanted Playhouse, Arts Visalia, The Creative Center, The Ice House Theatre, the Fox Theatre, the Symphony, and several other cultural groups that had expanded and diversified Visalia's cultural environment.

In looking at other Cities (Ventura, Austin Tx, Pasadena, etc.) that have been successful in promoting the arts, it became clear that their comprehensive approach through a well developed cultural arts plan had provided a clear road map for success and staff recommended that developing a Visalia Cultural Arts Plan would be a good investment in the community's cultural evolution.

A Request for Proposal was issued, and the cultural planning firm AMR, with Project Manager Arthur Greenburg, was awarded a contract to develop the City's cultural plan. The firm has extensive experience in this area, and provided an analytical approach to developing the plan that included significant input and research data that involved diverse sectors of the community.

While it was understood that the process would be driven by community input, the RFP noted that the community has a long history that might be appropriate to weave in to parts of future cultural planning, and that the plan should build upon the community's current successes by assessing current strengths, identifying future needs, recommending public and private funding options, developing strategies for integrating arts into the community, event development, arts education, mentoring, and possibly a public art program that could include murals, etc. In addition, it was noted that many other communities' plans also assess the impact that can be made on historic preservation, neighborhood revitalization, tourism, economic development and other more global type issues. The firms were also asked to consider these issues.

AMS worked with a Steering Committee that included representatives from a number of cultural arts, business and educational group. The official members of the Committee included:

Kevin Bowman, Art Teacher/Arts Visalia Gallery Curator	Gil Jaramillo, Hispanic Chamber of Commerce
Greg Collins, Visalia City Council	Carlyn Lambert, Visalia Unified School District
Phil Cox, Tulare County Board of Supervisors	Bob Link, Visalia City Council
Vince Elizondo, City of Visalia Park & Recreation	Lesa Mann, Park & Recreation Commission
Mary Jo Eastes, Arts Visalia	Ellen Milinich, Artist
Carole Firstman, First Arts	Glenn Morris, Visalia Economic Development Corporation
Paul Fry, Friends of the Fox	Mark Perry, San Joaquin Valley College
Don Goodyear, Tulare County Economic Development	Steve Renton, College of the Sequoias
Jeannie Greenwood, City of Visalia Parks & Recreation	Jackie Roadcap, Downtown Alliance
Juan Guerrero, Visalia Unified School District	Wally Roeben, Visalia Convention Center
Angela Huerta-Reyna, Imagine U Children's Museum	Leonard Velasquez, Hispanic Entertainment Promoter
Shelly Huff, Huff Arts Center	Don Williams, Enchanted Playhouse
Harlan Hutson, Hutson Production/Visalia Symphony	James McDonells, College of the Sequoias
Alan Ishida, Tulare County Board of Supervisors	

As the Plan progressed, the Steering Committee tended to evolve. New people who heard about the process chose to attend the meeting, and given that this was intended from the beginning to be a very participative process, every attendee was given a full opportunity to participate in the process so there are others that were involved.

During the process, a number of methods were used to solicit information from more than 500 Visalians about how they participate in cultural activities, and what they would like to see. These processes included:

- Market Analysis based on very specific spending, participation and other habits
- Interviews with Leadership and Arts/Cultural Organizations
- Public Intercept Surveys
- Town Meetings and Public Forums

The learnings from these surveys are included in the full report, and are highlighted in the consultant's Powerpoint presentation. (See attached). In general, more Visalians tend to participate in cultural events than others in Tulare County, but not as frequently as the average Californian.

Based on the survey data, lack of time was the number one reason that people don't tend to participate in more cultural events, and the lack of information was the second most frequently cited reason.

Those surveyed were fairly evenly split about what they would like to see attend. The results indicated that they were interested in the following:

- 36% arts/crafts fairs and festivals
- 35% stage plays
- 32% musical theater

Other items of interest noted from the surveys included:

- 60% receive their information from newspapers
- 39% would like to see a master calendar of events
- 73% indicated support, varying from strongly interested to somewhat likely in contributing, to a United Way for the Arts program

Based on input from the community, a list of goals was developed. Listed below are a summary of those goals, in no rank order. More definitive information is contained in the report beginning on page 19.

- Goal A - Programming
 - ◆ Create a "signature event" to showcase cultural and heritage resources
 - ◆ Coordinated and thematic programming among arts groups
 - ◆ Co-promotional opportunities
 - ◆ Youth-targeted events
- Goal B – Inclusion & Heritage
 - ◆ Outreach to ethnic and underserved populations
 - ◆ Development of a "brand identity" for Visalia's cultural sector
- Goal C – Information & Marketing
 - ◆ Provide better information to the public
 - ◆ Pursue audience development activities collaboratively
- Goal D – Coordination & Leadership
 - ◆ Opportunities for networking, volunteerism
 - ◆ Growth of the city's non-profit cultural sector
- Goal E – Cultural Tourism
 - ◆ Development of Cultural tourism plan and programs
- Goal F – Venues & Places
 - ◆ Renovation of historic venues

- ◆ Further study of new performance spaces
- ◆ Strategies for more efficient use of current venues
- Goal G – Education & Youth
 - ◆ Arts education strategies
 - ◆ Youth programs

The Cultural Plan includes specific action plans that are broken into types of actions, and general short/medium/long term timeframes. There is no definition given to the timeframe terms. Each community has implemented the plan based on the available resources, cooperation, and opportunity. These goals include:

Goal	Type of Recommendation			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
Goal A – Programming						
Signature event	√		√		√	
Gallery hops & studio tours	√				√	
Coordinated & thematic programming			√			√
Special event application process	√	√		√		
Co-promotions and residencies	√			√		
Youth-oriented programming	√				√	
Goal B – Inclusion & Heritage						
Outreach to ethnic and underserved communities	√	√		√		
Develop Visalia brand identity			√			√
Goal C – Information & Marketing						
Collaborative marketing and audience development			√		√	
Master database of information	√			√		
Goal D – Coordination & Leadership						
Planning and scheduling calendars	√			√		
Grow and sustain non-profit cultural sector		√	√		√	
Regional approach and cooperation		√			√	
Networking among arts/cultural groups	√			√		
Recruit and train volunteers	√	√				√
“Artist-friendly” community		√	√		√	
Goal E – Cultural Tourism						
Formalize a cultural tourism Plan	√	√	√	√		

CITY’S ROLE:

As noted in the Cultural Plan, it will require a true public/private partnership for effective implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local government, school districts and others, will be necessary for implementation of this Plan. However, the City Council and the city's arts community are looked to for leadership roles.

The City is envisioned as playing the role of lead agency, coordinating and facilitating the work of other partners. While other agencies and organizations in the community are eager to play roles, they are looking to the city, through its professionally-staffed departments, to serve as the initial coordinating entity. Visalia public schools, the Arts Consortium, the Chamber of Commerce and Convention & Visitors Bureau, as well as individual arts groups, can be participants in implementing the Plan, but need the city's convening function to marshal the resources and establish a common agenda. The City is also asked to participate in funding strategies through the provision of seed funding, grants, and support to other grant-seeking entities.

Staff is recommending that the Arts Consortium be asked to serve as the main resource organization for the Cultural Plan. The Arts Consortium is open to any culturally-related organization or business for a very nominal fee (which is waived if it creates a hardship.) Staff believes that with assistance in recruiting members and administrative organization, this group can serve as a good resource for helping to implement the plan.

As part of the recent budget process, the City Council authorized approximately \$114,000 for cultural funding. However, in light of the uncertain financial situation, City staff is only recommending that \$27,000 be allotted at this time. If the financial situation improves, staff will work with the Arts Consortium to develop additional funding recommendations.

Prior Council/Board Actions:

Fall, 2006 - Authorized the issuance of an RFP
March, 2007 – Authorized the contract with AMS

Committee/Commission Review and Actions:

N/A

Alternatives:

Attachments:

Proposed Cultural Plan
AMS PowerPoint presentation
CVB Calendar page

Recommended Motion (and Alternative Motions if expected):

I move to adopt the Cultural Plan as presented and the staff recommendations for initial implementation.

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)*

Cultural Plan

City of Visalia, California

August 2008

Prepared by:



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I. **Executive Summary**

The City of Visalia commissioned a Cultural Plan in 2007. Along with a citizens' Steering Committee, comprised of a cross-section of community and civic leadership, the arts management consulting firm AMS Planning & Research oversaw a series of research tasks and planning steps to create this document. The Plan is the result of input from more than 500 people who attended meetings and public forums, completed written surveys, and helped draft and prioritize the Plan's recommendations. Seven overall goals contain a series of recommendations (objectives) in areas ranging from audience development to cultural tourism.

Goals and Recommendations

Goal A - Programming

This goal consists of strategies to create new programs and sustain (and ensure the consistency of) existing cultural programming. The Steering Committee assigned its top priority to the specific task of creating a "signature event" to showcase Visalia's cultural and heritage resources. Coordinated and thematic programming among arts groups, co-promotional opportunities and youth-targeted events are also proposed.

Goal B – Inclusion & Heritage

Outreach to ethnic and underserved populations in the region, and development of a "brand identity" for Visalia's cultural sector are the two specific objectives under Goal B.

Goal C – Information & Marketing

A cornerstone of most cultural plans is a set of strategies to provide better information to the potential arts-attending public, and to pursue audience development activities collaboratively. Visalia's plan is no exception, delineating specific ideas for marketing tailored to the market.

Goal D – Coordination & Leadership

Perhaps more than any other fact of successful implementation of a Cultural Plan is the commitment and development of leadership, and the effectiveness of coordinated efforts. Goal D contains specific suggestions for networking, volunteerism, and growth of the city's non-profit cultural sector.

Goal E – Cultural Tourism

Visalia's unique location means it is already a destination and/or starting point for thousands of visitors annually. Capturing them, and attracting others, to partake of the community's arts and cultural offerings, is the intent of this goal.

Goal F – Venues & Places

Spaces to exhibit, perform, and create works of art, and the support spaces to go along with them, are a common need of arts groups and individual artists. Visalia

has identified a number of specific facility-related needs, from further renovation of historic venues to studies for possible new ones, as well as strategies to better utilize existing spaces.

Goal G – Education & Youth

Visalia is a community that values its young people and faces challenges to provide school-age students and others with affordable, accessible, and meaningful cultural experiences. Specific arts education strategies, and special youth programs, are recommended.

Priority Recommendations

The Steering Committee voted on priorities for implementation, with seven specific recommendations receiving the majority of votes. These are:

- Develop and implement a formal Cultural Tourism Plan involving appropriate tourism and hospitality industry partners (Convention & Visitors Bureau, Sequoia Valley Visitor Council, hotels, local and regional governments, National Parks, etc.).
- Plan a “Signature Event” for Visalia that promotes the community’s arts, culture, and heritage.
- Pursue a collaborative marketing and audience development effort for the city’s arts, cultural, heritage, and related institutions and programs.
- Work with appropriate partners to institute planning and scheduling calendars to avoid conflicts and enable synergies between program and event times/days.
- Pursue opportunities for coordinated and thematic programming among arts and cultural and community organizations.
- Ensure that Visalia’s Art Hops and studio tours (e.g., Visalia Artist Studio Tours - VAST) are consistent and sustainable programs.
- Conduct targeted outreach into ethnic and underserved communities (e.g., Hispanic and Southeast Asian populations, residents of the “Oval” area, youth groups, etc.) aimed at cultural exchange, cross-over attendance, bringing programs (such as Farmer’s Market, Arts Market, etc.) into various neighborhoods, and so on.

Consultant Recommendation

We would like to call particular attention to recommendation #2 under Goal D (Coordination & Leadership) which calls upon a coalition of private sector and public leadership to “grow and sustain the city’s non-profit arts and cultural sector through technical assistance, funding, volunteerism, and so on.” AMS believes strongly that in addition to the priorities identified by the Steering

committee, this recommendation represents a crucial step for the long-term health of the city's arts community.

The composition of most of the city's arts groups – volunteer-run and operating with “shoestring budgets” – makes it difficult to achieve lasting success or sustainable organizations. An injection of human capital, capital dollars, and operating support, could go a long way to creating a consistent brand and product to aid in cultural tourism efforts, facing community challenges (such as gang prevention), and could have real economic benefits for the city and region.

Benefits

The Cultural Plan Steering Committee believes that a commitment by local government, other public agencies, non-profit groups, individuals, and private businesses and foundations can result in strengthening Visalia's identity as a place that values arts/culture. A coordinated effort to achieve the recommendations in this Cultural Plan could yield a number of benefits, among them:

- Ancillary audience spending retained in city (based on a national average of \$27.79 per person in addition to the cost of their tickets) through improved nightlife and weekend arts activity
- Visits by residents of the overall area for fairs, festivals, special events, on-going performances and exhibits, and more cultural tourists visiting the city and region
- Leveraging state and private funding to match city dollars
- An enhanced approach to economic development, downtown and community revitalization, through recognition of cultural tourism and the “creative economy” (e.g., becoming an artist-friendly community) as potential niches for Visalia¹
- The arts as a force to help solve community challenges such as gang prevention efforts for at-risk youth
- A better quality of life for families, seniors, citizens of all ages

¹ Some cities, such as Paducah, Kentucky, have instituted “artist relocation” projects providing housing and employment incentives to lure artists to live and work in their communities, seeking to capitalize on an approach to economic development that Richard Florida described in his book *The Rise of the Creative Class*.

II. Introduction

Background

(Summarized from the City's web site)

Visalia is the oldest town between San Francisco and Los Angeles and indeed is known as the Crown Jewel of the San Joaquin Valley. When California achieved statehood in 1850, Tulare County did not exist. The land that now forms the county was part of Mariposa. In 1852 some pioneers settled in the area then known as Four Creeks, petitioned the state legislature for county status and on July 10 of that same year Tulare County was recognized.

One of the first inhabitants was Nathaniel Vise, responsible for surveying the new settlement. In 1853 the town, named for Vise's ancestral home (Visalia, Kentucky) became the county seat of the new county. In 1858 Visalia was added to John Butterfield's Overland Stage route from St. Louis to San Francisco. Included in the early crop of citizens were some notorious individuals who preyed upon the Stage travelers.

Once a creek side settlement, Visalia is now a thriving city with over 118,000 inhabitants and has become a community that takes great pride in the small town feel and high quality of life that accompanies big city amenities.

Research Methodology

In 2006 the City Council elected to pursue creation of a Cultural Plan. In 2007 the city issued a request for proposals for a consultant to create a Cultural Plan, resulting in the selection of AMS Planning & Research and a planning process culminating in this document.

AMS's research for the Cultural Plan consisted of **interviews** with community leaders, elected officials, and key individuals representing organizations and agencies whose missions were deemed to be relevant to the goals of the planning process.

A **market analysis** (involving demographic and lifestyle profiles) was undertaken covering the city itself and the Core-Based Statistical Area (CBSA) as defined by the US Census Bureau. Interviews were conducted with arts, cultural and heritage **organizations** in the city. A **public intercept survey** involving written surveys from over 400 residents of the city was undertaken by student surveyors to assist in assessing community attitudes and opinions with respect to the city's existing and future arts and culture resources.

A series of **public forums** was then held with specific interest-area groups in various locations in the city. Sessions for individual artists, cultural groups, business leaders, and young people in the community (in their 20s and early 30s)

were targeted. A **Town Meeting** was also held during which any and all topics relevant to the cultural arts plan were open for public comment.

III. Intercept Survey Highlights

An “intercept survey” was conducted at several locations/events around Visalia yielding a total of 411 responses. Among the findings from the survey:

- About 45% of respondents are long-time residents of the city living in Visalia for 15 years or more, with about 18% being residents for four years or less.
- Attendance rates are similar to national norms, with 64% of respondents reporting having attended at least one professional performing arts event in the past year in Visalia. The majority of attendances are in Visalia proper, with only about 35% of respondents reporting attending performances elsewhere in Tulare county, or anywhere else, in the past year.
- In terms of art exhibits, about 45% have attended at least one exhibition in the past year. Visitation to historic sites or history museums (at least once in the past year) was reported by about 37% of respondents, and almost two-thirds of the sample (64%) noted they’d attended an outdoor fair or festival in the past year (the majority in Visalia proper).
- When asked where they would take visitors for a cultural experience, a combined 20% mentioned Main Street and downtown Visalia, with 12% citing Mooney Grove Museum.
- For 65% of the sample, “lack of time” was the reason they do not attend cultural events more often, though “lack of information” was the second most often-mentioned at 43%. Cost of attending came in fifth with 23%.
- Whereas 11% rate the availability of arts/cultural programs in the City as “excellent,” 41% reported availability of programs as “good” and 40% rated availability as only “fair.”
- In terms of leisure activities, movies (67%), time with family (62%), and outdoor activities (54%) were the top mentions.
- When asked about their interest in specific cultural programs, arts/crafts fairs and festivals (36%), stage plays (35%), and musical theater (32%) were the top three disciplines cited.
- A series of attitudinal questions revealed that:
 - 78% believe the arts contribute to the local economy (24% “significant amount,” 54% “a modest amount”).

- 66% believe it is “extremely important” for children to have arts education in schools (and an additional 28% believe it somewhat important).
- Newspapers are the most common source of information on arts/cultural events, cited by 60% of the sample, followed by family/friends (56%) and radio (32%).
- Strong interest was expressed in various options for receiving information and special offers:
 - 39% extremely interested in a master calendar of programs on the internet
 - 44% extremely interested in receiving special offers and discounts via e-mail
- A reasonable level of interest was expressed for contributing to a united arts fund (a “united way for the arts”) with 23% reporting they’d be “extremely” likely to contribute and 50% somewhat likely.
- The sample was broadly representative of the city population:
 - 57% of respondents have children at home under age 16
 - 8 ZIP codes were represented (with more than 1.5% of respondents in each)
 - 22% reported high school as the highest grade completed; 40% attended some college, 21% have undergraduate degrees, and 11% attended graduate school.
 - 49% are White (not Hispanic), 32% of Hispanic/Latino origin, 5% Asian/Pacific Islander, 7% African-American, 3.5% Native American.

IV. Market Analysis Highlights

Demographics

A demographic profile was prepared covering the City of Visalia proper, the Core Based Statistical Area (CBSA) as defined by the U.S. Census Bureau, with the State of California as a base for comparison. The table below summarizes the key demographic variables associated with the city, market area, and state populations.

SUMMARY OF KEY DEMOGRAPHICS

Variable	Visalia, CA Place	Visalia, CA CBSA	State of California
2006 Estimated Population	107,114	411,352	36,579,455
2000 Population	91,565	368,021	33,871,648
Median Age	31.7	29.3	34.4
% Generation Y (5-17 yrs)	24.8%	26.3%	22.1%
% Generation X (18-34 yrs)	26.9%	26.7%	29.4%
% Baby Boomers (35-59 yrs)	21.7%	19.9%	23.3%
% Mature (60+ Yrs)	10.4%	9.4%	10.8%
Median Household Income	\$48,030	\$40,177	\$54,508
% over \$75,000	25.1%	18.6%	28.5%
% with College Degree	18.8%	11.5%	26.2%
Households with Children	44.9%	49.8%	39.6%
% Black	2.2%	1.7%	6.4%
% Asian	5.5%	3.5%	12.3%
% Hispanic (all races)	39.7%	55.3%	35.3%

As the table illustrates, the City of Visalia has higher “market quality” for measures typically associated with arts attendance (e.g., income and education). In these areas, the city has greater representation of target arts attender populations than in the larger CBSA (e.g., 25% of households with income over \$75,000 in the city, 19% of adults with college degrees compared to only 12% in the CBSA).

Arts Participation Indices

Looking at some measures of the lifestyles of residents paints a similar picture of a population in the city that is more “culturally-inclined” than that of the larger CBSA. According to the table below, indices for cultural participation, where an index of 100 equals average propensity to engage in an activity, are higher in the city than in the CBSA. An index of 107 for “going to live theater once a year” suggests residents within the city are 7% more likely to attend theater than are average US citizens. The indices for Visalia show close to average proclivity to participate in arts/cultural activities, lower than those for the state as a whole, but higher than those for the larger CBSA.

Lifestyle Attribute	Visalia CA Place	Visalia CA CBSA	California
Belong to an Arts Association (A)	87	73	127
Buy Classical Music (A)	97	82	120
Go to Live Theater 1yr (A)	107	81	118
Go to Museum 1yr (A)	100	89	115
Go to Rock/Pop Concert (A)	109	94	118
Go to Music/Dance Performance (A)	103	93	114
Interested in the Arts (A)	96	88	118

Lifestyle Segmentation

The consultants also looked at the PrizmNE lifestyle segmentation of households in the market area. According to Prizm, every household in the US is classified into one of 66 distinct segments based on product preferences, leisure activities, and other attributes. Several of the segments noted for high arts attendance potential are represented in the city, many of which are also those with highly-educated and upper income residents. Segments such as “Second City Elite,” “Brite Lites L’il City,” and “Upward Bound” in particular compose a significant proportion of the population, are relatively high-income and well-educated households. Detailed lifestyle segmentation tables can be found at the end of this report along with descriptions of a few key segments.

PRIZM NE PROFILE REPORT							
Visalia Place vs. Visalia CBSA							
Seg. #	Segment Title	Visalia CBSA		Visalia Place		%Pen	Index
		Base Count	Base %Comp	Analysis Count	Analysis %Comp		
5	Country Squires	1,332	1.1%	768	2.2%	57.7%	197
10	Second City Elite	2,120	1.8%	1,364	3.8%	64.3%	219
12	Brite Lites, Li'l City	2,838	2.3%	1,472	4.1%	51.9%	177
13	Upward Bound	5,363	4.4%	2,253	6.3%	42.0%	143
18	Kids & Cul-de-sacs	1,488	1.2%	832	2.3%	55.9%	191
19	Home Sweet Home	1,241	1.0%	755	2.1%	60.8%	207
24	Up-and-Comers	2,230	1.8%	896	2.5%	40.2%	137
27	Middleburg Managers	3,796	3.1%	1,933	5.4%	50.9%	174
30	Suburban Sprawl	1,058	0.9%	752	2.1%	71.1%	242
34	White Picket Fences	7,369	6.1%	3,116	8.8%	42.3%	144
35	Boomtown Singles	3,289	2.7%	1,526	4.3%	46.4%	158
36	Blue-Chip Blues	2,196	1.8%	1,358	3.8%	61.8%	211
41	Sunset City Blues	4,557	3.8%	2,070	5.8%	45.4%	155
47	City Startups	3,254	2.7%	1367	3.8%	42.0%	143
49	American Classics	1,427	1.2%	889	2.5%	62.3%	212
52	Suburban Pioneers	2,178	1.8%	1,162	3.3%	53.4%	182
53	Mobility Blues	4,119	3.4%	1364	3.8%	33.1%	113
60	Park Bench Seniors	2,308	1.9%	1077	3.0%	46.7%	159
62	Hometown Retired	4,642	3.8%	1559	4.4%	33.6%	115
63	Family Thrifts	12,630	10.4%	3617	10.2%	28.6%	98
	Total		57.2%		84.7%		

V. Model Case Study Highlights

The consultants sought to identify model municipal arts programs to study as comparables for Visalia's Cultural Plan. We identified four California cities with notable municipal arts programs, including Walnut Creek (pop'n. 65,000), Pleasanton (pop 65,000), Ventura (pop 104,000), and Redding (pop 90,000). Highlights of this research are provided here.

City of Walnut Creek

The City of Walnut Creek is an upscale suburb of 65,000 in the East Bay region of the San Francisco Bay Area. The city has a long history of arts programming dating to the 1950s. Its arts program is administered through the Arts, Recreation & Community Services Department which oversees five key program areas: Civic Arts Education, Leshner Center for the Arts, Bedford Gallery, Recreation Services, and Youth & Family Services Program. With a budget of nearly \$7 million annually (about \$1.5 million from city general funds), some 35 full-time staff members are employed.

The city's Arts Commission consists of seven members serving three-year terms and holding monthly meetings. Its charge is to review arts programs and make recommendations to City Council, prepare and maintain a 10-year plan (and 8-year operating and capital facilities plans), establish and work closely with Advisory Councils for each program (see below), and work with staff and the non-profit Diablo Regional Arts Association (DRAA) to determine private sector arts funding needs.

Several distinct Advisory Councils work with each individual program, including Civic Arts Education (7 members, 3-year terms, 6 appointed by the Arts Commission and 1 by the DRAA); Bedford Gallery (which reviews proposals for exhibitions and education programs and reviews and approves all public art projects for the City); and the Clay Arts Guild (membership organization that offers pottery studio time, exhibit and sales opportunities, with about 150 members).

Specific Commission/Department programs include:

- Art exhibitions, about 5-6 annually in the Bedford Gallery, including docent tours, workshops, lectures, public programs.
- Center REPeritory Company is a city-operated theater company producing six shows annually at the Leshner Center.
- The Civic Arts Education is the oldest and largest community arts education provider in northern California with some 140 classes in art,

dance, music, performing arts, in studio classrooms in Civic Park facilities, serving some 16,000+ area residents.

- The Fine Arts Preschool program (ArtReach) provides tailored arts education programs to various schools in Contra Costa County consisting of in-class residencies, staff development, after school programs.
- The Friends of Civic Arts Education Foundation was recently formed and raised \$11,000 for scholarships through an annual gala event. It is currently embarking on a \$15-20 million capital campaign for expanded arts education facilities.
- Public Art is funded through 1% of city capital projects and 1% of private construction projects over 25,000 square feet, and ½% for private projects between 15,000 - 25,000 sq. ft.

The city's Civic Arts program also operates several facilities, including the signature Lesher Center for the Arts (opened 1990) consisting of 785-seat, 300-seat, and 133-seat theaters and the 3,500 sq. ft. Bedford Gallery. It serves as the performance home for the city's Center Repertory Co., Diablo Light Opera Co. and Contra Costa Musical Theatre. Some 65 community organizations rent the venues annually accounting for 900+ performances. Other city facilities include the Shadelands Art Center (classroom facility, available for private rentals) and the Del Valle Theatre (380-seat venue formerly high school theater).

The primary focus of the non-profit Diablo Regional Arts Association (DRAA) is to support major tenants of the Lesher Center. Its mission is:

Dedicated to enriching the quality of programming within the Lesher Center for the Arts and to creating avenues for everyone to enjoy the arts. We accomplish this mission through exemplary leadership and funding.

The Association holds monthly meetings and coordinates its efforts with the Walnut Creek Arts Commission, with an annual budget of nearly \$750,000 (including \$100,000 from the city and city-provided office space). Grants are made to Lesher Center arts producers including:

- Artistic Excellence Grant Program (\$250,000 to 8 groups in '06) "to increase the quality of the artistic offerings within the Lesher Center by motivating producers to include qualitative stretches within their seasons."
- The Arts Access Program provides opportunities for families, children, seniors and low-income or at-risk individuals to experience the arts.

City of Pleasanton

The City of Pleasanton (another San Francisco Bay Area suburb with about 65,000 residents), established its Civic Arts Program in 1989. A non-profit group, the Pleasanton Cultural Arts Council (PCAC), was created in 1974 and in the 1980s it spearheaded an effort to purchase and renovate the historic Amador Theater. The city then created its Civic Arts Program (a Division of the Department of Parks & Community Services) to operate and program the theater.

The Civic Arts Program operates with four full-time and six part-time staff, and an annual budget of \$1.4 million (all of which derives from the city's general operating budget). The appointed Civic Arts Commission has seven members plus one alternate and holds monthly meetings, with the following mission:

“To promote the acquisition, construction, and installation of public art in Pleasanton and advise the City Council on matters related to city-sponsored arts and cultural programs.”

Among its programs are the following:

- Civic Arts Presents is an annual series of performances by touring artists in theater, comedy, dance, storytellers, puppeteers, authors, and concerts at the Amador Theater.
- Shakespeare in the Park is offered for free during the summer months.
- An extensive series of Literary Arts programs includes Poet Laureate program (poetry readings, workshops for adults and youth), Open Mic nights, “Everything Poetry” (writers group), and an annual day-long Poetry, Prose and Arts Festival.
- Education programs include the Civic Arts School Concert Series (classroom field trips), the Youth Music Festival (part of the city's Teen and Youth Services program), the Children's Outdoor Art Festival (annually in June), a 3-week Summer Drama Camp (featuring culminating public performances at the Amador Theater).
- While there is no formal Civic Arts Re-Granting program, the city does provide \$40,000 annually (up to \$7,500 per organization) “to fund cultural and artistic projects that build community, provide public education in the arts, create increased diversity and provide technical assistance increasing self-sufficiency.”
- While there is no formal Public Art ordinance, the city budgets \$50,000 annually for public art maintenance and acquisition with the program administered by the Civic Arts program.

City of Visalia Cultural Plan

- Technical Assistance/Advocacy is offered including seminars/workshops for local artists, co-sponsored with PCAC

The city operates facilities including the 900-seat Amador Theater (built in 1930s, part of HS campus), a Cultural Arts Center in Community Park (home for Civic Arts classes), and is pursuing plans for a downtown firehouse as cultural arts center which will feature a small theater and art gallery. The city is working with the non-profit Pleasanton Cultural Arts Council (see below) on this project.

The city's non-profit partner is the Pleasanton Cultural Arts Council (PCAC) founded in 1974 "to promote appreciation of the arts, provide facilities for arts activities, and create an environment where residents can pursue and enjoy a wide range of cultural opportunities." Its 13-member board has a \$55,000 annual budget (income from memberships). Programs include:

- Arts in the Schools, a grant program for arts programs in Pleasanton K-12 schools (\$13,000 awarded in 2005).
- Young Artist Achievement and Arts Supporter of the Year awards.
- The PCAC so-sponsors the Poetry, Prose & Arts Festival

PCAC recently formed the Pleasanton Arts Foundation to raise funds for the fire station project. The Foundation has a separate 9-member board and a 14-member community advisory board. The City has committed some funding and will operate the Arts Center.

City of Ventura

With just over 100,000 residents, this seaside southern California city (in Ventura county, to the northwest of Los Angeles) is a case study in cultural development following a Cultural Plan. Its Cultural Affairs Division was established in 1992 as result of a community Cultural Plan. Its mission is to:

Promote broad community awareness of, access to, and education in the arts and the city's historic resources in Ventura. Provide opportunities and support to Ventura artists and arts organizations. Foster cross-cultural understanding. Support economic development and tourism, especially in the downtown core.

With a budget of more than \$1.75 million (46% from general fund, 27% from percent-for-art ordinance, 27% from grants and program revenue), the department has eight full-time and six part-time staff. A mayoral-appointed 5-member Cultural Affairs Commission and seven-member Public Art Commission provide advisory input.

Programs include:

- Cowboys, Heroes & Outlaws, family-focused cultural event at the city-operated historic Adobe, including workshops, demonstrations, period entertainment, historic interpreters, and “cowboy college.”
- Music Under the Stars is an annual summer concert series at the Adobe.
- Special Events include Downtown Street Festivals (attract 30,000 – 50,000), ArtWalks (60+ participating sites, attracting up to 10,000), and Discover Ventura Tours (scheduled tours of Ventura’s historic sites such as its downtown, Olivas and Albinger Adobes).
- Education programs include Children’s Celebration of the Arts (professional artists visit school classrooms for hands-on visual and performing arts workshops, involving some 215 workshops annually with 6,000+ participants); Classes offered at the Arts Center (and some schools, featuring 460 visual, performing, and literary arts classes for 4,000+ registrants each year); and summer cultural enrichment programs (Literary Arts Camp, Theatre Enrichment Week).

The city runs a Cultural Funding Program consisting of grants to arts organizations and individual artists. The program was created in 1993 “to increase access to arts education programs for youth; increase the number of programs that celebrate Ventura’s diverse community and rich history; and make the arts a major component of the community’s fabric.” Grants are awarded in the areas of general operating support, cultural projects, artist fellowships, and facility use categories (in-kind support for local group usage of city-owned venues). A total of \$174,500 was awarded in 2006 including \$135,000 to 18 local arts groups and \$39,500 to 10 local artists.

In terms of facilities, the Cultural Affairs Division manages city-owned historic sites:

- Olivas Adobe Historical Park (large volunteer docent group); Ortega Adobe (recently opened, no programming offered); Albinger Archaeological Museum (in a partnership with the Ventura Co. Museum of History & Art); the Barranca Vista Arts Center (arts education classes).

The City administers a Public Percent-For-Art Program consisting of 2% of qualifying projects from city capital improvement projects. Funding includes the Municipal Art Acquisition program to document the history of visual art in Ventura through acquisition of significant works by area artists; the collection is displayed in City Hall and other municipal buildings.

Technical Assistance is offered for arts organizations and artists including individual consultations with professional arts management consultants,

workshops and seminars. Publications include “State of the Arts” (a tri-annual newsletter, information for arts community) with a bi-monthly electronic version under development; My Ventura is a guide to city classes and activities.

Among the city’s latest developments is the designation of a Downtown Cultural District whereby the Cultural Affairs Division provides ongoing programming and technical support and challenge grants to district tenants to develop or expand facilities. Staff are currently working on affordable artist live/work space projects in downtown.

City of Redding

The City of Redding’s cultural activities are spearheaded by the Shasta County Arts Council, a non-profit established in 1981 whose mission is “to promote the arts and public interest in the arts, to provide assistance and services to arts organizations, institutions and individuals, and to significantly enhance the impact of the arts and arts education on the quality of life in Shasta County.” With a budget of \$135,000 (including \$22,000 annually from the City), one full-time and one part-time staff member oversee programs and services. The City also owns the building in which the Council is located and provides maintenance and rent-free space for offices and programs. Other sources of revenue include grants and contributions, and earned income from program fees and art gallery sales (up to 35% of annual budget).

The council occupies the Old City Hall Arts Center, a 1907 building that originally housed city offices and the police department, renovated in 1987 for the Arts Council’s use. The Arts Center includes gallery, classroom, 150-seat performance hall, green room, video production studio, gift shop, and SCAC offices. A surrounding city park and courtyard are used for receptions and gatherings.

Among its programs are ARTsMART Downtown a monthly Saturday event with music, local artists displaying and selling work. Other notable programs include:

- Old City Hall Gallery exhibitions (8 per year)
- Open Studio Tour (35 local artists)
- Silent Film Festival
- Day trip bus tours to San Francisco museums, ballet, opera, music performances (3-4 per year)

In terms of education programs, classes are offered at the art center, for adults and children, in areas such as ballroom dance, ballet, belly dancing, yoga, drawing, painting, and photography. The KARE program (Kid’s Art Recreation

and Education) provides after school arts programming for youth living in transitional housing.

While the Council does not provide any funding to artists or other non-profit arts groups, some other notable programs include:

- Four annual scholarships for college students majoring in visual, performing or literary arts (\$500); \$1,000 award to outstanding applicant.
- Technical Assistance in the form of a local/regional coordinated arts calendar; artists opportunities, auditions, etc. in a bi-monthly Arts Essential newsletter and on the Council's web site
- An Artists registry, referral service, with links on the web site

The Council has some 550 members (200 are artists) who receive discounts on classes, programs, invitations to special events, etc. Member artists can participate in the registry/referral service.

Summary of Case Study Findings

These case studies clearly illustrate the wide range of arts and cultural programs, services, and venues that are funded and/or operated by city governments in more or less "suburban" communities (or edge cities) with populations in the 65,000 to 100,000 range. From these studies we can summarize the following major findings:

- The use of city general funds to support arts programs, staff, and facilities is quite common among the case study communities; most also employ other public and private funding sources to support the arts in their communities.
- City-sponsored and supported festivals are a common element among the communities we studied; also free summer park concert series.
- Public art programs are fairly common, typically covering public capital improvement projects. In Walnut Creek a requirement for public art in private developments is also a policy.
- Re-granting for organizations and in many cases, individual artists, is another common use of cultural arts program dollars.
- Non profit partners are also common (in Pleasanton, Walnut Creek) but typically work alongside the professionally-staffed City Cultural Affairs divisions, and focus on fundraising for capital projects and re-granting funds.

- Literary programs were identified in a few of the communities, and technical assistance services are common among all the city departments.

VI. Visalia's Cultural Plan

All in all, approximately 500 people provided input for the Cultural Plan, including those who completed intercept surveys, participated in interviews, and attended public forums and meetings. Through a series of planning workshops, the citizens' Steering committee decided to organize the Plan according to a series of specific goals.

Recommendations are offered under each goal. A subsequent section addresses infrastructure - providing the staff and financial resources that will be required to implement the Plan's recommendations.

City of Visalia City Council Goals & Priorities

The Visalia City Council holds an annual planning retreat to determine overall city goals and priorities. The consultants reviewed the priorities that were determined in both 2007 and 2008 planning sessions.

Among the nine specific areas that were identified in 2007 were two that have a direct relationship to the proposals in this document, those being Downtown Visalia projects, and addressing blighted neighborhoods. It is envisioned that several of the recommendations in this Cultural Plan would contribute to the furtherance of these areas of the city's priorities.

In its most recent strategic planning workshop the Council identified 15 priority goals for 2008-2010. Again, several of the recommendations in this Cultural Plan speak directly to these council priorities, which might be understood as follows:

- Among the city's top three priorities (by vote of the city council) is "community beautification and positive city image." Clearly, as this Cultural Plan illustrates, arts and culture and heritage contribute greatly to the city's physical beauty and image, through murals, other art in public places, cultural tourism promotion, and so on. Several specific recommendations in this Plan (cultural tourism, percent-for-public art ordinance, etc.) speak directly to this council priority.
- In its second group of priorities is a "neighborhood preservation program." Whereas many of the Plan's recommendations are focused on downtown Visalia, there are numerous opportunities to integrate arts, culture and heritage at the neighborhood level to help strengthen community development, revitalization, and preservation efforts. Specifically, recommendations cover areas such as gallery hop and studio tours, outreach to ethnic and underserved communities, and programming for youth-at-risk, all areas that would target Visalia's neighborhoods.

- In its third category of priorities are three priorities that relate directly to several of this Plan’s recommendations and priority objectives; the council noted that “gang response programs,” “increased regional tourism,” and a “vital downtown” are among its goals for 2008-2010. This Cultural Plan has specific objectives that speak to each of these council priorities:
 - Youth-at-risk programming under Goal G (Education & Youth) is, in many communities, a cornerstone of gang prevention and response efforts.²
 - The Cultural Plan has a stand-alone goal (E) for Cultural Tourism which is envisioned to be an important facet of overall regional tourism development efforts.
 - Downtown is also an important focus of this Plan with several goals (A and F in particular) having specific objectives related to arts, culture, and heritage programs and venues in downtown Visalia.

City of Visalia Existing Programs

Over several years the City of Visalia has provided assistance to arts groups in a number of ways. Below is a partial list of some of the city’s funding and technical assistance efforts for the arts and cultural community:

- Provides \$15,000 in annual seed grant assistance to non-profit arts organizations
- Grants \$167,000 annually to support youth organizations, several of which offer arts and cultural activities
- Provides space for art exhibits at the Convention Center
- Assisted with a loan to Arts Visalia to obtain a permanent building
- Leases space to the Creative Center and the Ice House Theatre for a nominal annual fee
- Leases space to the Enchanted Playhouse

² A national arts service organization, Americans for the Arts, publishes the Youth Arts Tool Kit, with case studies and documentation of how arts and cultural programs can be used in gang prevention, juvenile probation, and other related areas.

- Provided \$40,000 in funding in recent budgets to support art programs/ events including the Arts Market

Roles & Responsibilities

The Cultural Plan will require a true public/private partnership for effective implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local government, school districts and others, will be necessary for implementation of this Plan. However, the City Council and the city's arts community are looked to for leadership roles.

The City is envisioned as playing the role of lead agency, coordinating and facilitating the work of other partners. While other agencies and organizations in the community are eager to play roles, they are looking to the city, through its professionally-staffed departments, to serve as the initial coordinating entity. Visalia public schools, the Arts Consortium, the Chamber of Commerce and Convention & Visitors Bureau, to name a few, can each be participants in implementing the Plan but need the city's convening function to marshal the resources and establish a common agenda. The City is also asked to participate in funding strategies through the provision of seed funding, grants, and support to other grant-seeking entities.

This Cultural Plan contains a series of goals and recommendations on the following pages that address specific needs and desires of the city's residents, arts community, and other stakeholders. The specific proposals in the Plan relate to sustaining and growing the city's arts and cultural "sector" and improving public access to cultural resources.

Overall Themes

Visalia's Cultural Plan is grounded in a few overall themes that have guided its creation and are intended to serve as a backdrop to the specific proposed goals and recommendations.

- The Plan should at all times be inclusive of diverse cultures and constituencies while, as an overall goal, attempting to better link people to a larger sense of community. Whenever possible, integrate arts/cultural programs and interests into other community sectors, venues, and so on. Stakeholders in this Plan's implementation should showcase the city's diverse tastes (from Country & Western to Hip Hop), heritage, and cultural expressions (from custom car shows to the local gourd art "patch.")
- Leverage the city's youth culture and energy as evidenced through its two new community radio stations, as ways to cement and disseminate a commercial-free community voice that is seen as "creating togetherness, promoting local events, and celebrating 'Localism'."

- Ways for arts/cultural groups to work together, and with other community sectors and agencies, should be based on understanding of a continuum of opportunities ranging from Communication, Cooperation, Collaboration, Coordination, and potentially Consolidation.
- Initially the city of Visalia should be looked to in the role of coordinating (and facilitating) entity providing seed funding, platforms for collaboration, and working to encourage widespread involvement in this Plan's implementation.
- Integrate the Cultural Plan with other official City goals, priorities and plans such as the city's East Downtown Plan and other similar documents.

VII. GOALS & RECOMMENDATIONS

A. PROGRAMMING

Background & Research

While most cultural plans address a series of needs and opportunities related to artists and cultural organizations, as well as marketing and audience development strategies, fewer tend to focus on actual “product development” in business parlance. As is noted below, one of this Plan’s top priorities is development of a signature event (festival) as a means of promoting the community’s arts/cultural assets and attracting new audiences and visitors.

From our research we learned that only 11% of respondents to the intercept survey rated the availability of arts/cultural programs as “excellent,” while 40% rated them only “fair,” leading the Steering Committee to focus on new program ideas as a way to showcase a wide range of cultural offerings. Members of the public responding to the survey, and those who participated in community forums, expressed interest in a wide range of program types, from festivals to theatrical productions to historical exhibitions. The recommendations under this goal focus on new ways to engage the public through new, consistent and sustainable programming.

Recommendations

PRIORITY RECOMMENDATION

1. Plan a “Signature Event” for Visalia that promotes the community’s arts, culture, and heritage.
 - Consider inter-arts-disciplinary approaches such as Art & Jazz festival, extending and/or combining existing community events (e.g., car shows, Mariachi heritage festival) and/or major regional events (e.g., Farm show) with arts/cultural components, or themed public art events (painted fire hydrants, “cows on parade,” etc.).
 - Explore models in communities such as Santa Barbara (I Madonnari chalk art Festival), Laguna Beach, Capitola (Art & Wine), and so on.

PRIORITY RECOMMENDATION

2. Ensure that Visalia’s Art Hops and studio tours (e.g., Visalia Artist Studio Tours - VAST) are consistent and sustainable programs.
 - Look to models in San Luis Obispo, Santa Barbara, and other communities for funding and marketing strategies

PRIORITY RECOMMENDATION

3. Pursue opportunities for coordinated and thematic programming among arts and cultural and community organizations.
 - o Explore Louisville’s Classics in Context model involving advance planning for thematic exhibits and performances by the community’s arts/cultural organizations, with grass-roots marketing through restaurants, libraries, etc.

Other Recommendations

4. Work with appropriate city staff and other agencies to assess and review the special event application process to enable participation by more diverse community organizations and younger artists, performers, etc.
5. Pursue co-promotional opportunities for touring arts and residency programming between non-profit arts/cultural groups, the City of Visalia, educational institutions (C.O.S., Visalia public schools, etc.), and other partners
6. Work with community partners to develop more youth-oriented programming (e.g., “cutting edge”) that celebrates the region’s cultural diversity (such as SE Asian Rap music, spoken word, poetry, film, etc.).

B. INCLUSION & HERITAGE

Background & Research

As noted in the preceding “Overall Themes” section, this Cultural Plan has, from its inception, involved members of diverse ethnic communities in its creation. It is a cornerstone of the document that it “be inclusive of diverse cultures and constituencies while attempting to better link people to a larger sense of community.” Accordingly, this goal contains two specific recommendations about underserved communities and developing a brand for Visalia that embraces its rich heritage.

PRIORITY RECOMMENDATION

1. Conduct targeted outreach into ethnic and underserved communities (e.g., Hispanic and Southeast Asian populations, residents of the “Oval” area) aimed at cultural exchange, cross-over attendance, bringing programs (such as Farmer’s Market, Arts Market, etc.) into various neighborhoods, and so on.

Other Recommendations

2. Develop more recognizable and consistent cultural “brand identity” for Visalia.
 - o Explore possible “AHA” theme (e.g., Art, History, Agriculture), the community’s historic identity and signature products (fine saddle-making), and so on.

C. COMMUNICATION & MARKETING

Background & Research

A major underpinning of this Plan is the desire to expose and involve a larger percentage of the population in arts and cultural endeavors. Arts activities, such as community theater, have been described as a modern-day “neighborly rituals” in times when shared harvests and similar community traditions have almost vanished. Whereas 62% of respondents to the intercept survey noted that “time with family” competes for spare time, many believe that arts and cultural activities could be “positioned” to help fulfill this need.

Survey research indicates that Visalia residents are hungry for more information about cultural activities, with 43% citing “lack of information” as a reason for not attending more often, 40% reporting being “extremely interested” in a master calendar of events on the Internet, and 44% extremely interested in special offers via e-mail. It is the intent of the Steering Committee that this goal offers an approach to better promoting the city’s arts and cultural resources.

(See also Goal E - Cultural Tourism and, in the Appendix, an Article on Community Radio and Localism).

Recommendations

PRIORITY RECOMMENDATION

1. Pursue a collaborative marketing and audience development effort for the city’s arts, cultural, heritage, and related institutions and programs.
 - Utilize existing web sites (e.g., Visitvisalia.org), new e-mail marketing technologies, open-access calendar posting, etc. (Consider www.CreativeFresno.com as a potential model).
 - Utilize traditional and non-traditional press outlets including a possible Valley Voice specialty arts insert, a revival of the city’s Parks & Recreation Guide arts section, Thrifty Nickel, Trends weekly, and so on.
 - Work with community agencies and businesses (e.g., libraries, restaurants, hotels, etc.) to pursue “guerrilla marketing” low-cost strategies (e.g., table tents, etc.).
 - Downtown kiosks (and elsewhere), Campus bulletin boards
 - Explore opportunities for promotion through physical venues and fixtures such as bus advertising, transit benches, sports park signage, an actual “information shop,” space in malls, outdoor screens and display windows, and so on.

- Work closely with community radio stations (such as 101 and 94 FM) as promotional vehicles for arts/cultural programs and events.
- Include promotions on radio web sites, MySpace and other social networking site

Other Recommendations

2. Create a master database of information on arts/cultural organizations, individual artists/entertainers, arts education opportunities and resources, and so on.
 - Respond to identified need – “who do we call” – when wanting to access artists, artist services, programs, instructors, etc. (Example – one or more entities should play a leadership role in gathering useful information on individual artists and performers, so that if someone seeks a classical guitarist for a wedding reception they’ll know “who to call” for a referral).

D. COORDINATION & LEADERSHIP

Background & Research

The foundation of many cultural plans is a range of services for community-based arts and cultural organizations and individual artists. Research conducted for this planning process revealed an arts sector consisting primarily of arts and cultural organizations run by volunteers or small professional staffs. These groups can benefit from professional development opportunities in marketing, fundraising, audience development, organizational management, and so forth. Individual artists can also be assisted through promotion of “good and services” to consumers and local businesses.

PRIORITY RECOMMENDATION

1. Work with appropriate partners to institute planning and scheduling calendars to avoid conflicts and enable synergies between program and event times/days.
 - Consider the Parks & Recreation Department as a model for planning meetings for special events and festivals and classes, involving community organizations such as PAL, YMCA, and other regional and countywide organizations. Consider expanding the city’s Special Events Committee model.
 - Explore adding a staff position such as with the Higher Education Consortium model (with partial city funding).

Other Recommendations

2. Involve community leadership from businesses, education, government, service and community organizations in an effort to grow and sustain the city’s non-profit arts and cultural sector through provision of technical assistance, additional funding, in-kind volunteers and services, and so on.
 - Research the feasibility of a United Arts Fund (UAF), a “united way for the arts,” to raise private dollars in support of arts, cultural, and education programs.
3. Work with nearby communities and other partners (e.g., Exeter, Three Rivers, National Parks) in a regional approach to arts promotion, advocacy, and leadership.
4. Supporting existing (such as through the Arts Consortium) and create new regular opportunities for networking among arts/cultural organizations, artists, civic and community organizations (e.g., such as a rotating informal “Arts Pub” model).
5. Work with appropriate partners to improve recruitment, training and opportunities for volunteering with arts/cultural organizations.

6. Develop a coordinated approach to making Visalia an artist-friendly and supportive community through inter-generational artist mentoring, support services and funding, coordinated marketing, and attracting special educational events/programs such as “Gourd College.”

E. CULTURAL TOURISM

Background & Research

A decade ago the White House Conference on Tourism identified “Cultural Tourism” as a high-growth sector; communities throughout the country began brainstorming programs and promotions to lure cultural tourists, a decidedly upscale travel segment. Cultural tourism has been defined as “based on the mosaic of places, traditions, art forms, celebrations, and experiences” that define an area. Research has documented the facts that cultural and heritage visitors spend more, stay longer, are more likely to stay in lodging, use air travel, shop, and pursue “shoulder season” (e.g., often spring and fall visits falling outside of typical peak travel months) visits than the average traveler and are a growing segment of the US travel market. According to a survey conducted by the Travel Industry Association of America, one-third of all adult U.S. travelers included either a visit to an historic place or cultural event on their itineraries.

During the intercept survey conducted for this Plan, residents were asked about where they would take out-of-town visitors for a “cultural experience” in Visalia with the top three answers being Mooney Grove Museum, Downtown Visalia/Main Street, and the nearby National Parks. Along with proposals for signature events under Goal A (programming), this goal seeks to develop a concerted, strategic promotion of Visalia as a cultural destination.

PRIORITY RECOMMENDATION

1. Develop and implement a formal Cultural Tourism Plan involving appropriate tourism and hospitality industry partners (Convention & Visitors Bureau, Sequoia Valley Visitor Council, hotels, local and regional governments, National Parks, etc.) which might include:
 - Potential partnerships with business, hotels
 - A new Visitor Center (modeled on that in Springville) with staffing by local artists and/or exhibit/studio spaces.
 - Specialty itineraries and tours such as public art, Farm, etc.
 - Identification of target audiences (such as weekend-getaway “AAA”)
 - Use of e-mail technology for regular “E-Blasts” to target markets
 - Ways to reach existing traveler segments such as families attending sports tournaments in the city’s sports park and other venues, foreign tourists en route to national Parks, etc.
 - Ways to promote tourism opportunities to local and regional residents (such as Louisville’s Be a Tourist in Your Hometown model)

- A retail storefront (“The Visalia Store”) featuring local products (cheeses, etc.) and crafts
- Familiarity (“Fam”) trips for media and other stakeholders (e.g., concierge and hospitality staff, etc.)

F. VENUES & PLACES

Background & Research

Cultural facilities to accommodate performances, exhibitions, rehearsals, classes, and the creation of artwork represent an important cornerstone in the culture of a community. As other communities have recognized, it is often difficult for arts and cultural organizations to grow and thrive without adequate venues which are welcoming and comfortable for audiences and visitors, and technically suitable for artists. Public input received for this Cultural Plan, particularly from representatives of arts groups and local artists, has focused on needs for facilities and venues as critical. The potential integration of more cultural spaces and uses into downtown Visalia is aligned with the City Council's stated priority of downtown revitalization. Other recommendations in this goal seek to move forward concepts for ethnic cultural attractions and use of non-traditional performance spaces – bringing arts to the public in addition to attracting audiences to arts spaces.

Recommendations

1. Utilize non-traditional venues (e.g., parks, sports park, community garden, convention center, etc.) as venues for arts/cultural programs, exhibits, and targeted marketing efforts.
2. Work with appropriate city and community partners to integrate arts/cultural spaces into downtown Visalia, such as Live/Work and Work/Exhibit spaces for artists, galleries, festival plaza(s) (to accommodate small performances and events such as a Farmer's Market, as in Chico), and so on.
3. Implement proposed improvements to the Fox Theater (e.g., backstage, public support spaces) in an effort to stabilize and improve the venue in order to increase programming levels.
4. Work with other community partners (e.g., Mariachi Heritage Foundation, youth-serving organizations) to explore ways to create new cultural attractions such as a Hispanic Cultural Center, All-Ages performance venue (e.g., such as The Dawn, Java Jungle, etc.).
5. Undertake a feasibility analysis of the need for an additional mid-sized to large theater and/or amphitheater (e.g., 1,200+ seats) potentially in conjunction with a new High School.
6. Institute a program and funding source (e.g., "Access Grants") to make city- owned and –funded venues (e.g., Oaks Stadium, Convention Center, etc.) available for occasional free and/or subsidized use to local community-based arts/cultural groups.

G. EDUCATION & YOUTH

Background & Research

Recent studies conducted nationally now provide conclusive evidence that children who partake of a comprehensive arts education curriculum perform better in all aspects of school work: from math and science test scores to team-building and social skill development. Respondents to the intercept survey agreed overwhelmingly that the community's young people should have access to quality arts education (two-thirds think it "extremely" important, 28% "somewhat"). In fact, when asked how to target municipal cultural funding, youth programs were ranked first by two-thirds of respondents. This goal is intended to increase participation in arts and culture by the young people of Visalia, to raise community expectations for the cultural enrichment these children will enjoy, and facilitate arts and cultural expression by the county's young generation. Especially targeted are the community's at-risk young people (hand-in-hand with gang prevention efforts) and ways to encourage attendance by secondary school students at local cultural activities.

Recommendations

1. Work with appropriate partners (Parks & Recreation, PAL, youth-serving organizations) to integrate arts/cultural programming for youth-at-risk and underserved, disadvantaged populations, and in gang prevention efforts.
2. Work with the Visalia Unified School District to enhance arts education and enrichment opportunities through field trips (sponsorship funding for buses and tickets), artist residencies (as possible co-sponsorships with COS and non-profit arts groups), arts career education, arts "contests and teams" (e.g., awards and recognition ceremonies, etc.).³
 - o Consider the Atlanta model ensuring one arts field trip at every grade level, with grade-appropriate curriculum and programs.
3. Create incentives for school students (especially Middle and High School) to attend performances at discounts (e.g., COS's Thursday night student discounts with \$5 tickets) through underwriting of ticket prices, targeted marketing through schools and social networking sites, and so on.
 - o Consider the Author-in-Residence model involving Imagine U, Arts Visalia, etc.

³ It is important to note that the Visalia Unified School District already maintains an extensive arts education program including annual field trips (at each grade level) to at least one (sometimes more) museum, historical site, or cultural arts program. It is one of the few Districts in the region that provides no-cost choral, orchestral, and band instruction beginning in Grade 4. In addition, all High Schools in the District, as of the 2008-09 school year, have dance facilities and arts programs. The District also sponsors a particularly noteworthy visiting artist program.

VIII. PRIORITY RECOMMENDATIONS

The Steering Committee voted on priorities for implementation, with seven specific recommendations receiving the majority of votes. These are:

- Develop and implement a formal Cultural Tourism Plan involving appropriate tourism and hospitality industry partners (Convention & Visitors Bureau, Sequoia Valley Visitor Council, hotels, local and regional governments, National Parks, etc.).
- Plan a “Signature Event” for Visalia that promotes the community’s arts, culture, and heritage.
- Pursue a collaborative marketing and audience development effort for the city’s arts, cultural, heritage, and related institutions and programs.
- Work with appropriate partners to institute planning and scheduling calendars to avoid conflicts and enable synergies between program and event times/days.
- Pursue opportunities for coordinated and thematic programming among arts and cultural and community organizations.
- Ensure that Visalia’s Art Hops and studio tours (e.g., Visalia Artist Studio Tours - VAST) are consistent and sustainable programs.
- Conduct targeted outreach into ethnic and underserved communities (e.g., Hispanic and Southeast Asian populations, residents of the “Oval” area, youth groups, etc.) aimed at cultural exchange, cross-over attendance, bringing programs (such as Farmer’s Market, Arts Market, etc.) into various neighborhoods, and so on.

Consultant Recommendation

We would like to call particular attention to recommendation #2 under Goal D (Coordination & Leadership) which calls upon a coalition of private sector and public leadership to “grow and sustain the city’s non-profit arts and cultural sector through technical assistance, funding, volunteerism, and so on.” AMS believes strongly that in addition to the priorities identified by the Steering committee, this recommendation represents a crucial step for the long-term health of the city’s arts community. The composition of most of the city’s arts groups – volunteer-run and operating with “shoestring budgets” – makes it difficult to achieve lasting success or sustainable organizations. An injection of human capital, capital dollars, and operating support could go a long way to creating a consistent brand and product to aid in cultural tourism efforts, to aid in facing community challenges (such as gang prevention), and could have real economic benefits for the city and region.

IX. INFRASTRUCTURE: FUNDING & STAFFING

Background & Research

During the process of creating this Cultural Plan, careful attention has been paid to making the objectives pragmatic, opportunistic, and achievable. A variety of partnerships and methods to work more cohesively are proposed in anticipation of a more unified and sustainable arts community. Respondents to the intercept survey offered resounding support for using local government dollars for arts and culture, with 63% saying it is “extremely important” to support programs and venues in downtown. Potential support for a united and coordinated private fundraising effort (known as a united arts fund, such as a “United Way for the arts”) was also high with 73% of intercept survey respondents expressing interest (likelihood) in contributing to such an effort. A few important funding and resource initiatives should be pursued in order to make significant progress on this Plan’s agenda, and see Visalia’s cultural community a vital element in the community’s overall economic and community development efforts.

Recommendations

1. Create a city staff position (or provide seed funding to a local non-profit organization) for an Arts Coordinator to oversee and coordinate implementation of this Cultural Plan and other cultural programs and opportunities.
2. Explore creation of a United Arts fund (UAF) for the city’s arts/cultural organizations.
3. Work with a contract grant writer to research and identify opportunities for government and private funding in support of cultural plan programs and services (e.g., Irvine Foundation, Community Foundation, etc.).
4. Explore provision of city funding for arts/culture through:
 - A percent-for-art ordinance for public art as part of public capital improvement projects. (An ordinance devoting 1% of city capital improvement projects to art-in-public-places would have provided approximately \$23,000 in FY 2008, or an average of \$33,000 annually over the past three years).
 - An incentive/encouragement for art in public places as part of private developments
 - Formalization of the city’s arts/cultural grants program (e.g., consistent policies, peer panels, applications, targeted funding, etc.)

How the Arts are Funded

There has been extensive research conducted at the national level with respect to how local arts agencies (councils, commissions, offices of cultural affairs, both public and private) are supported. Americans for the Arts, a national organization serving the local arts agency field, publishes *Local Arts Agency Facts* on a nearly triennial cycle; its last summary report was issued in 2003, in which 749 agencies reported data. Of these arts agencies, 64% are private non-profits and 23% are public government offices.

The summary report provides data based on size of community with categories for populations of 30,000-99,999 and 100,000-249,000. With a population of about 107,000, Visalia falls almost in between these two cohorts in the report. It is useful, therefore, to understand how other arts agencies in similar communities generate their funding:

- The average annual budget (in 2003) of all arts agencies was \$1.4 million. For communities under 100,000 it was \$242,204, and \$623,636 for those between 100,000 and 250,000.
- Just considering public (government office) arts councils, figures are \$281,664 (30-99,999) and \$844,848 (100-250,000).
- Sources of revenue overall are 50.7% from local government, 18.3% from private contributions, and 17.1% from earned income. For communities of 30,000 to 99,999, these figures are 31.8%, 16.1%, and 40.1%, respectively, and for those of 100,000-250,000, are 34%, 25%, and 30.7%, respectively.⁴
- It is perhaps most illuminating for this Plan to see what types of public funding comprises the public funding source pot:
 - For local arts agencies across the board, the following public funding sources are used:
 - 24.4% use Hotel/Lodging tax
 - 10.9% cited Percent-for-Art Ordinances
 - 7.5% receive funds through property taxes
 - 7.1% get sales tax funds
 - All other public sources represent 1% or less (e.g., admissions, lottery/gambling proceeds, income tax, community development funds, etc.)

⁴ It is important to note that earned income sources include admissions (many arts agencies operate venues and/or produce or present performing arts programming), fundraising (sometimes counted as an earned source), sales and rentals (again, of venues and/or from art sales commissions), and memberships.

- For local arts agencies serving communities with populations between 30,000 and 99,999:
 - 13.4% use Hotel/Lodging tax
 - 10.2% cited Percent-for-Art Ordinances
 - 7.9% receive funds through property taxes
 - 7.9% get sales tax funds
 - All other public sources represent 1% or less (e.g., admissions, lottery/gambling proceeds, income tax, community development funds, etc.)

- For local arts agencies serving communities with populations between 100,000 and 249,000:
 - 30.7% use Hotel/Lodging tax
 - 2.6% cited Percent-for-Art Ordinances
 - 7.0% receive funds through property taxes
 - 4.4% get sales tax funds
 - All other public sources represent 2% or less (e.g., admissions, lottery/gambling proceeds, income tax, community development funds, etc.)

“How To” Commence Implementation

Implementation of the Cultural Plan should involve the oversight and resources of the city of Visalia professional staff along with representatives of the Cultural Plan Steering Committee, Visalia public schools, the Convention & Visitors Bureau and other prospective partners.

The city government is envisioned to play a coordinating role vis-à-vis this Plan’s goals and recommendations; a major focus should be on serving as a “central coordinating entity” and clearinghouse. The proposed dedicated staff position would have primary responsibility for advancing the Plan’s goals and objectives. Duties would include:

- serving as a liaison with civic, social, and government agencies to ensure the “cultural agenda” is represented
- convening and staffing occasional meetings of the Steering Committee (as an ad hoc Committee of the City Council)
- convening and staffing regular meetings of the city’s arts and cultural organizations
- developing cooperative approaches for marketing and information services among arts and cultural organization staff, board members, and volunteers
- serve as a liaison with the Visalia Public schools, College of the Sequoias, and other education providers and organizations
- serve as a community spokesperson by introducing the Cultural Plan (along with Steering Committee members) at community meetings and events
- conduct and/or facilitate board and volunteer development workshops for recruitment and training
- organize and present media and marketing workshops, inviting guests, pursuing follow-up actions
- work with appropriate entities to facilitate arts community involvement in cultural tourism development and promotion (and other related projects, such as festivals and special events)
- convene meetings of citizen advisory groups to assist with implementation of specific Plan objectives

Steering Committee

The Cultural Plan Steering Committee (or a new incarnation thereof, such as a City Arts & Culture Commission or Standing Committee of an existing commission, such as the Citizens Advisory Committee) should play a continuing role to advance the Plan's goals and recommendations with local and county governments, private agencies (such as chambers of commerce), educational institutions, and so forth. Acting as volunteers, convened by professional city staff, Committee members would be called upon to play public-speaking roles, to identify and secure commitments from other volunteer leadership, and to monitor overall implementation of the Plan.

X. Summary of Recommendations

The table below provides a summary of the 26 specific recommendations which can be found under the three overall Plan goals.

Goal	Type of Recommendation			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
Goal A – Programming						
Signature event	√		√		√	
Gallery hops & studio tours	√				√	
Coordinated & thematic programming			√			√
Special event application process	√	√		√		
Co-promotions and residencies	√			√		
Youth-oriented programming	√				√	
Goal B – Inclusion & Heritage						
Outreach to ethnic and underserved communities	√	√		√		
Develop Visalia brand identity			√			√
Goal C – Information & Marketing						
Collaborative marketing and audience development			√		√	
Master database of information	√			√		
Goal D – Coordination & Leadership						
Planning and scheduling calendars	√			√		
Grow and sustain non-profit cultural sector		√	√		√	
Regional approach and cooperation		√			√	
Networking among arts/cultural groups	√			√		
Recruit and train volunteers	√	√				√
“Artist-friendly” community		√	√		√	
Goal E – Cultural Tourism						
Formalize a cultural tourism Plan	√	√	√	√		

Goal	Type of Recommendation			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
Goal F – Venues & Places						
Utilize non-traditional venues	√	√		√		
Integrate arts and culture spaces into downtown			√			√
Implement Fox Theater improvements	√					√
Create new cultural attractions (e.g., Mariachi cultural center)	√		√			√
Feasibility study for new mid-sized to large theater and/or amphitheater			√			√
Funding for access to city venues	√	√		√		
Goal G – Education & Youth						
Youth at risk programming	√		√		√	
Arts education and enrichment	√		√			√
Student attendance incentives	√	√		√		

XI. How To Get Involved

Consider getting involved in our community's cultural plan:

- Schedule a cultural plan or arts group presentation at your next civic or social club meeting or event
- Provide leadership within a group or association to adopt and accomplish one of the Plan's recommendations that is compatible with your mission and services
- Come to a future meeting of the Cultural Plan Steering Committee to learn about projects and committees where your skills and energy can be most useful
- Become a member or subscriber at one of the city's arts organizations or volunteer a few hours of your time
- Organize a group to attend to a performing arts event or exhibition with a special docent tour or group sales package
- Decorate your home or office with affordable original artwork purchased at art fairs and local galleries
- Improve your creative skills by taking a class or workshop at one of the city's community centers or educational institutions

For additional information, please contact the City of Visalia Office of the City Manager at (559) 713-4317 or by e-mail at lcaviglia@ci.visalia.ca.us.

XII. APPENDICES

**CITY OF VISALIA – CULTURAL PLAN
INTERCEPT SURVEY TOPLINE REPORT**

**Non-weighted sample:
411 Responses**

Q1. For how long have you been a resident of Visalia?

	Percent
1 year or less -----	5.5%
2 to 4 years -----	12.6%
5 to 9 years -----	19.5%
10 to 14 years -----	17.9%
15 years or more-----	44.5%

Q2. How many times in the past year did you attend a live performing arts event (such as theater, music, dance)...

	<u>Visalia</u>	<u>Tulare County</u>	Anywhere <u>else</u>
None -----	35.8%	62.8%	65.2%
1 time -----	14.6%	16.3%	10.9%
2 or 3 times -----	32.8%	14.4%	14.6%
4 or 5 times -----	8.5%	3.4%	5.8%
6 to 9 times-----	5.1%	2.4%	1.2%
10 or more times-----	3.2%	0.7%	2.2%

Q3. How many times in the past year did you attend an exhibition of visual art or an art museum?

	<u>Visalia</u>	<u>Tulare County</u>	Anywhere <u>else</u>
None -----	54.5%	78.1%	69.6%
1 time -----	18.0%	9.2%	15.3%
2 or 3 times -----	18.5%	9.0%	10.0%
4 or 5 times -----	5.6%	2.4%	2.9%
6 to 9 times-----	2.7%	1.0%	1.0%
10 or more times-----	0.7%	0.2%	1.2%

Q4. How many times in the past year did you visit a heritage site or museum?

	<u>Visalia</u>	<u>Tulare County</u>	Anywhere <u>else</u>
None -----	62.5%	80.0%	69.3%
1 time -----	18.2%	10.0%	14.6%
2 or 3 times -----	12.2%	6.3%	11.9%
4 or 5 times -----	5.1%	1.5%	1.7%
6 to 9 times-----	1.9%	2.2%	1.7%
10 or more times-----	0.0%	0.0%	0.7%

Q5. How many times in the past year did you attend an outdoor fair or festival?

	Visalia	Tulare County	Anywhere else
None	36.0%	59.1%	62.8%
1 time	22.4%	21.9%	17.3%
2 or 3 times	29.9%	13.6%	12.2%
4 or 5 times	7.3%	2.7%	4.9%
6 to 9 times	3.2%	1.2%	1.2%
10 or more times	1.2%	1.5%	1.7%

Q6. At what specific location or venue did you most recently attend an arts, cultural, or heritage program or event?

	Responses (n=443)	Respondents (n=411)
Fresno	9.5%	10.2%
Visalia	9.0%	9.7%
Tulare	8.6%	9.2%
Mainstreet	5.2%	5.6%
Downtown Visalia	4.1%	4.4%
Fox Theater	3.6%	3.9%
Visalia Convention Center	2.5%	2.7%
Mooney Grove Museum	2.3%	2.4%
Tulare County Fair	2.3%	2.4%
Los Angeles	2.0%	2.2%
College	2.0%	2.2%
COS	1.6%	1.7%
Museum	1.6%	1.7%
Enchanted Playhouse	1.6%	1.7%
Porterville	1.6%	1.7%
San Francisco	1.4%	1.5%
Plaza Park	1.1%	1.2%
LJ Williams	1.1%	1.2%
Arts Visalia	1.1%	1.2%
San Jose	1.1%	1.2%
Wood Lake	1.1%	1.2%
Dinuba	1.1%	1.2%
All other responses less than 1%		

Q7. Where would you take friends or tell visitors to go for a “cultural experience” in Visalia?

	Responses (n=387)	Respondents (n=411)
Mooney Grove Museum	12.4%	11.7%
Downtown Visalia	11.1%	10.5%
Parks	9.8%	9.2%
Mainstreet	8.3%	7.8%
Fox Theater	7.5%	7.1%
Movies	6.2%	5.8%
Visalia Convention Center	4.7%	4.4%
Fairs	3.9%	3.6%
Museum	3.6%	3.4%
COS	3.1%	2.9%
Murals	2.8%	2.7%
School Events	2.1%	1.9%
Sequoia	1.8%	1.7%
Visalia	1.6%	1.5%
Concerts	1.6%	1.5%
LJ Williams	1.3%	1.2%
Mall	1.3%	1.2%
Plaza Park	1.0%	1.0%
Fresno	1.0%	1.0%
Art Fair	1.0%	1.0%
Mountains	1.0%	1.0%
All other responses less than 1%		

Q8. What are some of the reasons that you don’t attend arts and cultural events more often?

	Percent
Lack of time	65.4%
Lack of information	43.0%
Lack of events in Visalia	25.5%
No one to attend with	23.7%
Cost of attending	23.4%
Parking/Access problems	15.1%
Too far to drive	12.2%
Other	3.4%

Q9. How would you rate the availability of arts and cultural programs in Visalia?

	Percent
Excellent	11.3%
Good	41.2%
Fair	39.9%
Poor	7.6%

Q10. How would you rate the availability of arts and cultural programs in Tulare County?

	Percent
Excellent	18.6%
Good	33.0%
Fair	42.1%
Poor	6.3%

Q11. Which of the following types of programs are you most interested in?

	Percent
Arts/Crafts fairs and festivals -----	36.4%
Stage plays -----	34.9%
Musical theater -----	32.2%
Ballet/Dance -----	30.2%
Family/Children's theatre -----	27.7%
History museum/exhibits -----	27.2%
Folk or jazz music -----	25.2%
Art exhibitions -----	24.8%
Classical music -----	24.5%
Art in public places -----	23.0%
Lectures -----	18.8%
Film series -----	18.6%
Arts/Crafts classes -----	17.8%
Heritage sites and programs -----	17.1%
Walking tours -----	16.3%
Neighborhood arts programs -----	14.4%
Poetry/Novel readings -----	5.0%
Other -----	1.5%

Q12. Which of the following leisure activities do you participate in?

	Percent
Movies -----	66.7%
Time with family -----	61.7%
Outdoor activities -----	53.5%
School activities -----	47.2%
Attending sports events -----	44.6%
Participating in sports -----	42.5%
Exercise -----	38.8%
Reading -----	38.6%
Television/Videos -----	35.2%
Home improvement -----	34.1%
Shopping -----	32.3%
Travel -----	30.7%
Entertaining at home -----	29.9%
Gardening -----	29.1%
Arts/Crafts -----	22.8%
Volunteer work -----	21.5%
Visiting heritage sites -----	15.5%
Other -----	0.8%

Q13. To what extent do you think arts, culture, and heritage impact the city's economy?

	Percent
Significant amount-----	24.3%
A modest amount-----	53.5%
Not very much-----	19.3%
None at all-----	2.9%

Q14. How important is it for children to have access to arts education in public schools?

	Percent
Extremely-----	65.8%
Somewhat-----	27.9%
Not very-----	5.5%
Not at all-----	0.8%

Q15. How important is it for the county to support arts and cultural programs and venues in downtown Visalia?

	Percent
Extremely-----	62.5%
Somewhat-----	32.7%
Not very-----	4.3%
Not at all-----	0.5%

Q16. How important is it for the city to support arts, cultural, and heritage programs and venues elsewhere in the city?

	Percent
Extremely-----	52.5%
Somewhat-----	36.7%
Not very-----	9.4%
Not at all-----	1.3%

Q17. On a scale of 1 to 10, with 1 meaning "not important" and 10 meaning "very important," where should support for arts and culture rank among the city's priorities?

<u>n</u>	<u>Mean</u>
360-----	7.45

Q18. If you could recommend how the county government should support arts, culture, and heritage, which would you like to see receive more support?

	Percent
Youth programs-----	65.8%
Outdoor fairs and festivals-----	52.8%
Arts education-----	44.7%
Theater performances-----	36.1%
Music performances-----	35.6%
Neighborhood programs-----	34.8%
Diversity programs-----	30.2%
Public art and sculpture-----	29.4%
Senior programs-----	28.6%
Support for artists-----	26.1%
Performing arts spaces-----	24.3%
Exhibit spaces-----	21.6%
Humanities programs-----	19.7%
Heritage sites and programs-----	18.3%
Cultural districts-----	12.9%
Lectures/Seminars-----	11.1%
Promotion and marketing-----	10.5%
Other-----	1.6%

Q19. Where do you get most of your information about arts and cultural events?

	Percent
Newspaper-----	60.0%
Family/Friends-----	56.2%
Radio station-----	32.2%
Television-----	30.0%
Through schools-----	28.9%
Posters-----	23.2%
Internet/E-mail-----	14.6%
Community newsletters-----	13.5%
Recreation guide-----	13.0%
Brochures in the mail-----	10.3%
Magazine-----	9.7%
Arts group mailings-----	3.2%
Other-----	0.5%

Q19A. Newspapers

	Newspaper Responses (n=157)	All Respondents (n=411)
Times Delta -----	86.6% -----	33.1% -----
Fresno Bee-----	10.2% -----	3.9% -----
Valley Voice-----	5.7% -----	2.2% -----
Visalia Times -----	1.3% -----	0.5% -----
Dinuba Sentinel -----	1.3% -----	0.5% -----
KJUG -----	0.6% -----	0.2% -----
South Valley Bee -----	0.6% -----	0.2% -----
Advance Register-----	0.6% -----	0.2% -----
LA Times -----	0.6% -----	0.2% -----
Tulare One -----	0.6% -----	0.2% -----

Q19B. Magazines

	Magazine Responses (n=17)	All Respondents (n=411)
Lifestyle -----	41.2% -----	1.7% -----
Direct -----	17.6% -----	0.7% -----
Visalia Magazine-----	11.8% -----	0.5% -----
Time -----	11.8% -----	0.5% -----
Choices -----	5.9% -----	0.2% -----
Style -----	5.9% -----	0.2% -----
People-----	5.9% -----	0.2% -----
Newsweek-----	5.9% -----	0.2% -----
Sunset-----	5.9% -----	0.2% -----

Q19C. Radio Stations

	Radio Responses (n=73)	All Respondents (n=411)
KMJ	12.3%	2.2%
104.9	9.6%	1.7%
B 95	8.2%	1.5%
99.7	6.8%	1.2%
104.1	6.8%	1.2%
KJUG	5.5%	1.0%
580	5.5%	1.0%
97.1	5.5%	1.0%
KDUV	5.5%	1.0%
KISS COUNTRY	4.1%	0.7%
92.9	4.1%	0.7%
98.9	4.1%	0.7%
94.9	4.1%	0.7%
106.3	4.1%	0.7%
105.9	2.7%	0.5%
LOCAL	2.7%	0.5%
KTLP	2.7%	0.5%
KSKS - 93.7	2.7%	0.5%
97.9	2.7%	0.5%
103.3	2.7%	0.5%
SPANISH STATIONS	2.7%	0.5%
PRECIOSA	2.7%	0.5%
KMPH	1.4%	0.2%
94.1	1.4%	0.2%
21	1.4%	0.2%
NEWS TALK 58	1.4%	0.2%
98.1	1.4%	0.2%
97.3	1.4%	0.2%
106.7	1.4%	0.2%
XM	1.4%	0.2%
NPR	1.4%	0.2%

Q19C. Television Stations

	Television Responses (n=58)	All Respondents (n=411)
FOX - 26	32.8%	4.6%
KSEE - 24	25.9%	3.6%
KMPH	10.3%	1.5%
21	10.3%	1.5%
LOCAL	8.6%	1.2%
30	6.9%	1.0%
6	3.4%	0.5%
UNIVISION	3.4%	0.5%
PBS	3.4%	0.5%
DIRECT TV	1.7%	0.2%
94.1	1.7%	0.2%
HGTV	1.7%	0.2%
50	1.7%	0.2%
CBS	1.7%	0.2%
ABC	1.7%	0.2%
A & E	1.7%	0.2%
BIOGRAPHY	1.7%	0.2%
CABLE	1.7%	0.2%
18	1.7%	0.2%
47	1.7%	0.2%
9	1.7%	0.2%
FRESNO STATIONS	1.7%	0.2%
ISPANA	1.7%	0.2%

Q20. How interested would you be in a master calendar of arts, cultural, and heritage programs available on the Internet?

	Percent
Extremely	39.1%
Somewhat	48.0%
Not very	9.1%
Not at all	3.8%

Q21. How interested would you be in receiving special offers and discounts to attend arts and cultural event via e-mail?

	Percent
Extremely	44.1%
Somewhat	37.6%
Not very	13.2%
Not at all	5.1%

Q22. If you had the opportunity to make a small contribution to a “United Way for the Arts” to support cultural programs and groups in Visalia and Tulare County, how likely do you think you might be to do so?

	Percent
Extremely-----	22.6%
Somewhat-----	50.1%
Not very-----	19.4%
Not at all-----	7.8%

Q23. Home ZIP Code

	Percent (n=340)
93277-----	27.6%
93291-----	27.4%
93292-----	20.9%
93221-----	5.9%
93274-----	4.1%
93223-----	2.4%
93227-----	2.4%
93290-----	1.8%
93247-----	0.6%
93271-----	0.6%
93297-----	0.6%
93313-----	0.6%
93654-----	0.6%
93710-----	0.6%
53292-----	0.3%
92227-----	0.3%
93202-----	0.3%
93230-----	0.3%
93235-----	0.3%
93272-----	0.3%
93273-----	0.3%
93294-----	0.3%
93614-----	0.3%
93618-----	0.3%
93647-----	0.3%
93706-----	0.3%
93722-----	0.3%
93977-----	0.3%

Q24. People in the household under age 16?

	Hholds w/ Children (n=233)	All Respondents (n=411)
One	21.0%	11.9%
Two	42.5%	24.1%
Three	21.9%	12.4%
Four	8.6%	4.9%
Five	4.7%	2.7%
Six	0.4%	0.2%
Eight	0.4%	0.2%
Nine	0.4%	0.2%

Q25. Your age?

	Percent
Under 19	4.8%
19 – 24	12.5%
25 – 34	24.9%
35 – 44	24.9%
45 – 54	16.4%
55 – 64	11.4%
65 – 74	4.0%
75+	1.1%

Q26. What is the last level of school you completed?

	Percent
Less than High School	6.7%
High School Graduate	21.7%
Vocational School after High School	6.2%
Some College	33.8%
Bachelors Degree	20.9%
Graduate School	10.7%

Q27. Which of the following best describes your racial/ethnic background?

	Percent
White, Not Hispanic	49.3%
Asian/Pacific Islander	4.9%
Black/African American	6.5%
Hispanic/Latino Origin	32.3%
American Indian/Native American	3.5%
Other	3.5%

“Localism” – Blogs, Brew, and Community Radio in Visalia

(reprinted from an AMS Newsletter article)

As part of a Cultural Plan AMS undertook for California’s central valley community of Visalia, we recently facilitated a community discussion on the outdoor patio of a local brewpub, at which almost 30 mostly under-30 year olds gathered to discuss their cultural interests and wishes for the Plan. At the outset of the session we came to realize that most found out about the meeting from two recently-christened 100-watt community radio stations (KFSC 94.1, and KVLP 101.5), or from a local blog. Life-stages that were represented ranged from students at the local College of the Sequoias to new parents of pre-school age children, and a few “mature” but young-at-heart culture mavens in tune with the community radio/blog scene.

A local blogger announced the meeting with a touch of skepticism but also optimistic that opinions from this group were being sought:

“Want more music in Visalia? Better music? Want film festivals, plays or poetry readings on something interesting? Want something different that you never thought you would see in Visalia? Think no one really cares about what you think and things will never change in Visalia?”

This is quoted from a newspaper which quoted an email forward from a deputy city manager. And to those 5 questions, I respond 1) yes, 2) yes, 3) yes, 4) yes, and 5) I hope that what you’re about to tell me will change my answer.

Turns out, the city staff actually want to hear what us, the people of Visalia, think about the arts and culture scene in Visalia. Imagine! A cultural plan that actually involves the young adults that participate in said culture! Unfortunately, that means you’re going to actually have to get off your [common 3-letter slang term for rear end] and show up at Brewbakers on Tuesday, 6-8 pm. Then again, free food.

Google also tells me that this deputy city manager enigma that has never talked to us before and therefore never existed before this moment also has an email address. So for those of you who have something to say about the state of the (lack of) culture but are too lazy/busy with soccer practice/resistant to be bribed with free food to come Tuesday, email your ideas. But to those of us too unlazy/not busy with soccer practice/too cheap to buy our own groceries: Freeeeeeee fooooooooood!

The blog coupled with PSAs on the radio stations delivered a fine turnout for the discussion which lasted well beyond its scheduled 90 minutes. There was a palpable pent-up desire to be heard in evidence throughout the evening. We discussed a wide range of topics, from tapping into nascent volunteerism to celebrating the region’s cultural diversity; from ways to ensure access at cultural events to strategies for keeping the conversation going; from “micro-grants” for local entrepreneurs to the need for more alternative media; all with a big-picture focus on stopping the “brain drain” and keeping young people in Visalia.

Perhaps the most profound findings stemmed from a line of questioning as to how the local radio stations were able to galvanize such energy and involvement in delivering folks to the evening meeting. We asked, “how does community radio create connectedness?” and heard responses like:

- creating a community voice
- it’s not mass media
- the antithesis of Clear Channel, creating togetherness
- a commercial-free local voice promoting local events

And then, as summarized by one of the more heavily tattooed attendees, **“Community Radio is Localism.”**

A MySpace page created by one of the stations describes its mission as including “Community, Awareness, Diversity, Empowerment, Live Music, Peace and Social Justice,” and goes on to claim “We are the only Visalia station: not only our license, but our antenna, transmitter, underwriting supporters, and volunteers. We cannot be bought, sold, or traded. We are not ‘Little Fresno,’ we are in the midst of the Garden of Eden,” concluding with a quote from Thomas Jefferson: “Enlighten the people generally and tyranny and oppressions of body and mind will vanish like evil spirits at the dawn of the day.”

It is our strong sense that the Visalia Cultural Plan will be different from many other Plans created over the last several decades owing largely to the involvement and participation of what Richard Florida would call “the creative class,” but what this consultant came to embrace as a group of young people, out for a beer on a Tuesday night, celebrating their unique brand of “localism” by voicing opinions for city staff and elected officials. Most were insistent on repeating the experience, perhaps gathering every quarter to build effective coalitions and channel the advocacy energy. Something (well, actually, many things) very exciting is (are) happening in California’s central valley community of Visalia, and AMS is honored to be a small part of it.

PRIZM NE PROFILE REPORT							
Visalia CBSA vs. State of California							4/1/2008
Seg. #	Segment Title	State of CA		Visalia CBSA		%Pen	Index
		Base Count	Base %Comp	Analysis Count	Analysis %Comp		
1	Upper Crust	309,879	2.5%	184	0.2%	0.1%	6
2	Blue Blood Estates	187,656	1.5%	399	0.3%	0.2%	22
3	Movers & Shakers	308,043	2.5%	416	0.3%	0.1%	14
4	Young Digerati	434,813	3.5%	0	0.0%	0.0%	0
5	Country Squires	140,362	1.1%	1,332	1.1%	1.0%	96
6	Winner's Circle	181,036	1.5%	551	0.5%	0.3%	31
7	Money & Brains	742,870	6.1%	0	0.0%	0.0%	0
8	Executive Suites	168,840	1.4%	0	0.0%	0.0%	0
9	Big Fish, Small Pond	163,722	1.3%	1,040	0.9%	0.6%	64
10	Second City Elite	194,142	1.6%	2,120	1.8%	1.1%	111
11	God's Country	125,313	1.0%	729	0.6%	0.6%	59
12	Brite Lites, Li'l City	283,153	2.3%	2,838	2.3%	1.0%	101
13	Upward Bound	341,441	2.8%	5,363	4.4%	1.6%	159
14	New Empty Nests	132,094	1.1%	200	0.2%	0.2%	15
15	Pools & Patios	167,731	1.4%	353	0.3%	0.2%	21
16	Bohemian Mix	657,283	5.4%	0	0.0%	0.0%	0
17	Beltway Boomers	148,335	1.2%	463	0.4%	0.3%	32
18	Kids & Cul-de-sacs	237,601	1.9%	1,488	1.2%	0.6%	63
19	Home Sweet Home	177,471	1.4%	1,241	1.0%	0.7%	71
20	Fast-Track Families	52,581	0.4%	1,683	1.4%	3.2%	324
21	Gray Power	107,711	0.9%	469	0.4%	0.4%	44
22	Young Influentials	129,518	1.1%	462	0.4%	0.4%	36
23	Greenbelt Sports	77,324	0.6%	374	0.3%	0.5%	49
24	Up-and-Comers	225,239	1.8%	2,230	1.8%	1.0%	100
25	Country Casuals	39,168	0.3%	937	0.8%	2.4%	242
26	The Cosmopolitans	301,673	2.5%	0	0.0%	0.0%	0
27	Middleburg Managers	256,893	2.1%	3,796	3.1%	1.5%	150
28	Traditional Times	155,043	1.3%	1,842	1.5%	1.2%	120
29	American Dreams	672,691	5.5%	0	0.0%	0.0%	0
30	Suburban Sprawl	123,744	1.0%	1,058	0.9%	0.9%	87
31	Urban Achievers	442,009	3.6%	0	0.0%	0.0%	0
32	New Homesteaders	115,255	0.9%	2,505	2.1%	2.2%	220
33	Big Sky Families	62,277	0.5%	1,553	1.3%	2.5%	252
34	White Picket Fences	253,497	2.1%	7,369	6.1%	2.9%	294
35	Boomtown Singles	134,875	1.1%	3,289	2.7%	2.4%	247
36	Blue-Chip Blues	173,171	1.4%	2,196	1.8%	1.3%	128
37	Mayberry-ville	69,170	0.6%	1,974	1.6%	2.9%	289
38	Simple Pleasures	98,303	0.8%	1,812	1.5%	1.8%	187
39	Domestic Duos	69,071	0.6%	849	0.7%	1.2%	124
40	Close-In Couples	214,865	1.8%	0	0.0%	0.0%	0
41	Sunset City Blues	139,496	1.1%	4,557	3.8%	3.3%	331

42	Red, White & Blues	54,354	0.4%	1,886	1.6%	3.5%	351
43	Heartlanders	68,879	0.6%	1,905	1.6%	2.8%	280
44	New Beginnings	103,471	0.8%	662	0.6%	0.6%	65
45	Blue Highways	26,388	0.2%	1096	0.9%	4.2%	421
46	Old Glories	62,898	0.5%	591	0.5%	0.9%	95
47	City Startups	143,277	1.2%	3254	2.7%	2.3%	230
48	Young & Rustic	73,054	0.6%	2883	2.4%	4.0%	400
49	American Classics	71,581	0.6%	1,427	1.2%	2.0%	202
50	Kid Country, USA	72,641	0.6%	4310	3.6%	5.9%	601
51	Shotguns & Pickups	41,179	0.3%	1858	1.5%	4.5%	457
52	Suburban Pioneers	100,509	0.8%	2,178	1.8%	2.2%	219
53	Mobility Blues	101,354	0.8%	4119	3.4%	4.1%	411
54	Multi-Culti Mosaic	381,587	3.1%	0	0.0%	0.0%	0
55	Golden Ponds	55,169	0.5%	529	0.4%	1.0%	97
56	Crossroads Villagers	59,058	0.5%	4463	3.7%	7.6%	765
57	Old Milltowns	66,082	0.5%	2158	1.8%	3.3%	331
58	Back Country Folks	49,637	0.4%	1629	1.3%	3.3%	332
59	Urban Elders	243,867	2.0%	0	0.0%	0.0%	0
60	Park Bench Seniors	109,640	0.9%	2308	1.9%	2.1%	213
61	City Roots	159,057	1.3%	0	0.0%	0.0%	0
62	Hometown Retired	92,998	0.8%	4642	3.8%	5.0%	505
63	Family Thrifts	283,556	2.3%	12630	10.4%	4.5%	451
64	Bedrock America	87,343	0.7%	9126	7.5%	10.5%	1058
65	Big City Blues	304,594	2.5%	0	0.0%	0.0%	0
66	Low-Rise Living	457,363	3.7%	0	0.0%	0.0%	0
-	Total	12,284,895	100.0%	121,326	100.0%	1.0%	100

PRIZM NE PROFILE REPORT							
Visalia Place vs. State of California							4/1/2008
Seg. #	Segment Title	State of CA		Visalia Place		%Pen	Index
		Base Count	Base %Comp	Analysis Count	Analysis %Comp		
1	Upper Crust	309,879	2.5%	119	0.3%	0.0%	13
2	Blue Blood Estates	187,656	1.5%	223	0.6%	0.1%	41
3	Movers & Shakers	308,043	2.5%	210	0.6%	0.1%	24
4	Young Digerati	434,813	3.5%	0	0.0%	0.0%	0
5	Country Squires	140,362	1.1%	768	2.2%	0.6%	189
6	Winner's Circle	181,036	1.5%	298	0.8%	0.2%	57
7	Money & Brains	742,870	6.1%	0	0.0%	0.0%	0
8	Executive Suites	168,840	1.4%	0	0.0%	0.0%	0
9	Big Fish, Small Pond	163,722	1.3%	129	0.4%	0.1%	27
10	Second City Elite	194,142	1.6%	1,364	3.8%	0.7%	243
11	God's Country	125,313	1.0%	446	1.3%	0.4%	123
12	Brite Lites, Li'l City	283,153	2.3%	1,472	4.1%	0.5%	179
13	Upward Bound	341,441	2.8%	2,253	6.3%	0.7%	228
14	New Empty Nests	132,094	1.1%	119	0.3%	0.1%	31
15	Pools & Patios	167,731	1.4%	247	0.7%	0.2%	51
16	Bohemian Mix	657,283	5.4%	0	0.0%	0.0%	0
17	Beltway Boomers	148,335	1.2%	270	0.8%	0.2%	63
18	Kids & Cul-de-sacs	237,601	1.9%	832	2.3%	0.4%	121
19	Home Sweet Home	177,471	1.4%	755	2.1%	0.4%	147
20	Fast-Track Families	52,581	0.4%	51	0.1%	0.1%	33
21	Gray Power	107,711	0.9%	389	1.1%	0.4%	125
22	Young Influentials	129,518	1.1%	361	1.0%	0.3%	96
23	Greenbelt Sports	77,324	0.6%	151	0.4%	0.2%	67
24	Up-and-Comers	225,239	1.8%	896	2.5%	0.4%	137
25	Country Casuals	39,168	0.3%	78	0.2%	0.2%	69
26	The Cosmopolitans	301,673	2.5%	0	0.0%	0.0%	0
27	Middleburg Managers	256,893	2.1%	1,933	5.4%	0.8%	260
28	Traditional Times	155,043	1.3%	86	0.2%	0.1%	19
29	American Dreams	672,691	5.5%	0	0.0%	0.0%	0
30	Suburban Sprawl	123,744	1.0%	752	2.1%	0.6%	210
31	Urban Achievers	442,009	3.6%	0	0.0%	0.0%	0
32	New Homesteaders	115,255	0.9%	404	1.1%	0.4%	121
33	Big Sky Families	62,277	0.5%	0	0.0%	0.0%	0
34	White Picket Fences	253,497	2.1%	3,116	8.8%	1.2%	424
35	Boomtown Singles	134,875	1.1%	1,526	4.3%	1.1%	391
36	Blue-Chip Blues	173,171	1.4%	1,358	3.8%	0.8%	271
37	Mayberry-ville	69,170	0.6%	119	0.3%	0.2%	59
38	Simple Pleasures	98,303	0.8%	104	0.3%	0.1%	37
39	Domestic Duos	69,071	0.6%	511	1.4%	0.7%	255
40	Close-In Couples	214,865	1.8%	0	0.0%	0.0%	0
41	Sunset City Blues	139,496	1.1%	2,070	5.8%	1.5%	512

42	Red, White & Blues	54,354	0.4%	67	0.2%	0.1%	43
43	Heartlanders	68,879	0.6%	83	0.2%	0.1%	42
44	New Beginnings	103,471	0.8%	338	1.0%	0.3%	113
45	Blue Highways	26,388	0.2%	0	0.0%	0.0%	0
46	Old Glories	62,898	0.5%	338	1.0%	0.5%	186
47	City Startups	143,277	1.2%	1367	3.8%	1.0%	329
48	Young & Rustic	73,054	0.6%	12	0.0%	0.0%	6
49	American Classics	71,581	0.6%	889	2.5%	1.2%	429
50	Kid Country, USA	72,641	0.6%	144	0.4%	0.2%	68
51	Shotguns & Pickups	41,179	0.3%	0	0.0%	0.0%	0
52	Suburban Pioneers	100,509	0.8%	1,162	3.3%	1.2%	399
53	Mobility Blues	101,354	0.8%	1364	3.8%	1.4%	465
54	Multi-Culti Mosaic	381,587	3.1%	0	0.0%	0.0%	0
55	Golden Ponds	55,169	0.5%	39	0.1%	0.1%	24
56	Crossroads Villagers	59,058	0.5%	15	0.0%	0.0%	9
57	Old Milltowns	66,082	0.5%	52	0.2%	0.1%	27
58	Back Country Folks	49,637	0.4%	0	0.0%	0.0%	0
59	Urban Elders	243,867	2.0%	0	0.0%	0.0%	0
60	Park Bench Seniors	109,640	0.9%	1077	3.0%	1.0%	339
61	City Roots	159,057	1.3%	0	0.0%	0.0%	0
62	Hometown Retired	92,998	0.8%	1559	4.4%	1.7%	579
63	Family Thrifts	283,556	2.3%	3617	10.2%	1.3%	440
64	Bedrock America	87,343	0.7%	47	0.1%	0.1%	19
65	Big City Blues	304,594	2.5%	0	0.0%	0.0%	0
66	Low-Rise Living	457,363	3.7%	0	0.0%	0.0%	0
-	Total	12,284,895	100.0%	35,580	100.0%	0.3%	100

PRIZM NE PROFILE REPORT							
Visalia Place vs. Visalia CBSA							4/1/2008
Seg. #	Segment Title	Visalia CBSA		Visalia Place		%Pen	Index
		Base Count	Base %Comp	Analysis Count	Analysis %Comp		
1	Upper Crust	184	0.2%	119	0.3%	64.7%	221
2	Blue Blood Estates	399	0.3%	223	0.6%	55.9%	191
3	Movers & Shakers	416	0.3%	210	0.6%	50.5%	172
4	Young Digerati	0	0.0%	0	0.0%	0.0%	0
5	Country Squires	1,332	1.1%	768	2.2%	57.7%	197
6	Winner's Circle	551	0.5%	298	0.8%	54.1%	184
7	Money & Brains	0	0.0%	0	0.0%	0.0%	0
8	Executive Suites	0	0.0%	0	0.0%	0.0%	0
9	Big Fish, Small Pond	1,040	0.9%	129	0.4%	12.4%	42
10	Second City Elite	2,120	1.8%	1,364	3.8%	64.3%	219
11	God's Country	729	0.6%	446	1.3%	61.2%	209
12	Brite Lites, Li'l City	2,838	2.3%	1,472	4.1%	51.9%	177
13	Upward Bound	5,363	4.4%	2,253	6.3%	42.0%	143
14	New Empty Nests	200	0.2%	119	0.3%	59.5%	203
15	Pools & Patios	353	0.3%	247	0.7%	70.0%	239
16	Bohemian Mix	0	0.0%	0	0.0%	0.0%	0
17	Beltway Boomers	463	0.4%	270	0.8%	58.3%	199
18	Kids & Cul-de-sacs	1,488	1.2%	832	2.3%	55.9%	191
19	Home Sweet Home	1,241	1.0%	755	2.1%	60.8%	207
20	Fast-Track Families	1,683	1.4%	51	0.1%	3.0%	10
21	Gray Power	469	0.4%	389	1.1%	82.9%	283
22	Young Influentials	462	0.4%	361	1.0%	78.1%	266
23	Greenbelt Sports	374	0.3%	151	0.4%	40.4%	138
24	Up-and-Comers	2,230	1.8%	896	2.5%	40.2%	137
25	Country Casuals	937	0.8%	78	0.2%	8.3%	28
26	The Cosmopolitans	0	0.0%	0	0.0%	0.0%	0
27	Middleburg Managers	3,796	3.1%	1,933	5.4%	50.9%	174
28	Traditional Times	1,842	1.5%	86	0.2%	4.7%	16
29	American Dreams	0	0.0%	0	0.0%	0.0%	0
30	Suburban Sprawl	1,058	0.9%	752	2.1%	71.1%	242
31	Urban Achievers	0	0.0%	0	0.0%	0.0%	0
32	New Homesteaders	2,505	2.1%	404	1.1%	16.1%	55
33	Big Sky Families	1,553	1.3%	0	0.0%	0.0%	0
34	White Picket Fences	7,369	6.1%	3,116	8.8%	42.3%	144
35	Boomtown Singles	3,289	2.7%	1,526	4.3%	46.4%	158
36	Blue-Chip Blues	2,196	1.8%	1,358	3.8%	61.8%	211
37	Mayberry-ville	1,974	1.6%	119	0.3%	6.0%	21
38	Simple Pleasures	1,812	1.5%	104	0.3%	5.7%	20
39	Domestic Duos	849	0.7%	511	1.4%	60.2%	205
40	Close-In Couples	0	0.0%	0	0.0%	0.0%	0
41	Sunset City Blues	4,557	3.8%	2,070	5.8%	45.4%	155

42	Red, White & Blues	1,886	1.6%	67	0.2%	3.6%	12
43	Heartlanders	1,905	1.6%	83	0.2%	4.4%	15
44	New Beginnings	662	0.6%	338	1.0%	51.1%	174
45	Blue Highways	1,096	0.9%	0	0.0%	0.0%	0
46	Old Glories	591	0.5%	338	1.0%	57.2%	195
47	City Startups	3,254	2.7%	1367	3.8%	42.0%	143
48	Young & Rustic	2,883	2.4%	12	0.0%	0.4%	1
49	American Classics	1,427	1.2%	889	2.5%	62.3%	212
50	Kid Country, USA	4,310	3.6%	144	0.4%	3.3%	11
51	Shotguns & Pickups	1,858	1.5%	0	0.0%	0.0%	0
52	Suburban Pioneers	2,178	1.8%	1,162	3.3%	53.4%	182
53	Mobility Blues	4,119	3.4%	1364	3.8%	33.1%	113
54	Multi-Culti Mosaic	0	0.0%	0	0.0%	0.0%	0
55	Golden Ponds	529	0.4%	39	0.1%	7.4%	25
56	Crossroads Villagers	4,463	3.7%	15	0.0%	0.3%	1
57	Old Milltowns	2,158	1.8%	52	0.2%	2.4%	8
58	Back Country Folks	1,629	1.3%	0	0.0%	0.0%	0
59	Urban Elders	0	0.0%	0	0.0%	0.0%	0
60	Park Bench Seniors	2,308	1.9%	1077	3.0%	46.7%	159
61	City Roots	0	0.0%	0	0.0%	0.0%	0
62	Hometown Retired	4,642	3.8%	1559	4.4%	33.6%	115
63	Family Thrifts	12,630	10.4%	3617	10.2%	28.6%	98
64	Bedrock America	9,126	7.5%	47	0.1%	0.5%	2
65	Big City Blues	0	0.0%	0	0.0%	0.0%	0
66	Low-Rise Living	0	0.0%	0	0.0%	0.0%	0
-	Total	121,326	100.0%	35,580	100.0%	29.3%	100

City of Visalia Agenda Item Transmittal

Meeting Date: August 18, 2008

Agenda Item Number (Assigned by City Clerk): 4

Agenda Item Wording: Report by the Environmental Committee outlining proposed next steps as part of the City's commitment to being a "Cool City" in keeping with the U.S. Mayors Climate Protection Agreement,, and implementation recommendations from staff.

Deadline for Action: N/A

Submitting Department: Administration

Contact Name and Phone Number: Leslie Caviglia, 713-4317,
Nathan Garza, 713-4532

Recommendation:

It is recommended that the Council receive the Environmental Committee's recommendations on subsequent steps to further Visalia's commitment to become a "Cool City" by reducing greenhouse gases, and approve staff's proposed plan for implementing those recommendations.

Summary/Background:

On January 8, 2007, City Council authorized the Mayor to sign the U.S. Mayors Climate Protection Agreement and become a Cool City. The U.S. Mayors Climate Protection Agreement sets a goal of reducing citywide carbon dioxide (CO2) pollution to 7% below 1990 levels by 2012. This effort is often referred to as the "Cool Cities" movement. The four steps a community takes in becoming a "Cool City" include:

1. Take the "Cool Cities" pledge.
2. Conduct a Global Warming Emissions Inventory
3. Create a Solutions Plan
4. Implement and Monitor Progress

The pledge has been taken, and the Council approved a contract with Strategic Energy Innovation to conduct the inventory in accordance with the International Council for Local Environmental Initiatives (ICLEI), and to help the City develop a Climate Action Plan (CAP) based on the inventory findings. That inventory and a draft action plan are slated to be completed by next March.

The CAP will address specific smart energy planning solutions and policies to reduce emissions for the City and community as a whole. The Environmental Committee and staff will work closely with Strategic Energy Innovations (SEI), to review the preliminary climate action 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.): 10__

Review:

Dept. Head: LBC 8/11

Finance

City Atty

City Mgr

and make further recommendations. In addition, the Environmental Committee has developed a number of steps that can be taken right away that can further advance the Cities efforts to reduce GHG emissions and improve energy efficiency. Based on their recommendations, staff is proposing the following:

1. Convert all traffic signals to LED by the end of 2009. LED's use only 7 or 12 watts compared to 65 or 135 watts for Incandescent bulbs.
2. Implement the appropriate energy efficient retrofitting based on recent SCE energy audit by the end of 2009. (i.e. occupancy sensors, lighting.) Implementation of the feasible recommendations will reduce energy use & costs
3. Develop a solar powered street light pilot project, and encourage the use of solar powered street lights, as well as other applications such as the solar lighting at the bus stop, where appropriate throughout the community.
4. Encourage use of public CNG facilities and CNG vehicles through a cooperative education program with Southern California Gas Co., local vehicle dealerships and Pinnacle, the company that installed the CNG equipment. Implementation of this project should proceed as soon as CNG vehicles are available at a dealership in this area. It's anticipated that at least Honda should have CNG vehicles on the lot in the near future.
5. Work through the recently approved Valley Innovative Energy Watch (VIEW), to develop an education program that includes information, conservation kits, and efficient light bulbs. The VIEW will be implemented upon California Public Utility Commission approval, probably sometime after the first of the year.
6. Have staff work with the Environmental Committee to develop a Green Building Program for residential and commercial development that includes input from a diverse group of stakeholders including the development community, and others identified in the Environmental Committee's presentation. This program development will be assigned to Cliff Ronk, who is well versed in development and is, both through his work in the private sector as well as his recent employment with the City, familiar with other Green Building Programs and is gathering additional information. The goal is to have an initial draft prepared by February, 2009.
7. Require that all new qualified City building projects participate in Southern California Edison (SCE) savings by design whole building approach, and that all new City buildings be LEED (Leadership in Energy and Environmental Design) equipped and/or incorporate as many LEED principles as possible.
8. Apply for available grants to assist with the installation of alternative fuel pumps, such as E85 (ethanol). A state grant application for E85, similar to the successful grant implemented by the City of Tulare, is expected to be released later this year. Staff is already working to develop a possible location and work with a centrally located gasoline station to develop a public-private program that would make E85 available. Timing for this project is pending the grant release and the availability of other grants in the future.
9. Continue to evaluate food waste processing options. Staff recognizes the value in having an alternative for food waste, especially food waste from commercial facilities. Staff has looked at several options, and is investigating grant options for a pilot program.

However, based on the capital investment that is needed for a large scale project, there is no immediate timeline for this item.

Prior Council/Board Actions:

- The Council voted to participate in the U.S. Conference of Mayors Climate Protection Agreement and become a “Cool City” January 8, 2007.
- Council authorized a MOU with San Joaquin Valley Clean Energy Organization, in which the non-profit organization would assist the City in developing clean energy programs.
- Council authorized joining ICLEI, participation in ICLEI’s Cities Climate Protection Campaign, and to contract with the San Joaquin Valley Clean Energy Organization and SEI to conduct the initial Greenhouse Gas emission inventory May 5, 2008

Committee/Commission Review and Actions:

Alternatives:

- Do not authorize the implementation plan
- Propose alternatives to the recommendations provided.

Attachments:

Recommended Motion (and Alternative Motions if expected):

Based on the input from the Environmental Committee, I move to approve the staff’s recommendations for implementing changes that are in concert with the City of Visalia’s commitment to the “Cool Cities” program.

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)*

ACTION

PLANNING COMMISSION AGENDA

CHAIRPERSON:
Vincent Salinas



VICE CHAIRPERSON:
Lawrence Segrue

COMMISSIONERS PRESENT: Vincent Salinas, Larry Segrue, Terese Lane, Roland Soltesz

MONDAY AUGUST 11, 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 7:01

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.

Spoke:

1. No one spoke

7:01 TO 7:02

3. CITY PLANNER AGENDA COMMENTS –

No comments

7:02 TO 7:02

4. CHANGES TO THE AGENDA –

No changes

7:02 TO 7:02

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.

No items on Consent Calendar

(,) _____

7:02 TO 7:07

6. PUBLIC HEARING—Continued from 07/28/08 Presented by Andy Chamberlain

Variance No. 2008-07: A request by Wayne Atkins to allow encroachment into a yard setback required by Design District E for a proposed commercial development in the C-SO (Planned Shopping/Office Commercial) zone. The site is located at 504 N. Giddings Street. APN: 093-241-007

Approved as recommended

(Peck, Soltesz) 3-0
Lane, Segrue- Absent

Reopened: 7:04
Close: 7:05

Spoke: Ed Canvasser

7:07 TO 7:17

7. PUBLIC HEARING – Teresa Nickell, Presented by Andy Chamberlain

Conditional Use Permit No. 2008-27: A request by Central Valley Christian School to amend CUP 97-12 for a 7,808 sq. ft. multi-use facility on the 7-acre school campus in the QP (Quasi-Public) zone, located at 5600 West Tulare Avenue (APN: 087-460-004).

Approved with striking of first sentence of Condition #5 in the Conditions of Approval

(Soltész, Peck) 3-0
Lane, Segrue- Absent

Open: 7:14
Close: 7:15

Spoke:
1. Keith Reynolds

7:17 TO 7:22

8. PUBLIC HEARING – Teresa Nickell, Presented by Andy Chamberlain

Approved as
recommended

(Peck, Soltész) 3-0
Lane, Segrue- Absent

Tentative Parcel Map No. 2008-11: A request by The Allen Group (Lane Engineers, agent) to divide 21.93 acres into four parcels and one lettered lot in the I-H (Heavy Industrial) Zone. The site is located on the southeast corner of American Street and Riggan Avenue (APN 077-360-020)

Open: 7:21
Close: 7:21

Spoke:
1. Chris Collins

7:22 TO 7:27

9. DIRECTOR'S REPORT/PLANNING COMMISSION DISCUSSION:

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, AUGUST 25, 2008
CITY HALL COUNCIL CHAMBERS, 707 WEST ACEQUIA**

7:27 TO 7:27

Motion to Adjourn (Peck, Soltész) 3-0 Lane, Segrue - Absent

**City of Visalia
Agenda Item Transmittal**

Meeting Date: August 18, 2008

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

Agenda Item Wording: Appointment of Christopher Gardner Unti, Joshua T. Miller, and Phillip Jarrett Cline to the Transit Advisory Committee.

Deadline for Action: August 18, 2008

Submitting Department: Administration Department – Transit Division

Contact Name and Phone Number: Monty Cox, X4591

Department Recommendation

It is recommended that Christopher Gardner Unti, Joshua T. Miller, and Phillip Jarrett Cline be appointed to the Transit Advisory Committee to replace three members that have moved or resigned.

Summary/Background

The Transit Advisory Committee currently has 3 vacancies due to the resignations of Phil Bourdette, Rodney Allen and Bill Costley. Applicants were recruited from various organizations, in addition to the general public. An interview process was held by the Transit Advisory Committee on July 3 to review the applications that were received. During this process, the committee felt all three candidates had the experience and interest that the committee requires. The committee recommends Christopher Gardner Unti and Joshua T. Miller to fill two positions with one year left, (reappointment in July, 2009) and Phillip Jarrett Cline to fill one position with two years left (eligible for reappointment in July, 2010). According to City policy Mr. Unti and Mr. Miller will be eligible to be reappointed for two additional three-year terms following this one-year term while Mr. Cline will be eligible to be reappointed for only one additional three-year term following this two-year term since he will have served more than half the term. The Citizens Advisory Committee (CAC) reviewed and approved this recommendation on August 6. The recommendation is now being forwarded to the City Council for approval and appointment.

Prior Council/Board Actions:

Committee/Commission Review and Actions:

Alternatives: A new recruitment be undertaken.

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.

Attachments: Applications for Christopher Gardner Unti, Joshua T. Miller, and Phillip Jarrett Cline.

Recommended Motion (and Alternative Motions if expected):

I move to appoint Christopher Gardner Unti, Joshua T. Miller, and Phillip Jarrett Cline to the Transit Advisory Committee.

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)*

City of Visalia Agenda Item Transmittal

Meeting Date: August 18, 2008

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

Agenda Item Wording: Appointment of Diane Biehle to the Citizens Advisory Committee as a regular member and appoint Jim Evans and Nick Seals as alternates.

Deadline for Action: None

Submitting Department: Citizens Advisory Committee

Contact Name and Phone Number:

Eric Frost 713-4474
Kim McGee, Staff Liaison to CAC 713-4391
Dirk Holkeboer, Citizens Advisory Chair 651-1000

Recommendation: It is recommended that Diane Biehle be appointed to fill one immediate vacancy on the Citizens Advisory Committee and appoint Jim Evans and Nick Seals as alternates.

Summary:

The Citizens Advisory Committee maintains fifteen regular members and two alternate members. The CAC currently has one regular member vacancy due to a resignation and two alternate vacancies. On June 4, 2008 the Committee voted unanimously to recommend that Diane Biehle be appointed as a regular member on the committee. Additionally, the Committee voted unanimously to recommend that Jim Evans and Nick Seals be appointed as alternate committee members.

Diane Biehle has spent 28 years in public education and 14 years as a local school administrator. She participated as a volunteer in making calls for the Public Opinion Survey. Diane is looking forward to serving the community. Upon her appointment to the Citizens Advisory Committee, her term will expire in December, 2010.

Jim Evans and Nick Seals have each been residents of Visalia for over 25 years and they have a desire to serve the community. Jim Evans currently works for UPS and he has supervisory experience, plus police and fire volunteer experience. Nick Seals currently works in construction and has been involved in Sequoia Regional Leadership and in other volunteer community activities such as Visalia Breakfast Lions and Visalia Rotary Club.

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.): 5

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.

Prior Council/Board Actions: None

Alternatives: These positions could be left vacant.

Attachments: Application of Diane Biehle
Application of Jim Evans
Application of Nick Seals

Recommended Motion (and Alternative Motions if expected):

I move that we appoint Diane Biehle to fill the voting member vacancy on the Citizens Advisory Committee and appoint Jim Evans and Nick Seals as alternates.

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: August 18, 2008

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

Agenda Item Wording: Appointment of Kathleen Papove and Homberto Little as Disability Advocacy Committee Members and Nathaniel Andrews and Liz Ahumad-Lopez as Alternates Members.

Deadline for Action: N/A

Submitting Department: Parks and Recreation Department

Contact Name and Phone Number: Jeannie Greenwood,
Recreation Manager (559) 713-4042

Department Recommendation: It is recommended that the Visalia City Council appoint Kathleen Papove and Homberto Little as Disability Advocacy Members, currently there are two vacancies. It is also recommended that the City Council appoint Nathaniel Andrews and Liz Ahumad-Lopez to serve as alternates to the Disability Advocacy Committee.

Summary/background:

The Disability Advocacy Committee is a six member Council Advisory Committee that represents issues and concerns of the disabled community.

On April 14, 2008, the Disability Advocacy Committee met with potential candidates. The Committee was given the opportunity to review the applications and the candidates were given the opportunity to introduce themselves and discuss why they would like to serve on the Disability Advocacy Committee. The Department Recommendation is reflective of their selections.

On May 30, 2008 the Citizens Advisory Committee reviewed the recommendation of the Disability Advocacy Committee and unanimously approved their recommendation.

Prior Council/Board Actions:

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.

Committee/Commission Review and Actions:
Disability Advocacy Committee – April 14, 2008
Citizens Advisory Committee – May 30, 2008

Alternatives:

Attachments: Applications

Recommended Motion (and Alternative Motions if expected): It is recommended that the Visalia City Council appoint Kathleen Papove and Homberto Little as Disability Advocacy Members, currently there are two vacancies. It is also recommended that the City Council appoint Nathaniel Andrews and Liz Ahumad-Lopez to serve as alternates to the Disability Advocacy Committee.

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)*

City of Visalia Agenda Item Transmittal

Meeting Date: August 18, 2008

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

Agenda Item Wording: Authorization for the Mayor to sign a letter of support for the Amgen Tour of California that will start stage 6 in Visalia on February 19, 2009

Deadline for Action:

Submitting Department: Administration

Contact Name and Phone Number: Leslie Caviglia, 713-4317

Department Recommendation:

It is recommended that the Council sign a letter of support for the Amgen Tour of California that will start stage 6 in Visalia on February 19, 2009

Summary/background:

Earlier this year, the Visalia Convention and Visitors Bureau (CVB) asked the City to work with the Bureau to submit a proposal to host a stage of the Amgen Tour of California. 2009 will mark the fourth year the California race has been held. It is already considered one of the premier cycling events in the world. It's estimated that 1.6 million spectators lined the streets to watch the second tour. Many of the cycling teams that participated in the recent Tour de France will be racing in the Amgen Tour of California.

The Tour organizers will sign a participation agreement with the CVB; however, they also require a letter of support from the City. (See attached). The letter assures the organizers that the City will assist with road closures, safety issues, local permits, emergency medical services, restroom facilities, trash removal and course design.

Hosting a stage of the Tour is expected to benefit the City on several fronts. First, the Tour is a major international sporting event that will attract television coverage from around the world. It will put Visalia in a very positive light and provide exposure that would be hard to garner any other way.

Second, it is expected to attract thousands of spectators and people associated with the event that will stay in local hotels, eat in local restaurants and otherwise support our local economy.

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 8508
(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.

Third, the Council has expressed interest in bringing more sports-related events to the area. Successfully hosting this major event help build the community's credibility for hosting this caliber of event.

Finally, it will provide an opportunity for local residents to view and/or volunteer an a major sporting event that promises to be exciting and colorful. The Amgen Tour of California prides itself on promoting a health-oriented focus that is family friendly. There will be many Tour related, as well as local, booths and tents that will create a true "event" that many Visalians and others in the area can enjoy.

Based on these numerous benefits, staff is recommending that the Council authorize the Mayor to sign the letter of support.

Prior Council/Board Actions:

May 5, 2008 – Authorized the Mayor to send a letter of support to the CVB for inclusion in the proposal.

Committee/Commission Review and Actions:

Alternatives:

Attachments:

Recommended Motion (and Alternative Motions if expected):

I move to authorize the Mayor to sign a letter of support for the Visalia stage of the Amgen Tour of California.

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:

Item 8f



**MILLER STARR
REGALIA**

1331 N. California Blvd.
Fifth Floor
Walnut Creek, CA 94596

T 925 935 9400
F 925 933 4126
www.mslegal.com

Wilson F. Wendt

August 4, 2008

VIA EMAIL KENR@DHLAW.NET

Kenneth J. Richardson, Esq.
Dooley, Herr, Peltzer & Richardson
100 Willow Plaza, Suite 300
Visalia, CA 93291

Re: Visalia Imperial/Continuance of Hearing on Denial of Conditional Use Permit

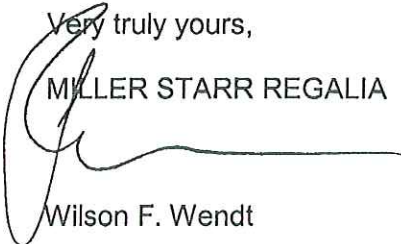
Dear Ken:

In accordance with my conversation with you of this date, Fred Brusuelas from the Community Development Department has notified our clients that the Planning Commission public hearing date for the new location will be set on September 8, 2008.

We have agreed to a continuance of the appeal hearing on the Lovers Lane location to August 18, 2008 and Mr. Brusuelas has suggested that we indicate our concurrence in a continuance of the appeal to October 20, 2008. Hopefully, the continuance date will allow sufficient time for the approval of the project by the Planning Commission and any appeal dates that may be required. Please let me know if this extension is acceptable to you.

Very truly yours,

MILLER STARR REGALIA



Wilson F. Wendt

WFW:jj

cc: Fred Brusuelas (via fax 559-713-4813)
Craig Metz
Joe Cusenza

**City of Visalia
Agenda Item Transmittal**

Meeting Date: August 18, 2008

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

Agenda Item Wording: Request Council authorization for the City of Visalia Police Department to renew a Memorandum of Understanding with the Tulare County Probation Department for the assignment of a Deputy Probation Officer to the Department's Special Enforcement Bureau for Fiscal Year 2008/2009.

Deadline for Action: N/A

Submitting Department: Police

Contact Name and Phone Number:

Chief Bob Carden, 713-4215
Asst. Chief Colleen Mestas, 713-4214
Capt. Glen Newsom, 713-4227
Lt. Jason Salazar, 713-4102

Department Recommendation: It is recommended that the City Council authorize the Department to renew a Memorandum of Understanding between the City of Visalia Police Department and the Tulare County Probation Department for the assignment of a Deputy Probation Officer to the Special Enforcement Bureau for fiscal year 2008/2009.

Summary/background: In August of 2007, the City Council approved a series of strategies on behalf of the Visalia Police Department to address the issue of gang violence suppression in Visalia. These strategies included the formation of the Special Enforcement Bureau consisting of the Gang Suppression Unit, Narcotics Unit, and the GREAT gang education officer. In addition to these moves within the Department, an agreement was reached between the Visalia Police Department and the Tulare County Probation Department to assign a Deputy Probation Officer to the Department's Special Enforcement Bureau. This strategy served a dual purpose. The addition of a Probation Officer working within the Special Enforcement Bureau would increase the Department's ability to conduct gang investigations involving gang related probationers and is an effective tool in gang suppression through the use of probation searches, compliance checks, and the sharing of resources that builds upon the Department's directed and focused suppression efforts.

A significant aspect of this partnership between the Visalia Police Department and the Tulare County Probation Department is the concept of intense supervision of at-risk gang offenders within Visalia. The Tulare County Probation Department identified a number of gang offenders

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.): 2

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.

on probation with a need for intense supervision. The purpose of this intense supervision is to intervene with these at-risk youth for the purpose of providing positive alternatives and resources to the probationer and their family. In addition, this type of intense supervision also serves as a means of gang prevention to family members and associates of the identified probationer.

This program maintains a caseload of ten (10) gang involved, at-risk youth who are currently on probation. The intense supervision concept is providing positive results in the early stages of the program. Two subjects on the caseload have been successfully referred and enrolled in individual and family resources resulting in job placements and mental health assistance. Six additional probationers and their families are making progress with available resources and two probationers were referred back to the court for violations and have now been returned to the caseload. Because of the small caseload and the intense supervision concept, the Probation Officer is able to make several contacts with each probationer on a weekly basis.

This action, if approved by City Council, would also require the approval of the Tulare County Board of Supervisors.

The funds necessary to fund the assignment of a Tulare County Probation Officer to the Visalia Police Department Special Enforcement Bureau for fiscal year 2008/2009 exist in the Department's budget for said fiscal year in the amount of \$76,000.00.

Prior Council/Board Actions: Prior approval of MOU and appropriation of asset forfeiture funds in fiscal year 2007/2008 for assignment of a Tulare County Probation Officer to the Visalia Police Department Special Enforcement Bureau on August 20, 2007.

Committee/Commission Review and Actions: N/A

Alternatives: N/A

Attachments: N/A

Recommended Motion (and Alternative Motions if expected): I move that the City Council authorize the renewal of a Memorandum of Understanding between the Visalia Police Department and the Tulare County Probation Department for the assignment of a Tulare County Probation Officer to the Visalia Police Department Special Enforcement Bureau for fiscal year 2008/2009.

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: August 18, 2008

Agenda Item Number (Assigned by City Clerk):

Agenda Item Wording: Purchase of New Ladder Truck

Deadline for Action: August 18, 2008

Submitting Department: Fire

Contact Name and Phone Number: Doyle Sewell, 713-4486

Department Recommendation: That Council approve the purchase contract for a new 105' Ladder Truck for \$763,504.26, replacing a 16 year old truck from the approved 2007/08 CIP budget.

Summary/background:

The 1992 Pierce 105 foot ladder truck is scheduled for replacement. The truck has 86,964 miles, 9,812 engine hours, and 1,296 aerial ladder hours. Fleet manager Mike Morgantini recommends replacement and cites an annual maintenance cost of \$13,117 and a life time vehicle operation cost of \$250,195 in his vehicle evaluation form.

The four categories on the vehicle evaluation form are Excellent, Good, Fair, and Poor. The truck received a Fair rating in its most recent evaluation.

The International Association of Fire Chiefs writes that a first line aerial truck should have a normal life expectancy of 12 to 15 years. The city's replacement policy schedules replacement of engines and trucks at 15 years. Note: see Attachment 6 – vehicle replacement policy. Ladder integrity and increased maintenance costs of our 1992 Aerial Truck support the purchase of this replacement.

\$806,300 was budgeted through the CIP process for the new truck purchase in the 2007/08 budget. Staff worked with the fleet manager, fire line and management personnel to thoroughly evaluate the specifications of the new truck before making this recommendation. The new truck will be stationed downtown at Station 51. The existing 105' ladder truck has been in reserve status for one year and will not be replacing any other apparatus in our reserve fleet. The unit will be reevaluated in two years based on the operational needs of the department.

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.

After placing the order, the truck is to be delivered within 250 to 280 days. The price reflects a 5.45% cash discount which is guaranteed with a performance bond for delivery and workmanship.

Prior Council/Board Actions: None

Committee/Commission Review and Actions:

Alternatives:

Attachments:

1. Purchase Requisition
2. Apparatus Quote
3. Sample Performance Bond
4. Sole Source Justification
5. Fleet Department evaluation form
6. City Vehicle Replacement Policy

Recommended Motion (and Alternative Motions if expected): I move to authorize the purchase of a new Ladder Truck for \$763,504.26 scheduled for replacement.

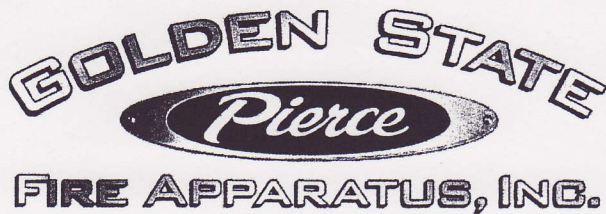
Environmental Assessment Status

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:



1237 Doker Drive
 Modesto, California 95351-2868
 Phone: (209) 522-0422
 Fax: (209) 522-0464
 www.goldenstatefire.com

23-Jun-08

Quote # 90623-08

If a 100% pre-payment were made at contract signing, the following discount would be applied to the final invoice:

1	105' Quantum HD Ladder Truck	\$	730,942.05	EACH
2	Factory Inspection Trips	\$	8,224.00	EACH
3	Delivery	\$	5,175.00	EACH
4	Performance Bond	\$	2,508.48	EACH
5	100% Prepayment Discount	\$	(39,901.14)	EACH
6	APPARATUS COST	\$	706,948.39	EACH
7	State Sales Tax @ 8.000%	\$	56,555.87	EACH
8	TOTAL PURCHASE PRICE	\$	763,504.26	EACH
9	Less 100% pre-payment at Contract Signing	\$	763,504.26	EACH
10	BALANCE DUE AT DELIVERY		\$0.00	EACH

100% PRE-PAYMENT DISCOUNT SHOWN ABOVE IS AVAILABLE IN TWO WAYS:

- a) If your department makes a 100% cash pre-payment at contract signing.
 - b) If your department signs up for a lease-purchase with Oshkosh Capital. This would require no money down and no payments for one (1) year if desired.
- * Discount for the 100% pre-payment option includes discounts for the chassis, interest, aerial (if applicable), and flooring charges.
- * Any item added after this option is elected will come at additional cost and will be added to the final invoice.
- * The delivery timeframe as stated in this proposal does not begin until Pierce Manufacturing Inc. receives full pre-payment.



Bond No. _____

(Surety Company Address/Logo as applicable)

PERFORMANCE AND PAYMENT BOND

KNOW ALL MEN BY THESE PRESENTS, THAT, _____

(hereinafter called Principal), as Principal and (Name and Address of Surety), a corporation organized and existing under the laws of the State of (Surety State) with its principal office in the City of (Where), (hereinafter called Surety) as Surety are held and firmly bound unto _____

(hereinafter called the Owner) and to all persons who furnish labor or material directly to the Principal for use in the prosecution of the work hereinafter named, in the just and full sum of _____ Dollars (\$ _____)

to the payment of which sum well and truly to be made, the said Principal and Surety bind themselves, and their respective heirs, administrators, executors, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has entered into a certain written contract with the Owner, dated the _____ day of _____, _____, for _____

which contract is hereby referred to and made a part hereof as fully and to the same extent as if copied at length herein.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION IS SUCH, that if the said Principal shall fully indemnify the Owner from and against any failure on his/her part faithfully to perform the obligations imposed upon him/her under the terms of said contract free and clear of all liens arising out of claims for labor and material entering into the work, and if the said Principal shall pay all persons who shall have furnished labor or material directly to the Principal for use in the prosecution of the aforesaid work, each of which said persons shall have a direct right of action on this instrument in his/her own name and for his/her own benefit, subject, however, to the Owner's priority, then this obligation to be void; otherwise to remain in full force and effect.

PROVIDED, HOWEVER, that no action, suit or proceeding shall be had or maintained against the Surety on this instrument unless the same be brought or instituted and process served upon the Surety within two years after completion of the work mentioned in said contract, whether such work be completed by the Principal, Surety or Owner; but if there is any maintenance or warranty period provided in the contract for which said Surety is liable, an action for such maintenance or warranty may be brought within two years from the expiration of said maintenance or warranty period, but not afterwards.

IN WITNESS WHEREOF the said Principal and Surety have signed and sealed this instrument this _____ day of _____, _____.

Witness:

Principal

Witness:

Name of Surety
Surety

By: _____
Attorney-In-Fact

Sole Source Justification 2008 Pierce Fire Apparatus

The Visalia Fire Department has utilized Pierce Fire apparatus since 1978. A single source vendor was selected based on history and availability of parts not only for new apparatus, but the other Pierce apparatus in our inventory. This recommendation is not only to our operational issues, but also to the efficient operation of our apparatus fleet maintenance program.

In addition, the standardization of today's apparatus is imperative due to rotating station assignments and efficiency of operation during emergency call back. Standardization of our apparatus is not based on convenience, but rather on necessity of efficient high hazard operations.

Pierce Fire Apparatus has a long standing history and reputation as the leader in the fire apparatus industry. Their reputation is established on performance, dependability and customer service.

(Exhibit B)

Vehicle Replacement / Purchase Authorization Form

(This section to be completed by Department Head)

Recommended Vehicle for Evaluation/Replacement

Vehicle #: 222427 Make: Pierce Model: Ladder truck
Year: 1992 Mileage: 86964.0 160000 Serial No 1296.0
ENGINE HAS 9812.0

Year vehicle is scheduled for replacement: _____

Other replacement justification factors: _____

Do you recommend that this vehicle be replaced with an alternative fuel vehicle? Yes / No
Do you recommend this vehicle be purchased through an enterprise department? Yes / No

Submitted by: _____ Date: _____

(This section to be completed by City-Wide Fleet Manager)

Annual miles vehicle is driven: _____

Annual costs per year of vehicle operation: 13117.50

Life-time costs of vehicle operation: 250195.12 since 1998

Estimated replacement cost: _____

Available 5012 funds to replace this vehicle: \$806,300

City-Wide Fleet Manager's Recommendations:

Replace vehicle this year? Yes No
Replacement/Purchased vehicle to be new? Yes No
Replacement/Purchased vehicle to be a used vehicle? Yes No
Recommend this vehicle be replaced with an alternative fueled vehicle? Yes No

If yes, list make, model, recommended alternative fuel system and estimated cost: _____

Gasoline and diesel fueled vehicles are fossil fuel vehicles.
Compressed natural gas (CNG), liquid natural gas (LNG) and hybrid vehicles are considered alternative fuel vehicles.

Fleet Services Division - CIP Vehicle Evaluation

VEHICLE CONDITION EVALUATION - 1 = Excellent Condition 10 = Unserviceable

(Include Comments)

Engine:	7	Comments: Needs Rebuild - Blow By and Oil leaks
Transmission/Differential:	5	Comments: No Problems to Report at this Time
Power Take Off:	6	Comments: Transfer Case leaks
Chassis Outside (including tires, brakes & windows):	8	Comments: (COVER) #1

VEHICLE CONDITION EVALUATION - 1 = Excellent Condition 5 = Unserviceable

(Include Comments)

Suspension System:	3	Comments: Rear Suspension Needs to Be Rebuilt cushions and Bushings
Cooling System:	3	Comments: Radiator Needs to Come Out and Be Flushed and or Repaired/Replaced
Steering System:	2	Comments: No Problems to Report At this time
Vehicle Interior:	3	Comments: Engine Cover (upholstery) Needs to Be Replaced
Heavy Equipment Evaluation Score:	38	0-15 excellent 16-30 Good 31-45 Fair 46-60 Poor
Light Equipment Evaluation Score:		0-11 excellent 12-25 Good 26-37 Fair 38-50 Poor

Evaluated by: Robert D. Lee Date: 5-1-08

Fleet Services uses the attached form to evaluate vehicles requested for replacement. A mechanic evaluates a vehicle and indicates on the form the condition of the various vehicle components. A numerical score is given to each component. The engine, transmission, power take off, and chassis exterior are given twice the score weight as the suspension, cooling system, steering and vehicle interior. Once evaluation scores are assigned to the components, then a total of the numbers is calculated. This total score is then used with the vehicle's age, mileage and repair history to make a recommendation on whether a vehicle should be replaced or kept.

Recommendations

Department Head: Gregory A. Sloan Date: 5-9-08

Fossil Fuel Alternative Fuel New Vehicle Used Vehicle Purchased through enterprise department

City Wide Fleet Manager: [Signature] Date: 5-1-08

Fossil Fuel Alternative Fuel New Vehicle Used Vehicle Purchased through enterprise department

City Manager: _____ Date: _____

Fossil Fuel Alternative Fuel New Vehicle Used Vehicle Purchased through enterprise department

*The City Manager's signature must be obtained if the City Fleet Manager and Department Head are not in agreement with the replacement vehicle being new or used / fossil fuel or alternative fuel.

Routing instructions:

Requesting department will initiate and forward this evaluation form to the City-Wide Fleet Manager. The evaluation form will then be completed and routed back to the Department Head. If the Department Head is in concurrence with fuel systems and what type of vehicle is to be purchased, the evaluation form will be routed to the Purchasing Agent for acquisition.

If the Department Head and Fleet Manager disagree on fuel systems and/or methods of purchasing or type of vehicle to be purchased, the evaluation form must be sent to the City Manager for a final disposition on this issue. The City Manager's Office will then forward the completed evaluation form to the Purchasing Agent for acquisition. Every effort should be made to complete the purchase process within the current model

ATTACHMENT 5

21 Rear Brakes Need to Be Changed to Drum from Disk, Both Axles,
Both Windshield Halves Are Starting to Fog up At Corners, Drivers
Side Window Regulator Needs to Be Replaced

ATTACHMENT 5

reetFocus FA

port Date & Time: 05/01/2008 10:06

Page 1

Operational Cost Analysis by Equipment ID For Month: 12 2007

Equip ID/ Int Cla/Desc	Miles/ Eng Hr	-----Fuel-----			-----Oil-----			PM	Repair	Depreciation	MISC.	Total
		Cost	CPM	MPG/MPH	Cost	CPM	MPQ	Cost	Cost	Cost	Cost	Cost
2427	TRUCK 105- 1993											
Month	0	48.98	0.000	0.000	0.00	0.000	0.000	0.00	0.00	0.00	0.00	48.98
Calendar YTD	-333	3250.14	-9.760	-0.293	0.00	0.000	0.000	1405.99	8461.37	0.00	0.00	13117.50
Life-to-Date	6961	42990.32	6.176	0.304	0.00	0.000	0.000	12875.84	193121.18	0.00	1207.78	250195.12

-----END OF REPORT-----

ATTACHMENT 6

Integrating Alternative Energy Fuel Vehicles Into City Fleet

Each proposal to replace or add a vehicle to the City Fleet shall also include a recommendation as to the feasibility of utilizing alternative energy fueled vehicles opposed to utilizing standard fossil fuel vehicles. Where possible, alternative energy fueled vehicles should be integrated into the City fleet. Purchase price, fuel economy, refueling convenience and in house ability to repair and maintain an alternative, energy fueled vehicle should be weighed against the intangible factors of cleaner air and the City's leadership role in bringing about acceptance to clean air vehicle technology in this region.

It shall be the City-Wide Fleet Manager's responsibility to apply the most appropriate clean air vehicle fuel technology into the ongoing process of integrating alternative fuel vehicles into the City's vehicle fleet.

Disposition of Vehicles That Have Been Replaced

In some situations, a turned-in vehicle by one department may have a useful application in another department, thus, postponing the purchase of a newer vehicle in the other department for one or two years. When vehicles are turned in for a replacement, the City-Wide Fleet Manager shall prepare a memo to each Department Head describing the vehicle or vehicles available for reassignment and also indicating the approximate number of years of useful life left in a vehicle in a newer, less demanding assignment. The decision on reassigning a turned-in vehicle to another department will be made by the City-Wide Fleet Manager with an appeal process by the Department Head to the City Manager.

If no alternative use is found for the turned-in vehicle, the City-Wide Fleet Manager will sell the vehicle within 60 days.

VEHICLE PURCHASE/REPLACEMENT PROCEDURE

New Vehicle Purchase

If a request to purchase a new vehicle is made, it must include a special justification to replace this vehicle with a new vehicle opposed to purchasing a previously owned one or two year-old used vehicle. The purchase of a new vehicle must be authorized by the City Manager. All other vehicle purchases/replacements will be accomplished through purchasing a previously owned or used vehicle.

Sedans (non-safety & unmarked safety) & pickups/vans 1 ton & under

- ◆ 10 year useful life

Sedans (Police patrol)

- ◆ 9 year useful life

Motorcycles (Police)

- ◆ 8 year useful life

Fire Apparatus (front line)

- ◆ 15 year useful life (at the end of front line service, the unit is placed in "reserve" status for an additional 3 years)

ATTACHMENT 6

Fire Apparatus (backup)

- ◆ 3 year useful life

Trucks over 15,000 GVW

- ◆ 12 year useful life

Solid Waste Vehicles

- ◆ 10 year useful life

Miscellaneous Heavy Equipment (backhoes, trailers, bucket loaders, etc.)

- ◆ 12-15 years useful life, depending on make, model and type of equipment.

Software

- ◆ Useful life of 5 yrs.
- ◆ No salvage value
- ◆ Software purchases can be tracked through A/P

Infrastructure

Listed below are items that should be identified in infrastructure networks:

- ◆ Streets (including, but not limited to pavement, sidewalks, curb, gutter, traffic signals and street signs) should be given a 40-year useful life.
- ◆ Sewer lines should be given a 100 year useful life.
- ◆ Storm drain lines should be given a 100 year useful life.

Infrastructure can be compiled into "networks" for purposes of valuation, recording & depreciation.

Capital Improvement Projects:

- ◆ Projects should be broken up into planning phases and construction phases.
- ◆ The only costs included in a project when booking it will be those costs associated directly with the construction of the project. All preliminary studies, assessments, plans, etc., not directly associated with the building of the project should not be included in the cost of the project as an asset.
- ◆ When CIP is requested, the project needs to be identified and classified as to asset category at that time (information included in request and agenda item). This will help reduce or eliminate the problem of identifying and categorizing a project after is already started or even completed.

Review & Revise

This document is used as an internal control document for Finance Department function. As such, it should be informed reviewed by the Fixed Asset Manager on a continual basis for any

ATTACHMENT 6

changes or addition and formally reviewed/revised by the Finance Director on at least an annual basis.

**City of Visalia
Agenda Item Transmittal**

Meeting Date: August 18, 2008

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

Agenda Item Wording Authorize the execution of a contract between TPG Consulting and the City of Visalia to prepare a Traffic Study with accompanying documents for the Oval Park Area.

Deadline for Action: August 18, 2008

Submitting Department: Housing and Economic Development

Contact Name and Phone Number: Ricardo Noguera, Housing & Economic Development Director; 713- 4190;
Tim Burns, Neighborhood Preservation Manager; 713-4172

Department Recommendation: Authorize staff to execute a contract with TPG Consulting for the preparation of a Traffic Study, urban design plan, and a community outreach plan for the Oval Park area.

Summary/background:

On Thursday, May 6, 2006, several city officials met with the Northern Visalia Neighborhood Advisory Committee and members of the community to discuss concerns expressed regarding the Lincoln Oval Park area.

Over the course of the past two years, the following events have taken place leading to the request to retain the services of TPG:

- On October 6, 2006, the Council authorized staff to apply for a California Department of Transportation Environmental Justice Planning Grant and approved the allocation of \$15,000.00 in matching funds.
- On October 19, 2007, the City of Visalia received notice that Cal Trans had awarded the City the Environmental Justice Planning Grant in the amount of \$135,000.00. The City was one of twenty-one jurisdictions throughout the State of California awarded the grant.
- On March 27, 2008, the City received CalTrans authorization to proceed with grant implementation effective April 16, 2008.
- On April 2, 2008, a conference was held with prospective consultants to discuss the scope of the CalTrans grant. Submittals were required from prospective consultants by May 2, 2008. A total of five proposals were received.

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.):5__

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.

- On Saturday, April 26th, a neighborhood meeting was held at the Lincoln Oval Park to hear additional concerns from the surrounding community.

- On June 26, 2008, the five consultants who submitted proposals were interviewed by an interview panel consisting of the following persons:

- Carlos Medina, Northern Visalia Advisory Committee
- Brad Wiebe, Northern Visalia Advisory Committee
- Michelle Figueroa, Visalia Police Lieutenant
- Chris Young, Assistant Community Development Director
- Tracy Robertshaw, Code Enforcement Technician
- Tim Burns, Neighborhood Preservation Manager

Although staff the panel was very pleased with the proposals and presentations, the panel unanimously selected TPG Consulting as the firm with the best overall proposal. The panel is recommending that Council authorize staff to enter into a contractual agreement with TPG Consulting to perform the work associated with the CalTrans grant.

TPG Consulting has recommended a five phase approach to successfully complete the requirements set forth in the grant. The five phases have been identified as:

- Project Initiation, Project Administration and Management
- Traffic Study
- Community Outreach
- Urban Design Concept Development
- Preparation of Final Framework Plan Report

TPG Consulting will partner with C-SET and RRM Design Group to compile the data to successfully complete the grant requirements. TPG Consulting will be responsible for the final grant product presented to the City Council and the community. C-SET will be responsible for the Community Out reach component and RRM Design Group will be responsible for the Urban Design Concept Development component.

It is anticipated that the project will commence within the first week of September 2008, and will be completed by approximately June 1, 2009.

Prior Council/Board Actions: Through Resolution 2006-95 dated October 2, 2006 Council authorized staff to apply for the Cal Trans grant. Once the grant was awarded to the City, staff was directed to proceed with a RFP process.

Committee/Commission Review and Actions:

- On June 26, 2008, 2 members of the Northern Visalia Advisory Committee participated in the interview of consultants who submitted proposal for consideration.

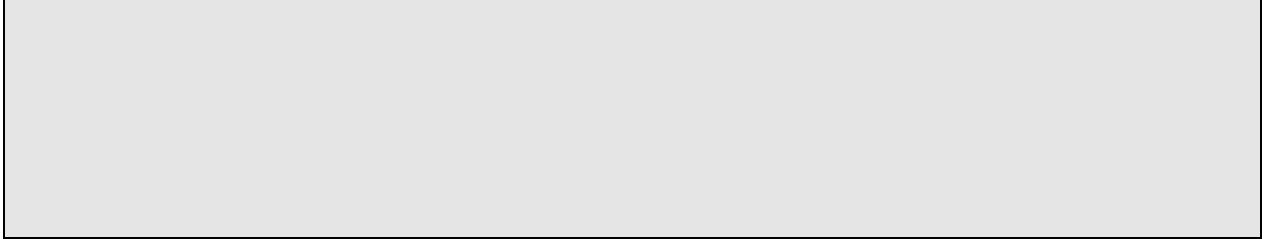
Funding Sources:

- Caltrans Grant: \$135,000
- Neighborhood Preservation Division (matching grant funding contribution): \$15,000

Attachments:

- Map of Oval Park area
- Copy of Caltrans Award letter
- Copy of RFP

Recommended Motion (and Alternative Motions if expected): Authorize staff to execute a contract with TPG Consulting for the preparation of a Traffic Study, urban design plan, and a community outreach plan for the Oval Park area.



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) Loan Agreement*

Copies of this report have been provided to:

City of Visalia Agenda Item Transmittal

Meeting Date: August 18, 2008

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

Agenda Item Wording: Authorization to enter into agreement with Visalia Unified School District for after school enrichment program services.

Deadline for Action: N/A

Submitting Department: Parks & Recreation Department

Contact Name and Phone Number:

Vince Elizondo, Parks & Recreation Director (559) 713-4367
Jeannie Greenwood, Recreation Manager (559) 713-4042

Staff Recommendation:

City staff recommends that the City Council:

1. Authorize the City Manager to execute an Agreement between the City of Visalia and Visalia Unified School District for an after school enrichment program at the Manuel F. Hernandez Community Center.

Background:

On September 26, 2006 the California Department of Education released a Request for Application for After School Education and Safety (ASES) program funding. With the passing of Proposition 40, the ASES program originally funded for \$122 million was increased an additional \$428 million to amount to a total of \$550 million available for after school programs to serve elementary and middle/junior high school students.

Visalia Unified School District (VUSD) worked with several agencies to develop ASES programs for all Visalia Unified Schools, including the four middle schools. Of the school sites approved, Visalia Unified School District and the City of Visalia partnered to provide quality after school program services for students from Valley Oak Middle School.

This agreement represents the third year of the ASES grant and the relationship between the City and VUSD.

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

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.

Staff recommends that authorization be given to the City Manager to execute an Agreement between the City of Visalia and Visalia Unified School District for the after school enrichment program at the Manuel F. Hernandez Community Center. The Agreement was prepared by Visalia Unified School District and has been reviewed by the City attorney. Some changes in language shall be made prior to City Manager approval.

The ASES program focuses on providing a quality after school program for students while increasing academic achievement and providing enrichment opportunities. In order to achieve the best possible experience for students, Visalia Unified School District and the City of Visalia Parks and Recreation Department are asking to continue their collaborative partnership to fulfill the program requirements of this grant.

This year, the City of Visalia is being asked to facilitate the entire three (3) hour program, including the one hour of academic enrichment with the assistance of a VUSD staff member. City staff will participate in educational activities on campus as well as provide recreational enrichment opportunities for students at the Manuel F. Hernandez Community Center.

ASES is a three year grant with annual funding dependent on maintaining a seventy-five percent enrollment. This MOU is for the third year of the grant. Visalia Unified School District is proposing to pay the City of Visalia the sum of \$35,749.00 to provide above mentioned services at the Manuel F. Hernandez Community Center. This is a budgeted item and will cover costs associated with the operation of said program.

The Parks and Recreation Department continues to develop an enrichment program that includes organized sports, martial arts, dance, art, drama and life skill components. The middle school age student has been identified by the Parks and Recreation Department as an under-served population. This program will not only allows the City the opportunity to provide services to this population, but to also assist in the task of providing gang prevention and/or intervention programs for youth ages 12-14.

The ASES program will not interfere with or replace the existing after school drop in program at the Manuel F. Hernandez Community Center. Both programs will be able to share facility space and resources.

Prior Council Actions:

2006-2007 Agreement approved January 8, 2007.

2007-2008 Agreement approved June 25, 2007.

Commission Review and Actions:

none

Attachments: Exhibit A - Agreement
Exhibit B – Scope of Services

Recommended Motion (and Alternative Motions if expected):

I hereby move to authorize the City Manager to execute an Agreement between the City of Visalia and Visalia Unified School District for the purpose of providing an enrichment after school program at the Manuel F. Hernandez Community Center.

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:

VISALIA UNIFIED SCHOOL DISTRICT
AND

THE CITY OF VISALIA PARKS AND RECREATION DIVISION

AFTER SCHOOL PROGRAM AGREEMENT

THIS AGREEMENT, is entered into as of 7-1-08, between the VISALIA UNIFIED SCHOOL DISTRICT, referred to as DISTRICT, and CITY OF VISALIA, referred to as CITY, with reference to services rendered to Valley Oak Middle School and provided at the Manuel Hernandez Community Center.

- A. The VISALIA UNIFIED SCHOOL DISTRICT has received a State Grant (hereinafter referred to as “Grant”) to implement after school programs to its’ four middle schools;
- B. DISTRICT desires, in cooperation with CITY, to provide an after school program in compliance with the After School Education and Safety (hereinafter referred to as “ASES”) Grant.
- C. The VISALIA UNIFIED SCHOOL DISTRICT is contracting with CITY, funded by the Grant, to coordinate and implement at Valley Oak Middle School and the Manuel Hernandez Community Center, a safe, supervised after school enrichment program that focuses on academic assistance and educational enrichment and carried out through a variety of recreational and leadership activities.
- D. CITY has agreed to provide such services in partnership with DISTRICT.
- E. CITY has agreed to provide such services under this Agreement for the specific student population attending Valley Oak Middle School.
- F. DISTRICT and CITY acknowledge that the agreed upon number of students who will be served by CITY under this Agreement is equal to the amount of **fifty-six (56)** students or 50% of the total number of students to be served by Valley Oak Middle School under the ASES Grant.
- G. CITY agrees that DISTRICT will pay CITY the amount sum of **\$35,749.00** to provide such services as agreed upon under the Grant and this Agreement and for the designated number of students as referred to in Section G. for the date beginning on July 1st, 2008 and ending on June 30th, 2009.
- H. DISTRICT and CITY equally agree that CITY will invoice DISTRICT on a monthly basis for services provided under this Agreement. The monthly installment will be equal to the total contract amount divided by twelve (12) months.
- I. CITY agrees to provide service and adhere to the Grant-appropriate staff-to-pupil work ratio of 1:20.

ACCORDINGLY, IT IS AGREED:

1. RESPONSIBILITIES OF CITY:

a. CITY shall provide the services specified in this Agreement for the after school enrichment program in compliance with the ASES Grant under this Agreement with the DISTRICT.

The parties expect, under the provisions of the Grant, that the students must participate in the program at least three (3) hours per day and a minimum of three (3) days per week during the school year.

The hours of program operation shall be from **3:15pm to 6:15pm**. In the case of a minimum day, CITY shall provide regular services upon the immediate arrival of students and for the duration of three (3) hours and at least 6pm. The funding for the program provides a ratio of approximately one (1) staff per cluster of twenty (20) students, and the level of staffing is based upon the number of students actively participating in the program on a daily basis.

b. CITY shall designate one staff member to provide service under the Grant and this Agreement to act as a Site Director, for whom will oversee, monitor, and supervise all daily operations of the after school program and who will work cooperatively with the DISTRICT designee known as Program Manager to meet all requirements, goals and objectives of the Grant. The Site Director shall be counted in the 1:20 staff-to-pupil ratio.

c. The Site Director shall also utilize his/her time to be on the school campus in order to develop and foster working relationships with the Principal, Academic Coordinator and other school staff. The Site Director shall be responsible for acting as the liaison between the school campus and CITY site.

Responsibilities while on campus shall include but are not limited to:

- (i) on-going communication with Principal, Academic Coordinator, and School Staff
- (ii) assist Academic Coordinator with tracking daily attendance, student behavior, and other program-related tasks.
- (iii) act as liaison between the school campus and CITY site and assist Academic Coordinator with various program-related tasks and responsibilities; including attendance, student discipline,

special events and arrangements, recruitment.

d. CITY shall assign Grant-compliant staff to coordinate and support the supervision and daily operation of the after school enrichment program. CITY shall ensure that any/all staff assigned to the ASES Grant meet the minimum qualifications of the No Child Left Behind Act as determined by the California Department of Education and equivalent to the status of an Instructional Aide as defined by Visalia Unified School District. CITY, in collaboration with DISTRICT is responsible for evaluating progress and assessing effectiveness of staff, program services, and policies to ensure consistency with the Grant.

e. CITY shall provide coaching and mentoring to site staff consistent with Grant standards and collaborate with DISTRICT in the implementation of ongoing staff development and training programs.

e. Except as otherwise provided herein or subsequently agreed to in writing signed by both DISTRICT and CITY, CITY shall be the employer for all personnel employed to provide after school enrichment services at Valley Oak Middle School and the Manuel Hernandez Community Center. CITY shall be solely responsible for all costs of employment and personnel administration, including but not limited to wages, salaries, workers' compensation costs, unemployment costs and employee discipline.

f. CITY does agree to advise everyone it assigns or hires to perform duty under this Agreement shall work as an employee of the Grant and therefore carry out all duties and responsibilities according to the requirements, goals and objectives of the Grant.

g. CITY program services shall operate under the provisions of the Grant, and under the direction of the DISTRICT, and all parties shall work cooperatively to accomplish the program objectives as outlined by the Grant.

h. If CITY employs any person who is employed by DISTRICT and who is not exempt from the Fair Labor Standards Act, CITY shall limit its employment of such person to a number hours which, when combined with the hours the person works for the DISTRICT, will not exceed 40 hours in any one work week.

CITY shall maintain a staffing level and supplies at Valley Oak Middle School and Manuel Hernandez Community Center that is consistent for Grant-compliant service and shall be responsible for assisting

with the safe transport of all students from Valley Oak Middle School by assuring that all students are accounted for upon student arrival to the Manuel Hernandez Community Center.

i. CITY agrees to actively inform and update DISTRICT designee know as Program Manager of any/all hiring of staff to work under this contract and the ASES Grant. In addition, agree to notify DISTRICT designee of all dates and times of applicant interviews.

2. **RESPONSIBILITIES OF THE DISTRICT:**

a. DISTRICT shall provide adequate and appropriate support and guidance, including the sharing of Grant-related goals and objectives to ensure CITY is adequately equipped and prepared to provide services consistent with the Grant.

b. DISTRICT shall assign an administrative staff member to provide Grant-related support for CITY to provide Grant-appropriate services.

c. DISTRICT will disburse payment to CITY on a monthly payment scheduled upon being invoiced by CITY.

d. DISTRICT shall provide adequate transportation from Valley Oak Middle School to the Manuel Hernandez Community Center everyday that the after school program is operational under the Grant.

3. **REPORTS:**

a. Attendance Reports: Attendance reports record the number of students served and the number of days of program operation. It is the responsibility of the Site Director and CITY to gather and submit attendance data to the DISTRICT designee known as the ASES Grant Program Manager (hereinafter referred to as "Program Manager"). CITY shall be responsible for maintaining these records and supporting documentation verifying student attendance and days of operation recorded on Attendance Reports for the Manuel Hernandez Community Center after school enrichment program.

b. Evaluation Reports: Evaluation is a required component of the ASES Grant and its after-school programs. CITY shall work cooperatively with the DISTRICT to collect any/all program data including attendance and behavior data as required by the Grant.

c. All reports required by the ASES Grant shall be submitted by CITY to the DISTRICT within 7 business days prior to the dates imposed on the DISTRICT by the Grant. This includes any/all attendance data for purposes of quarterly reporting and any/all behavior-related data to be reported in final fiscal report by DISTRICT to the California Department of Education.

4. **RECORDS AND AUDIT:** CITY shall maintain complete and accurate records with respect to the services rendered and the costs incurred under this Agreement. In addition, CITY shall maintain complete and accurate records with respect to any payments to employees or subcontractors. All such records shall be prepared in accordance with generally accepted

accounting procedures, shall be clearly identified, and shall be kept readily accessible. Upon request, CITY shall make such records available within Tulare County to the designated public and/or private auditor of DISTRICT and to his agents and representatives, for the purpose of auditing and/or collecting such records for a period of five (5) years from the date of final payment under this Agreement.

5. **COMPLIANCE WITH LAW:** DISTRICT and CITY shall each provide services in accordance with applicable Federal, State, and local laws, regulations and directives. With respect to CITY's employees, CITY shall comply with all laws and regulations pertaining to wages and hours, state and federal income tax, unemployment insurance, Social Security, disability insurance, workers' compensation insurance and discrimination in employment.

6. **COMPLIANCE WITH THE GRANT:** This Agreement is subject to the Grant, and any additional restrictions, or conditions enacted by the California Department of Education which may affect the provisions, terms, or funding of this Agreement in any manner.

7. **INSURANCE:** Prior to approval of this Agreement by DISTRICT, CITY shall file with the Clerk of the Board of Trustees of the DISTRICT evidence of the required insurance as set forth in attached.

8. **INDEPENDENT CONTRACTOR STATUS:** This Agreement is entered into by both parties with the express understanding that CITY will perform all services required under this Agreement as an independent contractor. Nothing in this Agreement shall be construed to constitute CITY or any of its agents, employees or officers as an agent, employee or officer of DISTRICT. CITY agrees to advise everyone it assigns or hires to perform any duty under this Agreement that they are not employees of the DISTRICT. CITY is responsible for paying all required state and federal taxes.

In particular, DISTRICT will not:

- a. Withhold FICA (Social Security) from CITY's payments.
- b. Make state or federal unemployment insurance contributions on CITY's behalf.
- c. Withhold state or federal income tax from payments to CITY.
- d. Make disability insurance contributions on behalf of CITY.
- e. Obtain unemployment compensation insurance on behalf of CITY.

Notwithstanding this independent contractor relationship, DISTRICT shall have the right to monitor and evaluate the performance of CITY to assure compliance with the Grant and this Agreement. CITY may contract with District for special services. CITY and District shall arrange for compensation through DISTRICT for these special services.

9. **FINGERPRINTING REQUIREMENTS:**

a. Pursuant to California Education Code section 45125.1 (d), before any agent, employee, or volunteer of CITY may enter school grounds where they may have any contact with pupils, CITY shall submit fingerprints of its employees and volunteers in a manner authorized by the California Department of Justice. CITY shall not permit any employee to come in contact with pupils of DISTRICT until the Department of Justice has ascertained that the employee has not been convicted of a felony as defined in Education Code section 45122.1.

b. In a form provided by the DISTRICT, CITY shall certify in writing, under penalty of perjury, that it has complied with the requirements of Education Code section, 45125.1 and that none of its employees who may come in contact with pupils have been convicted of a felony as defined in Education Code section 45122.1, based upon the information CITY has received from the Department of Justice.

c. CITY shall impose foregoing requirements on any subcontractors or assignees.

10. **INDEMNIFICATION:** CITY and DISTRICT each agree to hold harmless, defend and indemnify the other from and against any claims, actions, costs, losses, damages or liability of any kind, including death or injury to any person or damage to any property arising out of their duties, acts or omissions, or those of their respective officers, employees, volunteers or agents, pursuant to this Agreement, including any negligent or intentional acts on their part. This indemnification specifically includes, but is not limited to, any claims that may be made against CITY arising out of the transportation by the DISTRICT of pupils to CITY's program sites, claims made against DISTRICT or the CITY by any taxing authority asserting that an employer-employee relationship exists by reason of this Agreement, any claims made against DISTRICT or CITY alleging civil rights violations by CITY or DISTRICT under Government Code Section 12920 et seq. (California Fair Employment and Housing Act), and any overtime pay or compensatory time DISTRICT is required to grant in case CITY is in breach of section 1. This indemnification obligation shall continue in full force and effect beyond term of this Agreement or any extension of this Agreement.

11. **TERMINATION:** The right to terminate this Agreement under this provision may be exercised without prejudice to any other right or remedy to which the terminating party may be entitled at law under this Agreement.

a. **Without Cause:** Either party shall have the right to terminate this Agreement without cause by giving thirty (30) days prior written notice of intention to terminate pursuant to this provision, specifying the date of termination.

b. **With Cause:** This Agreement may be terminated by either party should the other party:

- (i) be adjudged a bankrupt, or
- (ii) become insolvent or have a receiver appointed, or

- (iii) make a general assignment for the benefit of creditors, or
- (iv) suffer any judgment which remains unsatisfied for 30 days, and which would substantively impair the ability of the judgment debtor to perform under this Agreement, or
- (v) materially breach this Agreement.

For any of the occurrences except item (v), termination may be effected upon written notice by the terminating party specifying the date of the termination. Upon a material breach, the Agreement may be terminated following the failure of the defaulting party to remedy the breach to the satisfaction of the non-defaulting party within five (5) days of written notice specifying the breach. If the breach is not remedied within that five (5) day period, the non-defaulting party may terminate the Agreement on further written notice specifying the date of termination.

If the nature of the breach is such that it cannot be cured within that five (5) day period, the defaulting party may, submit a written proposal within that period which sets forth a specific means to resolve the default. If the non-defaulting party consents to that proposal in writing, which consent shall not be unreasonably withheld, the defaulting party shall immediately embark on its plan to cure. If the default is not cured within the time agreed, the non-defaulting party may terminate upon written notice specifying the date of termination.

c. Effects of Termination: Termination of this Agreement shall not terminate any obligations to indemnify, to maintain and make available any records pertaining to the Agreement, to cooperate with any audit, to be subject to offset, or to make any reports of pre-termination contract activities.

12. **AGREEMENT REPRESENTED:** This Agreement represents the Agreement between DISTRICT and CITY as to its subject matter and no prior oral or written understanding shall be of any force or effect. No part of this Agreement may be modified without the written consent of both parties.

13. **HEADINGS:** Section headings are provided for organizational purposes only and do not in any manner affect the scope, meaning or intent of the provisions under the headings.

14. **NOTICES:** CITY's representative for the administration of this Agreement shall be the Recreation Manager. DISTRICT's representative for the administration of this Agreement shall be the Superintendent or Designee of DISTRICT. Any notice that either party desires to give in connection with this Agreement shall be in writing and shall be served by personal delivery, facsimile transmission or first class mail to the specified representatives as follows:

DISTRICT:

Superintendent
Visalia Unified School District
5000 W. Cypress
Visalia, CA 93277
Fax No. (559) 625-2634
Telephone No. (559) 730-7522

CITY:

Recreation Manager
City of Visalia – Parks and Recreation Department
345 N. Jacob St.
Visalia, CA 93291
Fax No. (559) 713-4819
Telephone No. (559) 713-4365

Notice delivered personally or sent by facsimile transmission is deemed to be received upon receipt. Notice sent by first class mail shall be deemed received on the fourth day after the date of mailing.

15. **CONSTRUCTION:** This Agreement reflects the contributions of both parties and accordingly the provisions of Civil Code section 1654 shall not apply to address and interpret any uncertainty.

16. **NO THIRD PARTY BENEFICIARIES INTENDED:** Unless specifically set forth, the parties to this Agreement do not intend to provide any other party with any benefit or enforceable legal or equitable right or remedy.

17. **GOVERNING LAW:** This Agreement shall be interpreted and governed under the law of the State of California without reference to California conflicts of law principles. The parties agree that this Agreement is made in and is to be performed in the County of Tulare, California.

18. **WAIVERS:** The failure of either party to insist on strict compliances with any provision of this Agreement shall not be considered a waiver of any right to do so, whether for that breach or any subsequent breach. The acceptance by either party of either performance or payment shall not be considered to be a waiver of any preceding breach of the Agreement by the other party.

19. **EXHIBITS AND RECITALS:** The Recitals and the Exhibits to this Agreement are fully incorporated into and are integral parts of this Agreement.

20. **CONFLICT WITH LAWS OR REGULATIONS/SEVERABILITY:** This Agreement is subject to all applicable laws and regulations. If any provision of this Agreement is found by any court or other legal authority, or is agreed by the parties, to be in conflict with any code or regulation governing its subject, the conflict provision shall be considered null and void. If the effect of nullifying any conflicting provision is such that a material benefit of the Agreement to either party is lost, the Agreement may be terminated at the option of the affected party. In all other cases, the remainder of the Agreement shall continue in full force and effect.

21. **FURTHER ASSURANCES:** Each party agrees to execute any additional documents and to

perform any further acts which may be reasonably required to affect the purposes of this Agreement.

22. **ASSURANCES OF NON-DISCRIMINATION:** CITY expressly agrees that it will not discriminate in employment or in the provision of services on the basis of any characteristics or condition upon which discrimination is prohibited by state or federal law or regulation.

23. **ASSIGNMENT/SUBCONTRACTING:** Unless otherwise provided in this Agreement, DISTRICT is relying on the personal skill, expertise, training and experience of CITY and CITY's employees and no part of this Agreement may be assigned or subcontracted by either party without written consent of the other party.

24. **TERM:** This Agreement shall become effective July 1st, 2008 and shall terminate on June 30th, 2009, unless terminated earlier as provided in this Agreement.

THE PARTIES, having read and considered the above positions, indicate their Agreement by their authorized signatures below.

VISALIA UNIFIED SCHOOL DISTRICT

BY _____

Superintendent
DISTRICT

CITY OF VISALIA PARKS AND RECREATION DEPARTMENT

BY _____

City Manager
CITY

Visalia Unified School District

After School Programs – Middle Schools

SCOPE OF SERVICE

ASES Grant Provisions:

- I. VUSD will serve as the fiscal agent for the grant**
- II. To serve 112 students per school site**
- III. To maintain an ongoing attendance rate of 75%**
- IV. To maintain a pupil-to-staff ratio of 20:1**
- V. Each partner will share the responsibility of the quality of the program**
- VI. The program day will begin immediately after the completion of the regular school day and will run for 3.0 hours and at least until 6:00pm everyday that school is in session**
- VII. Students enrolled must attend a minimum of 15 hours per week and participate in both an academic and social enrichment component daily**
- VIII. Fiscal agent will report attendance to CDE twice per fiscal year**
- IX. To provide a safe physical and emotional environment for participating students**
- X. To provide opportunities for relationship building and to promote active pupil engagement**

GENERAL SERVICE

Each contracting provider acknowledges that the Visalia Unified School District will be the designated fiscal agent for this grant and agrees to provide enrichment services to the designated student population in accordance to the pre-designated school site within the pre-designated operational times. The goal of each provider should be in cooperation with the fiscal agent (District) to achieve at minimum the goals and objectives as stated by the ASES Grant.

ENRICHMENT SERVICES

The enrichment services provided by the provider should coincide with the data collected from the Student Interest Surveys conducted on their respective campus. The purpose is to generate as much student retention possible through the enrichment activities being facilitated by the provider.

OPERATIONAL TIMES

Each provider will be required to work accordingly with each of their school sites in which their students are attending to determine the start time of their enrichment service. Each provider agrees to provide enrichment services until at least 6:00pm daily (except for minimum day schedule) as to meet the time standards per the ASES Grant. Each provider also agrees to provide enrichment service until the time of day in which at least 3.0 hours has been completed for the entire program day. In addition, each provider agrees to provide service on everyday that school is in regular session per the ASES Grant.

STAFFING

All staff hired by the provider for purposes of providing service under the ASES Grant should consider themselves in addition to their employer, staff to the After School Program. It will be imperative that all staff working in the After School Program understand the goals and objectives of the program as well as work cooperatively with all District personnel managing the After School Program. Lastly, all staff hired by the provider for purposes of providing service under the ASES Grant should possess and maintain the following personal and employee characteristics:

- **High Moral Character**
- **Positive/Encouraging Attitude**
- **Relationship Building Capacity**
- **An Interest in Working with Youth**
- **Good Moral Judgement**
- **Good Physical/Mental/Emotional Well Being**
- **Excellent Communication Skills**

Each provider must hire (1) Site Director and the minimum number of Program Leaders to appropriately meet the pupil-to-staff ration of 20:1.

Site Director – each provider must have a Site Director or Site Leader whom will provide supervision for activity staff, monitor enrollments and terminations, oversee attendance and discipline, coordinate logistics for activity staff, supervise student transporting from school site to provider site, attend to parent issues, work cooperatively with school site staff, and report to District Program Manager.

Program Leaders/Activity Leaders – each provider must have qualified and trained activity leaders that are equivalent to an instructional aide. Program Leaders/Activity Leaders will be responsible for facilitating various enrichment activities with participating students and must carry the capacity to build and maintain strong rapport with students, address minor disciplinary issues, coordinate and lesson their activities, provide safe learning environment, etc.

SUPPLIES/EQUIPMENT

Per the contract between the fiscal agent (District) and each provider, it will be the responsibility of the provider to order all necessary supplies and equipment to appropriately facilitate and manage the enrichment service.

REPORTING

Each provider will be responsible for reporting daily attendance, disciplinary, safety, and health-related incidents to the fiscal agent (District) immediately. It is imperative that each provider work closely and cooperatively with the fiscal agent (District) as to promote continuity and successfully meet the requirements of the ASES Grant.

(More information on this subject will be provided)

SUMMARY

Each provider agrees that their scope of service is provided with a commitment to work cohesively and cooperatively with the fiscal agent (District) to meet the goals and objectives as set forth by the ASES Grant.

**City of Visalia
Agenda Item Transmittal**

Meeting Date: August 18th, 2008

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

Agenda Item Wording: Request authorization to file a Notice of Completion for the Cameron Creek Storm Basin (adjacent to the South Cameron Creek Unit No. 2 subdivision) located at the southwest corner of Cameron Avenue and West Street.

Deadline for Action: August 18, 2008

Submitting Department: Community Development

Contact Name and Phone Number:

Chris Young, Assistant Community Dev. Director - 713-4392
David Bruce, Public Works Inspector 713-4188

Department Recommendation:

City staff recommends that City Council give authorization to file a Notice of Completion for the Cameron Creek Storm Basin (adjacent to the South Cameron Creek Unit No. 2 subdivision). All of the necessary improvements for this basin have been completed and the basin is ready for acceptance by the City of Visalia.

Summary/background: The work (including the landscaping) on this City owned basin was completed by Mcmillin South Cameron Creek, LLC. The volume of the basin was increased to handle the regional runoff. The improvements were completed one year ago and City staff has been monitoring the trees, plants and grass for proper growth. A one-year maintenance bond is not being required because of the successful completion of this monitoring period. The completed improvements included landscaping which will be maintained by the City through Landscape and Lighting District No.05-03.

Prior Council/Board Actions: Final Map and Landscape and Lighting District formation recording was approved at Council meeting of March 6, 2006.

Committee/Commission Review and Actions: The tentative subdivision map for South Cameron Creek No. 2 was approved by Planning Commission on May 10, 2004.

Alternatives: N/A

Attachments: Location/vicinity map.
Disclosure Form

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.

Recommended Motion (and Alternative Motions if expected):

I hereby authorize filing a Notice of Completion for Cameron Creek Storm Basin.

Environmental Assessment Status

CEQA Review: Environmental finding completed for tentative subdivision map.

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: August 18, 2008

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

Agenda Item Wording: Request authorization to file a Notice of Completion for Amber Crossing Unit No. 3 (a subdivision) located at the southeast corner of Roeben Street and Oriole Avenue containing 19 single family lots.

Deadline for Action: August 18, 2008

Submitting Department: Community Development

Contact Name and Phone Number:
Chris Young, Asst. Community Dev. Director – 713-4392
Patrick Barszcz, Public Works Inspector – 713-4241

Department Recommendation:

City staff recommends that City Council give authorization to file a Notice of Completion for the Amber Crossing Unit No. 3 subdivision. All the necessary improvements for this subdivision have been completed and are ready for acceptance by the City of Visalia. The developer of Amber Crossing Unit No. 3 subdivision, Mangano Homes, Inc., submitted a maintenance bond in the amount of \$ 37,948.27 as required by the Subdivision Map Act to guarantee the improvements against defects for one year. The completed improvements include landscaping which will be maintained by the City through Landscape and Lighting District No. 07-04.

Summary/background: N/A

Prior Council/Board Actions: Final Map (and the Landscape and Lighting District formation) recording was approved at Council meeting of February 15, 2007.

Committee/Commission Review and Actions: The tentative subdivision map was approved by Planning Commission on July 12, 2004.

Alternatives: N/A

Attachments: Location/Vicinity map.
Disclosure Form

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.

Recommended Motion (and Alternative Motions if expected):

I hereby authorize filing a Notice of Completion for Amber Crossing Unit No. 3.

Environmental Assessment Status

CEQA Review: Environmental finding completed for tentative subdivision map.

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: August 18, 2008

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

Agenda Item Wording: Request authorization to file a Notice of Completion for Ashley Grove Unit No. 3 (a subdivision) located at the northwest corner of Ferguson Avenue and County Center Street containing 55 single family lots.

Deadline for Action: August 18, 2008

Submitting Department: Community Development

Contact Name and Phone Number:

Chris Young, Asst. Community Dev. Director – 713-4392
Patrick Barszcz, Public Works Inspector – 713-4241

Department Recommendation:

City staff recommends that City Council give authorization to file a Notice of Completion for the Ashley Grove Unit No. 3. All the necessary improvements for this subdivision have been completed and are ready for acceptance by the City of Visalia. The developer of Ashley Grove Unit No. 3 subdivision, Nicholson and Smee, LLC, submitted a maintenance bond in the amount of \$ 53,195.00 as required by the Subdivision Map Act to guarantee the improvements against defects for one year. The completed improvements include landscaping which will be maintained by the City through Landscape and Lighting District No. 05-14.

Summary/background: N/A

Prior Council/Board Actions: Final Map (and the Landscape and Lighting District formation) recording was approved at Council meeting of June 07, 2004.

Committee/Commission Review and Actions: The tentative subdivision map for Ashley Grove Unit No. 3 was approved by Planning Commission on September 22, 2003.

Alternatives: N/A

Attachments: Location/Vicinity map.
Disclosure Form

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.

Recommended Motion (and Alternative Motions if expected):

I hereby authorize filing a Notice of Completion for Ashley Grove Unit No. 3.

Environmental Assessment Status

CEQA Review: Environmental finding completed for tentative subdivision map.

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: August 18, 2008

Agenda Item Number (Assigned by City Clerk): 9

Agenda Item Wording: Discussion of the State Budget Crisis, its impact upon Visalia and appropriate local actions

Deadline for Action: Now

Submitting Department: Administrative Services

Contact Name and Phone Number: Eric Frost, x4474

Department Recommendation: That the City Council authorize the Mayor to contact legislators encouraging responsible government by balancing the State's budget without irresponsible borrowing and the diversion of local revenues.

Summary/background: In June, the City Council adopted a budget which required the City to make difficult budget decisions: postponing projects, cutting back programs and freezing positions. The City's budget grapples with lower revenues due to economic realities and anticipated revenue losses from the State.

Although these actions were difficult, the Council took those actions in order to keep their fiscal house in order. Further, the Council's adopted budget assumed a number of revenue losses as shown in Table I, Potential State Revenue Losses.

Table I
Potential State Revenue Losses

• Prop 172 Sales Tax Monies	(\$600,000)
• COPS – Citizens Option for Public Safety (COPS)	(\$225,000)
• State Mandated Reimbursements	(\$100,000)
• Booking Fee Reimbursements	<u>(\$225,000)</u>
Total potential losses	(\$1,150,000)

Management still believes that this level of revenue loss is very likely. The concern is that unless the State acts responsibly, the revenue losses to Visalia may rise dramatically.

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.

State Legislative Leadership Proposal. The State is struggling with a difficult budget to balance. One proposal at the State level balances the budget by finding new revenues (a three or four year temporary 1% state sales tax increase) and cutting expenses. This proposal would leave local revenues relatively untouched. However, this proposal appears to be at impasse.

As time passes, budget options diminish because more of the budget year is gone. As a result, the State may be backing itself into a corner which will again require the State to borrow or take money from other governments, frequently from local governments. Three areas have been identified as potential cuts to Visalia, namely:

- **Prop 1A Property Tax borrowing (\$2,000,000).** In 2004, the voters of California passed an initiative which prohibits the State from taking local revenues and limits the State's ability to "borrow" local property taxes to 8% of local revenues which may only occur:
 - twice every 10 years
 - after the governor declares a fiscal emergency
 - which is ratified by a 2/3 vote of the legislators.

The problem with the item is that the consequence for not repaying the debt timely is that the State is not supposed to borrow again. But it appears that in very difficult times, the State could certainly borrow money twice and just not find a way to pay back these monies.

If this occurred this year, the City would struggle mightily. The adopted General Fund budget included a \$500,000 deficit to be covered by situational opportunities management might find during the year. Already, a number of events have helped the City bridge the budget gap, namely:

- \$300,000 – leaving vacant a number of positions as people retire such as the special projects manager, front counter technician, the CAD manager and a recreation supervisor
- \$100,000 – tighter control of overtime
- \$50,000 – less than expected increases in health costs

As a result, the City is very close to bridging its first budgetary gap. After bridging this gap, the City would hope to begin adding back \$1 million in positions currently vacant to improve the City's operations, including dedicated Fire dispatchers, planners and police duty officers.

- **Prop 42 Suspension.** (\$1,080,000) In 2001, the voters of California passed a proposition which directed the sales tax on motor vehicle fuel be deposited in the Transportation Investment Fund. The monies were to be used to improve and maintain roads in the State of California. Twenty percent of the money was to come directly to local governments. The measure today is to provide directly to Visalia about \$9 per capita except that the State legislature can redirect the money for other purposes by a 2/3 vote. In most of the past years, the legislature has redirected this money.

Because the City has not received these monies, projects have been postponed. The type of projects that may again be postponed if these monies are diverted are:

- Plaza Drive Interchange
- Road 80 Phase 1

- Mooney Boulevard Widening
- Betty Drive Interchange
- **RDA 5% Take-away.** (\$400,000). The City has a number of Redevelopment Project areas that are nearing the end of their useful life. The monies from these project areas are used or have been used to make improvements designed to improve the areas and generate additional property tax.

One proposal would be to take 5% of the RDA's tax increment. RDA project areas have an active life in which they construct projects and a passive life in which they simply repay the debt they have incurred. Because these project areas are nearing the end of their active life, the number discretionary projects are few because most of the entities resources are dedicated to housing, past debt and pass-through commitments. The largest discretionary project that could be canceled would be a \$250,000 a year loan program to assist in upgrading the Washington School and Oval neighborhoods.

Call to Action. The City has acted responsibly to balance its budget despite difficult fiscal times. The State, to date, has not. In fact, the fear is that the fiscal pressures will be so great as to force the State to once again act expediently and not solve its fiscal problem, postponing once again the battle. In the meantime, local governments may be forced to not only cut programs due to general economic conditions but to further restrict local services due to inaction at the State level.

As a result, Council may want to empower the Mayor to:

- Contact or authorize others to contact the legislators to explain Visalia's story
- Contact local media to discuss this issue
- Encourage other business and community leaders to contact legislators and the media
- Develop articles for local editorial boards
- Thank legislators who responsibly act to balance the State's budget

In the end, the legislature needs to do what we all do in fiscally tough times: cut up our credit cards, reduce expenses and get a second job.

Prior Council/Board Actions:

Committee/Commission Review and Actions:

Alternatives:

Attachments:

Recommended Motion (and Alternative Motions if expected): I move to authorize the Mayor or his designate to contact both legislators and the media to explain why the State must act responsibly to resolve its budget from the Visalia perspective.

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: