

# Visalia City Council Agenda



For the REGULAR meeting of: TUESDAY, September 2, 2008

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

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

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

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## **INTRODUCTION OF NEW PROMOTIONS**

4:00 p.m. Fire Department: Captain Wade Benson, and Engineer Chris Ortiz

## **SPECIAL PRESENTATIONS/RECOGNITION**

4:05 p.m. Resolutions of Commendation for Sergeant Bill Blankenship and Investigator Sarah Wray

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

**4:10 p.m.**

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

- 4:10 p.m. 1. Consideration of official support for Measure I, a bond measure on the November ballot to support expansion of and technology improvements to the Visalia campus of the College of the Sequoias.
- 4:30 p.m. 2. Discussion on the status of mobile home parks in Visalia.
- 5:00 p.m. 3. Presentation from the California Public Utilities Commission regarding the process that will be used to conduct the Environmental Impact Report required as part of the proposed Southern California Edison transmission loop project
- 5:20 p.m. 4. Present the Market Study for the Visalia Convention Center prepared by HVS International and provide direction regarding the major recommendations in the report.
- 5:45 p.m. 5. Review 2nd Amendment to the 2007/08 Action Plan, prior to the Public Hearing before City Council on September 15, 2008, reprogramming CDBG and HOME funds; review two program guideline amendments; and review the Draft 2007/08 Program Year Consolidated Annual Performance and Evaluation Report (CAPER) (CDBG & HOME funds).

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

## **ITEMS OF INTEREST**

## **CLOSED SESSION**

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

6. Conference with Real Property Negotiators (G.C. §54956.8)  
Property: 300 E. Oak Avenue; APN 094-283-001  
Owner: P & B Pence LLC  
Under Negotiation: Price and terms of potential purchase  
Negotiating Parties: Mike Olmos, Ricardo Noguera, Steve Salomon
7. Conference with Labor Negotiators (GC 54957.6)  
Agency designated representatives: Mark Nelson, Eric Frost  
Employee Organization: Group G
8. Public Employee Performance Evaluation (GC 54957)  
Title: City Manager

## **REGULAR SESSION**

### **7:00 p.m.**

#### **PLEDGE OF ALLEGIANCE**

**INVOCATION** - Pastor Steve Harms, Neighborhood Church

**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.

#### **9. INFORMATION ITEMS**

- a) Great Lakes Air Service from Visalia to Ontario begins September 8, 2008.
- b) Receive Planning Commission Action Agenda for the meeting of August 25, 2008.

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

10. **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) Notice of Completion for the 2008 Major Street Overlays Project with the final contract amount of \$1,113,046.37. Project No. 1111-00000-720000-0-0-9225-2008.
- c) Award a construction contract for the Akers Street and Cypress Avenue Intersection Improvement Project to the low bidder JWT General Engineering Inc., in the amount of \$182,116.16. Project # 1614-00000-720000-0-9944-2008.
- d) Authorize the Recordation of the Final Parcel Map for Tentative Parcel Map 2006-19, located on the north side of Hurley Avenue approximately 90' east of Tommy Street (2 lots). APN 085-530-007
- e) Establish or revise prima facie speed zones at the following locations: Walnut Avenue between Aviation Drive and Road 148; Mill Creek Avenue between Lovers Lane and McAuliff Street; Ben Maddox Way between Caldwell Avenue and the Saint Johns River; Willis Street between Center Avenue and Houston Avenue; and Ferguson Avenue between Shirk Street and Bridge Street. Adopt **Resolution No. 2008-44** amending the Official Speed Zone List of the City of Visalia.
- f) Authorize the City Manager to enter into a professional services agreement with Mendoza & Associates Consulting Engineers for Construction Management and Resident Engineer Services for the construction of the Highway 198 Overcrossing at Santa Fe Street. Project Number 3011-00000-720000-0-9236.

11. Status report on Transportation Impact Fees

12. Update on Emergency Preparedness focusing on several existing work programs.

**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	FLYERS, LLC,	APN 096-291-024 (1,936.27 sf portion)	N/W corner Walnut & Central	Right of Way	8/29/08	Andrew Benelli

**Upcoming Council Meetings**

- Monday, September 15, 2008, Work Session 4:00 p.m. Regular Session 7:00 p.m. – Council Chambers, 707 W. Acequia
- Monday, October 6, 2008, Work Session 4:00 p.m. Regular Session 7:00 p.m. – Council Chambers, 707 W. Acequia
- Tuesday, October 7, 2008, 6-8 p.m., Joint Meeting Visalia Unified School District, 5000 W. Cypress

*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:** September 2, 2008

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

**Agenda Item Wording:** Consideration of official support for Measure I, a bond measure on the November ballot to support expansion of and technology improvements to the Visalia campus of the College of the Sequoia.

**Deadline for Action:** N/A

**Submitting Department:** Administration

**Contact Name and Phone Number:** Leslie Caviglia, Deputy City Manager, 713-4317

### Department Recommendation

It is recommended that the Visalia City Council vote to officially support Measure I, a bond measure on the November ballot that would provide funding for expansion of and technology improvements to the Visalia campus of the College of Sequoia.

### Department Discussion

The College of the Sequoia's Board of Trustees has a bond measure on the November ballot. Known as Measure I, the Measure would authorize \$28 million in local bonds that would be matched by more than \$47 million in state funding and lead to more than \$75 million in construction funding that would be spent in this community and serve as an economic stimulus. The spending would be overseen by a local citizen's oversight committee that would ensure the money is spent as specified in the Measure, and that the accountability provisions and independent audits are conducted.

The funding would be used to:

- \*Fund nursing technology and equipment for the new Allied Health Building. Currently, COS trains almost 75 percent of all the nurses working in the area's medical facilities, including Kaweah Delta District Hospital.
- \*Provide state-of-the-art computers and other technology so students can receive workplace relevant training and to enhance distance learning options.
- \*Support security upgrades to the campus including additional code blue emergency phones and exterior lighting.

### 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 82608**

**Finance**

**City Atty**

**City Mgr**



- \*Finance the required \$5.5 million local match so the College can receive \$12.5 million in state funds for the modernization of the instructional buildings which house business/computer, social science, and language arts classrooms.
- \*Fund \$4.3 million for the Science Building
- \*Construct future parking facilities to meet long-term needs, thereby reducing the impacts in the surrounding neighborhoods.
- \*Acquire property south to Tulare for future growth
- \*Lease classroom space for use by the Health Professions Continuing Education program.
- Qualify COS for \$1.2 million in state matching funds for upgrades and repairs ranging from roofs to plumbing. This money would otherwise be lost to other colleges.
- \*Invest in energy-efficiency technology that will save as much as \$100,000 annually.
- \*Renovate the COS Theatre and replace or repair original, aging 1970's equipment.
- \*Fund the required local match of \$1.3 million for a new gym, which will qualify COS for \$14.4 million in state money. Otherwise, these state funds will go to another college.

Fall enrollment at College of the Sequoias has now reached over 12,500 students, an increase of at least 16% over last fall's figures. Summer school enrollment was also up this year. A total of 4,117 students took summer classes, or an 11% increase over last summer.

In order to adequately serve this growing number of students, and meet the technological requirements needed for many classes, improvements are needed at the Visalia campus, which was first built in 1939.

The Bond Measure requires 55 percent voter approval to pass. If approved by voters, property owners in the District would pay \$8.42 per \$100.000 of assessed value or approximately \$14 a year for a typical homeowner in Visalia.

Measure I only authorizes expansion and improvements on the Visalia campus. Voters in the Hanford area authorized Measure C in 2006, a \$22 million bond that is being used to build a new campus. Tulare/Corcoran area voters are considering a separate ballot measure, Measure J, a \$60 million bond, which, if it passes, would only be assessed to Tulare/Corcoran area property owners.

**Prior Council/Board Actions:** N/A

**Committee/Commission Review and Actions:** N/A

**Alternatives:** To not support the Measure

**Attachments:** Copy of the Friends of COS Measure I Fact Sheet

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

I move that the Visalia City Council officially support Measure I on the November ballot to provide funding to expand and enhance the College of Sequoia campus in Visalia.

***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)*



# Friends of COS in Support of Measure I

For over eighty years, College of the Sequoias has helped local residents receive career training ranging from nursing and law enforcement to architecture, prepare for transfer to a four-year university, and enhance their lives through life-long learning.

Every improvement to the campus has been funded by the State of California, but we can no longer count on the state to fund the expansions and repairs our aging campus needs. The money is either not available or requires a local match, which the College cannot afford through the regular budget.

The COS Board of Trustees has approved a bond for the November 4 ballot. This bond will fund much-needed improvements so that the College can continue to be an affordable, accessible source of quality education and career training today, and in the future.

With this bond funding, COS will be able to afford the local match, bringing huge investments of State funds to our college campus. The Friends of COS in Support of Measure I Bond will make the following improvements possible:

- Fund nursing technology and equipment for the new Allied Health Building. Currently, COS trains almost 75 percent of all the nurses working in the area's medical facilities.
- Provide state-of-the-art computers and other technology so our students receive workplace relevant training and to enhance distance learning options.
- Support much-needed security upgrades to the campus including additional code blue emergency phones and exterior lighting.
- Finance the required \$5.5 million local match so we can receive \$12.5 million in state funds for the modernization of the instructional buildings which house the social science, language arts and business/computer classrooms. Without the match, this \$12.5 million will go to another community college.
- Pay the remaining \$4.3 million for the Science Building.
- Construct future parking facilities to meet long-term needs.
- Acquire the remaining property south to Tulare Avenue for future growth.
- Lease classroom space for use by the Health Professions Continuing Education program.
- Qualify COS for \$1.2 million in state matching funds for upgrades and repairs ranging from roofs to plumbing. This money will otherwise be lost to other colleges.
- Invest in energy-efficiency technology that will save as much as \$100,000 annually.
- Renovate the COS Theatre and replace or repair original, aging 1970s equipment.
- Fund the required local match of \$1.3 million for the new gym, so we can receive \$14.4 million in state money. These state funds will otherwise go to another college.

## Other benefits to the community include:

- Generation of over \$75 million in local construction projects which will create local jobs and boost the local economy.
- Strict accountability provisions, independent audits and citizen oversight of all spending to ensure that every dollar raised by this bond will be spent efficiently and only on the identified projects. By law, no funds raised may be taken by the state or spent on administrative salaries.

**How the bond works:** The Visalia bond would authorize the COS Board to issue up to \$28 million in bonds. The average homeowner will see the bond on the property tax statement, costing just \$8.42 per \$100,000 valuation of the home. For the average homeowner in Visalia, the cost will be just \$14 per year.

## How you can help:

- Vote YES on the *Friends of COS in Support of Measure I* Bond on your November 4 ballot.
- Volunteer to walk your precinct or make phone calls
- Donate to the campaign fund, with a check to Friends of COS in Support of Measure I, attn: Glenn Morris, 220 N. Santa Fe, Visalia, CA 93292. Treasurer Jody Grove, CPA; ID#26-3105668.

## City of Visalia Agenda Item Transmittal

**Meeting Date:** September 2, 2008

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

**Agenda Item Wording:** Discussion on the Status of Mobile Home Parks in Visalia

**Deadline for Action:** None

**Submitting Department:** Report prepared by consultant Jim Harbottle.

**Contact Name and Phone Number:** Jim Harbottle, Consultant, 559 733-5573. Ricardo Noguera, Housing & Economic Development Director, 559 713-4190.

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**

### Department Recommendation and Summary:

Council authorizes the following:

1. Council to determine whether it plans to continue participation in mobile home issues. If so, Council should retain the services of a consultant to complete a study designed to implement a solution with sufficient authority to ensure full effective participation by the parties. The solution should include a permanent, more comprehensive, long term approach to the problem than is possible with a voluntary lease program. This may be accomplished by a full rent control ordinance, by some type of hybrid approach modeled after the Stanislaus County Ordinance, or by some other alternative yet to be determined.
2. Staff to explore the possibility of the City assuming responsibility for enforcement of State codes in Visalia mobile home parks from the State of California Department of Housing and Community Development.

### Summary/Background:

Mobile home parks represent a unique housing segment that has prompted the state legislature to enact an entire body of law regulating mobile home ownership, tenancy, and rules for mobile home park owners. The homes are not actually "mobile" as the cost of moving the home to another location commonly exceeds the value of the home. Once ensconced in a park, mobile homes are immobile structures sitting on someone else's property. Upon proper notice, in communities not controlled by rent stabilization ordinances or mobile home lease programs, the park owner is free to charge the homeowner whatever the local market will support. Because of

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the non-mobility of the mobile homes, park residents are not in a position to resist the sometimes substantial rent increases that owners seek to implement.

In spite of many negative perceptions about mobile home living, a well maintained and managed park is a great benefit to the community. Most parks are filled with fixed income seniors and the parks provide them a safe environment, independent living with a heightened sense of community and moderate/low cost housing. The parks also represent self contained, high density housing, thereby benefiting the environment.

### **The 1997 Lease and the “new” 2005 Lease**

Since the mid 1990s, the City of Visalia has been an active participant in issues confronting the mobile home parks in the city. In 1997, the City brokered an agreement between the owners of 9 of the 10 mobile home parks in Visalia which resulted in the creation of the Visalia Master Long Term Lease Agreement for mobile homes.

Park owners do not typically offer any form of long term lease, and instead treat park residents as short term or month-to-month tenants. This gives the park owners considerable latitude in changing the terms of tenancy, including rent rates, potentially several times a year. The 1997 Master Lease Agreement was devised as a means of providing long-term assurances to residents that rents would not be increased (at least over the term of the lease) and other conditions of tenancy at the park would not be changed. The Master Lease Agreement was thought to achieve, on a voluntary basis, some of the benefits sought by rent control advocates without the direct regulation by the City that would result from a formal rent control ordinance.

With the exception of Rancho Fiesta mobile home park, the mobile home park owners were represented by Western Manufactured Homes Association (WMA).

David Evans, employed by WMA, represented the park owners and a group of park residents known as the Visalia Mobile Home Task Force represented the mobile home residents in Visalia. (Rancho Fiesta refused to participate citing federal regulations related to Section 8 housing laws. Although that issue is no longer a bar to participation, Rancho Fiesta continues to refuse to participate in the lease program).

As a result of the 1997 process, the participating park owners, through their WMA representative voluntarily agreed to offer the lease to residents, and the residents, through their Task Force, agreed that the use of the lease by park owners would end their efforts to seek formal rent control for mobile home parks.

Currently, the Mobile Home Task Force purports to continue to represent a majority of the residents in the mobile home parks. It is unclear how many of the parks are still represented by WMA as some of the park owners deny WMA representation.

### **2001 – Memorandum of Understanding with Park Owners**

Although the City was not a party to the 1997 lease, the City did agree to provide certain oversight functions and also to mediate disputes related to the lease program. In 2001, following

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a number of complaints by residents that the park owners were either not offering the lease or were otherwise circumventing the provisions of the lease, the City expanded its involvement and agreed to enforce an MOU by the parties that required the park owners to offer the 1997 version of the model lease and fully participate in the lease program.

### **The “New” 2005 Lease**

Since the enactment of the lease program in 1997, and the MOU as ratified in 2001, the City has played a significant role in keeping the lease program as a viable alternative to a rent control ordinance. In 2005, following 9 months of negotiations (moderated by the City), the parties reached an agreement on an updated version of the 1997 lease. The “new” 2005 Visalia Long Term Master Lease Agreement and MOU was ratified by Council in May 2005. As a part of the new agreement, the Model Lease program will “sunset” on May 16, 2010. The 2005 version of the model lease differs substantially from the 1997 lease. The most significant change for the City is that unlike the 1997 lease program, the City of Visalia became a party to the new lease program (and MOU) and the new lease contains provisions allowing the parties (including the City) to enforce violations through mediation, and if necessary, binding arbitration. Upon termination of the Visalia Model Lease Program on May 16, 2010, all leases will also terminate on that date, regardless of when they were initiated. As this deadline approaches, the concern for some type of control on rents will continue to grow for the park residents.

### **Current problems with the Model Lease**

Problems with the Model Lease program began surfacing almost immediately after the adoption of the new 2005 lease. Although a majority of the park owners, (7 of 9) still represented by WMA at the time, signed on to participate in the lease program, two of the owners of large parks immediately refused to participate, leaving the number of parks purporting to participate to 5 out of 9.

Presently, only four parks purport to participate in the lease program and only three fully participate and offer a lease that is substantially in conformance with the model lease. Of the approximately 3000 residents living in 10 mobile home parks occupying 1500 mobile homes in Visalia less than 1000 residents are still officially covered by under the Visalia Long Term Master Lease Program.

Of the 7 parks signing the 2005 agreement, only 1 park (Visalia Mobile Estates) has fully complied with the provisions of the lease program without problems.

### **In spite of the Model Lease Program, estimated monthly space rentals have increased substantially since 2003.**

Although it is difficult to accurately estimate the current average monthly space rental in Visalia, an informal estimate would probably show that since 2003, with the Model Lease in place, the average space rental has increased substantially from approximately \$300/\$350 to a present estimate of \$500/\$550 monthly. This \$200 per month increase is due to a number of factors and would certainly include an upwardly changing market (at least until 2006). A formal study would be necessary to determine if Visalia rents are considered excessive. However, it would be

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File location and name: H:\(1) AGENDAS for Council - DO NOT REMOVE\2008\090208\Item 2 Mobile Home Park status.doc

safe to assume that if the provisions of the 1997 Model Lease and 2001 MOU, plus the 2005 Model Lease and MOU had been complied with in good faith, the average current rent figures would be substantially less because the rents could not have exceeded approximately 4% annually.

If Visalia rents are excessive, the increases are due, in part, to the overall lack of participation in the lease program by most of the park owners. Additionally, there have been direct efforts by some owners to circumvent the provisions of the lease while other park owners have manipulated the lease program to recapture any "losses" created by adhering to the lease terms. For instance, in 2004 one management company owner, who signed to participate in the lease program, openly boasted during lease negotiations in 2005 that he had less than six of 180 rent spaces in his park on the model lease; was not offering the lease (as required by the 2001 MOU) and was actively trying to eliminate further participation by his residents. Not surprisingly, his on-site manager is unaware of the existence of the Model Lease Program. Another park owner started a trend in 2003 that quickly spread to the other parks. Beginning in 2003, this owner simply raised his rents between the termination of the old lease and the beginning of the new lease by up to 80%, thereby recapturing more rent money than any lease could possibly control. Further, some of the park owners are offering their own "park leases" with onerous terms and effectively forcing new, incoming residents to sign the park lease to become eligible for ownership in the park.

#### **Response to complaints in mobile home parks varies with ownership.**

None of the mobile home parks in Visalia are locally owned. Some of the parks are owned by individuals, while others are owned by corporations or investment groups who hire management companies to manage the park operations. Generally, parks that are individually owned are more responsive to the City's problem solving efforts.

I have worked directly with the owners, managers and park residents since January 2003. My original role was to mediate disputes related to the lease program, but due to the number and complexity of the complaints regarding problems within the parks, over the past two years my role has been that of an ombudsman and it has been general policy within the City to refer all issues with mobile home parks to me.

#### **The City lacks jurisdiction over the conditions in mobile home parks**

It is important to note that jurisdiction regarding the conditions, upkeep and management of mobile home parks in California lies exclusively with the State through the Department of Housing and Community Development (HCD). The nearest office to Visalia is in San Bernardino. Generally, due to lack of adequate funding, HCD is ineffective in providing sufficient oversight of park operations and park conditions. The City of Visalia has only limited authority within the parks. The only City ordinances dealing with mobile home parks refer to the overall size and location of the parks, set back and landscaping requirements, the location of the trash bins, existence of laundry rooms, the required covering of the vacant spaces to prevent dust, and the prohibition against retail sales of mobile homes in the parks.

#### **Current participation in the Model Lease Program**

This document last revised: 8/29/08 11:51:00 AM

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File location and name: H:\(1) AGENDAS for Council - DO NOT REMOVE\2008\090208\Item 2 Mobile Home Park status.doc

Rancho Fiesta: Has never participated in the Model Lease Program and the owners refuse to consider participation.

Royal Oaks: Has opted out of the Model Lease Program

Willow Glen: Has opted out of the Model Lease Program

Visalia Mobile Estates: Fully participates in the Model Lease Program. 100% of spaces on lease.

Westlake Village: Participates in the Model Lease Program. Estimated 75% of spaces on lease.

Gold Star: Participates in the Model Lease Program. Estimated 50% of spaces on lease.

Sierra Vista: Does not participate in the Model Lease Program

Country Manor: Unknown participation in Model Lease Program – no contact.

East Tulare Ave. Park: Does not participate in lease program. (not an original participant)

Based on the above, it appears that only three parks may remain as active participants in the Model Lease Program (not counting Country Manor). This represent approximately 500 total spaces or 1000 residents (Based on state occupancy estimates of 2 persons per space). I would estimate that less than 30% of the mobile home population is presently covered by the Model Lease Program. This figure represents a substantial reduction from the original estimates of 85%-90% in 2003. Further, the current 30% participation will decline rapidly in those parks that opted out of the lease program. Most leases will terminate after their original 5 year term. Since most of the original leases began in 1997 and many were carried over for another 5 years, the majority of the original leases terminated in 2007. As the entire Model Lease Program terminates on May 16, 2010, all leases will expire in just over two years.

### **Issues for Council**

The Model Lease Program is obviously in decline and with a termination date two years away, this Council will soon be faced with many of the same issues present in the mid 1990's prior to the Model Lease being adopted. Park residents, represented by the Visalia Mobile Home Task Force, will cite ever increasing rents as justification to adopt some type of rent control or rent stabilization. They will point out the obvious demise of the Model Lease Program as proof that that park owners acted in bad faith and that unless forced to do so, park owners will not voluntarily limit annual rent increases and/or will circumvent efforts at voluntary participation in the City's effort to limit rents. Park owners will offer substantial resistance to a rent control ordinance and will promise political action and possible litigation should the council choose to consider adopting a rent control ordinance. They will also point out that limiting the amount of rent may have a detrimental effect on the conditions of the parks as there will be less money available for ongoing upkeep and future infrastructure maintenance in the parks. Residents will counter with evidence that many of the parks are presently being neglected anyway, and declare that if they must live in a mobile home park in disrepair, at least the price to do so should be cheap.

### **Public discussion of Rent Control is necessary**

Whether or not the Council ultimately adopts a rent control ordinance, the issue is once again ripe for public discussion. The Model Lease Program served an important purpose. At its best, it was effective over the short term at controlling rents while providing sufficient income to protect the investments of the park owners. But, it is now obvious that a permanently effective solution must include an enforcement aspect sufficient to prevent the park owners from ignoring the Council's efforts. Over the past 5 years, I have mediated hundreds of complaints involving lack

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of compliance with the provisions of the model lease. Not one of those complaints involved a complaint by the park owner against a resident for not living up to the terms of the lease.

### **Is a Rent Control Ordinance feasible in Visalia?**

Overall, the answer may be too complex for a simple yes or no. It could depend on social and economic ideology, political realities, perceptions of fairness, the effect on the community at large, cultural acceptance and long term consequences to the park owners and the residents. These were some of the considerations faced by the 1997 City Council and they will be revived for this Council in a discussion of rent control. There are approximately 102 rent control ordinances in California. The majority of them apply only to mobile home parks. Private residences and apartments are not affected. The nearest jurisdictions to Visalia with rent control ordinances are Fresno County and the City of Clovis. Most rent control ordinances are fashioned to tie annual rent increases to some economic index (i.e. Bay Area or Southern CA. CPI) or the annual Social Security cost of living adjustment. (COLA).

The most recent rent control ordinance in the state was adopted in 2007 in Stanislaus County. That particular ordinance is considered very moderate and has provisions that provide park owners with more options than many other rent control ordinances. The ordinance is also somewhat unique in that it is tied to the participation in a model lease program and forces park owners to either participate in the lease program or be subject to the rent control ordinance. If the Council chooses to consider a rent control ordinance, there are a number of model ordinances available. Also, several well qualified consultants are available to make recommendations to the Council regarding the feasibility of rent control in our area and to design an ordinance that meets the mandates of the local jurisdiction. Most consultants will be seen as biased by the opposing group, so choosing a well qualified and well known consultant will be difficult because it is unlikely that both sides will agree on a common consultant.

### **Recent major legal changes make rent control easier to implement**

A major difference favoring adoption of a rent control ordinance is the dramatic change in the current legal landscape based on a 2006 U.S. Supreme Court decision. Prior to this decision, the standard used by the high court to judge such ordinances as being either constitutional or unconstitutional was that the proposed ordinance was necessary to “substantially advance” a legitimate government interest. To pass that standard, the burden was on the government entity to show a rent control ordinance was necessary to control “spiraling” or out of control rents in the mobile home parks. This high standard forced cities considering rent control to conduct detailed space rental surveys and to prove that the need for a rent control ordinance was great. A 2006 U.S. Supreme Court case lowered the standard of review making rent control ordinances easier to adopt and defend. The new standard only requires that to be constitutional, the ordinance must simply forward a “legitimate government interest” which is the common standard by which most ordinances are judged. Under the new standard, the court will not second guess or scrutinize the ordinance as long as it is not irrational or arbitrary. The City is no longer required to show that rent control is necessary to control spiraling or out of control rents. The burden is now on the challenger to show that there is no “rational basis” for the ordinance.

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(2006 U.S. Supreme Court case *Lingle v. Chevron* and 9<sup>th</sup> Circuit case *Cashman v. Cotati*). In effect, this still requires some form of factual justification for the ordinance.

**Conclusion:**

The 1997 Model Lease program was an excellent effort at resolving the profound differences between the park owners and park residents. In its “prime”, the lease was unique and represented a negotiated, arms length agreement between the parties allowing them to co-exist with minimal intrusion or involvement by the City. Unfortunately, after ratification of the 2005 lease, some owners simply dropped out and refused to participate further despite the City’s efforts. Since then, participation in the lease program has continued to decline evidenced by the current low numbers of residents covered by the model lease.

The same issues facing the 1997 Council are now revived and rent control will become a major issue for Council in the near future. However, unlike 1997, the previous legal obstacles to enacting rent control have been reduced, thereby making adoption of a rent control ordinance arguably more feasible in 2008 than in 1997.

In spite of the availability of several well qualified experts on rent control ordinances, if Council chooses to consider adoption of a rent control ordinance, it will be difficult to select a consultant that is seen by both sides as being independent.

Obviously, it is in the best interest of the community to engage in a full discussion of the issues when considering the long range effects of government placing controls on one group at the expense of another. Whether or not Council ultimately chooses rent control as a solution to the mobile home problem, a public airing of the problem will be beneficial to the community.

<p><b>Recommended Motion (and Alternative Motions if expected):</b></p> <p><b>Department Recommendation and Summary:</b></p> <p>Council authorizes the following:</p> <ol style="list-style-type: none"><li>1. Council to determine whether it plans to continue participation in mobile home issues. If so, Council should retain the services of a consultant to complete a study designed to implement a solution with sufficient authority to ensure full effective participation by the parties. The solution should include a permanent, more comprehensive, long term approach to the problem than is possible with a voluntary lease program. This may be accomplished by a full rent control ordinance, by some type of hybrid approach modeled after the Stanislaus County Ordinance, or by some other alternative yet to be determined.</li><li>2. Staff to explore the possibility of the City assuming responsibility for enforcement of state and local codes in Visalia mobile home parks from the State of California Department of Housing and Community Development.</li></ol>
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This document last revised: 8/29/08 11:51:00 AM

By author: Julie Pereira

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**Prior Council/Board Actions:**

**Committee/Commission Review and Actions:**

**Alternatives:** None

**Attachments:** None

Copies of this report have been provided to:

<b><i>Environmental Assessment Status</i></b>	
<b>CEQA Review: N/A</b>	
Required?	No
Review and Action:	Prior: Required:
<b>NEPA Review: N/A</b>	
Required? Yes	No
Review and Action:	Prior: Required:

**Review and Approval - As needed:**

**Department Head Review (Signature):**

**Risk Management Review (Signature):**

**City Attorney Review (Signature):**

**Administrative Services Finance Review (Signature):**

Others:

This document last revised: 8/29/08 11:51:00 AM

By author: Julie Pereira

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**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 3

**Agenda Item Wording:** Presentation from the California Public Utilities Commission regarding the process that will be used to conduct the Environmental Impact Report required as part of the proposed Southern California Edison transmission loop project.

**Deadline for Action:** N/A

**Submitting Department:** Administration

**Contact Name and Phone Number:** Leslie Caviglia, 713-4317, Michael Olmos, 713-4332

**Department Recommendation**

It is recommended that the Visalia City Council hear a presentation from the California Public Utilities Commission regarding the process that will be used to conduct the Environmental Impact Report required as part of the proposed Southern California Edison transmission loop project. Staff will periodically update the Council on this project and request Council direction as needed during the public review process.

**Department Discussion**

Southern California Edison (SCE) has submitted an application to the California Public Utilities Commission (CPUC) to build the San Joaquin Loop Project (a.k.a. the Proposed Project, Route 1). The Proposed Project and alternatives could change the transmission lines and lattice towers that are on the eastern end of Visalia, just west of Lovers Lane.

Three routes were studied by SCE and Route 1 (parallel to State Highway 198) was determined to be the preferred route. However all three routes will be considered by the CPUC as part of the environmental review. While Route 1 would only alter the transmission lines between the Rector station and Tulare Avenue, proposed Routes 2 & 3 would alter the lines all along the eastern end of Visalia.

The Proposed Project would consist of replacing approximately 1.1 miles of two sets of existing single-circuit 220 kV transmission lines with a single set of double circuit 220 kV transmission lines along the Road 148 alignment (within Visalia's Urban Area Boundary), and construction of a new 18.5-mile section of 220 kV transmission line to loop the Big-Creek 3-Springville 220 kV transmission line into the 220 kV Rector Substation with the creation of the Big-Creek 3-Rector No. 2 220 kV transmission line circuit and the Rector-Springville 220kV transmission line circuit. Portions of the Proposed Project and alternatives, that would be located within the City are described below:

**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 82708**

**Finance**

**City Atty**

**City Mgr**

**Proposed Project/Route 1: The portion that would run through Visalia is proposed to be installed primarily where the current transmission line is, (along Lovers Lane), from the substation north to Tulare Avenue, at which point it would turn east.**

**Proposed Project/Routes 2 & 3: The portion that would run through Visalia is proposed to be installed primarily where the current transmission line is (along Road 148), from the substation through the city limits, past Race Road, and into the County.**

For the 1.1 mile portion of the Proposed Project Route 1 that would be located in the City, the 26 existing single circuit lattice towers (each approximately 60' tall) would be removed and replaced with 12 double circuit tubular poles and two double circuit lattice towers. Two structures at the Rector Substation would also be replaced or modified. The new lattice towers would be approximately 120 feet tall and the tubular poles 130 to 140 feet tall.

**Proposed Project Routes 2 or 3: For the portion that would run through the City of Visalia, approximately 58 existing single circuit lattice towers (63 ft. tall) would be removed and replaced with 16 double circuit tubular poles (120 to 140 ft. tall) and 1 double circuit lattice tower (120 ft. tall). The new lines would carry approximately twice the electrical voltage as the current lines.**

The proposed project route project information is based on preliminary engineering designs and is subject to change.

The CPUC held two educational workshops to discuss the CPUC process and the environmental review process that will be conducted for the Proposed Project. These meetings were an opportunity to learn about the process. The CPUC staff described the CPUC's process for reviewing the Proposed Project application, the California Environmental Quality Act (CEQA) review process, and provided information on how citizens can most effectively be involved in the process. These workshops were not opportunities for people to express support or opposition to the Proposed Project and or project alternatives, but rather to learn more about the CPUC process, and specifically the environmental review process.

### **CPUC Review Process**

In order to construct the SJXVL, Edison must receive CPUC authorization, referred to as a certificate of public convenience and necessity or a "CPCN." Before the CPUC can grant a CPCN, it must:

- (1) conduct an environmental review under the California Environmental Quality Act (CEQA); and
- (2) review the need for the project in light of its economic, environmental, and societal costs. At the conclusion of the environmental review, the CPUC's Environmental Review Team will submit a Final Environmental Impact Report into the record of the proceeding. Based on the environmental review and the need determination considered in the formal part of the CPCN proceeding, the CPUC may approve Edison's proposed project, an alternate project, or no project.

The CPUC process includes opportunities for public input about the proposed project. The CPUC will held public workshops in the San Joaquin Valley area to obtain the community's comments and recommendations regarding the proposed project and to explain the CEQA

process. The CPUC has also consulted with various local, state, and federal agencies to determine their concerns and encourage their involvement in the project development process.

Based on the public comments and information collected from the meetings and in-the-field environmental studies, the CPUC will prepare an analysis known as a Draft Environmental Impact Report. The Draft Environmental Impact Report will identify the “environmentally superior” alternative from the range of project alternatives. The Draft Environmental Impact Report will be circulated to the public for 45 days of review and comment. During this period, the CPUC will once again hold several community meetings in the project area to obtain public comments.

Comments and recommendations from the public will then be addressed and incorporated into the Final Environmental Impact Report. This final document will then be forwarded to the CPUC Administrative Law Judge assigned to the case, who will incorporate the major findings and mitigation measures identified in the Final Environmental Impact Report into a draft CPUC decision. The draft decision will then be circulated for 30 days to all parties to the proceeding. Commissioners of the CPUC may then vote on the proposed decision in a public meeting.

**Timeline - dates are approximate and subject to change:**

Public workshops in the affected area to explain the CEQA/CPCN process to the public. This meeting is for informational purposes only.	August 11- 12, 2008 (completed)
Scoping meetings in the project area to discuss the scope of the project and solicit comments.	Comments due by Sept. 22 Scoping meeting scheduled for Sept 17 and Sept. 18 in Farmersville and Woodlake, respectively
Draft Environmental Impact Report circulated for agency and public comment.	January 2009
Public meetings in the project area to give the public a chance to comment on the project.	February 2009
Consider and respond to comments, publish Final Environmental Impact Report	April 2009
CPUC considers approval/disapproval of the Project	May 2009

**Prior Council/Board Actions:**

**Committee/Commission Review and Actions:**

**Alternatives:**

**Attachments:**

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

None required.

***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:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 4

**Agenda Item Wording:** Presentation of the Market Study for the Visalia Convention Center prepared by HVS International and provide direction regarding the major recommendations in the report

**Deadline for Action:** N/A

**Submitting Department:** Administration

**Contact Name and Phone Number:** Wally Roeben, 713-4004  
Leslie Caviglia, 713-4317

**Summary & Recommendations:** It is recommended that the City Council accept the HVS International Market Study for the Visalia Convention Center and approve staff recommendations regarding the major recommendations in the report.

In April 2007, the City Council authorized HVS International to perform a Convention Center study that included three components:

- (1) an operational review to assess the current operation and suggest alternate approaches to improve the Center's efficiency and effectiveness;
- (2) an analysis of the market potential and possible plan for an expansion of the Convention Center in the future; and
- (3) an economic impact study to gauge the financial effect of the Center on the local economy.

Based on the findings and conclusions of the study, staff is recommending the following actions:

**1. Operational & Financial Assessment:**

- HVS found that the current ownership, management, and marketing structures are typical for the industry, advantageous, and cost effective, although HVS recommends an increased focus on sales in the future. The report confirms management at the Center is cost-effectively running the facility as a true business operation. Staff is recommending that the current organizational structure remain in place. The Convention Center is currently down one sales position, and current staff has been reassigned to bolster sales efforts. While staff agrees that a greater focus in sales may be appropriate in the future, staff is recommending the current staffing levels be retained until more is known about

**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** \_\_\_\_\_

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

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

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

the pending the California State budget outcome and the fallout from the slowing national economy.

- HVS suggested the formation of a Convention Center Advisory Council to determine the Convention Center's primary goals and how those goals fit with the City's overall convention and hospitality industry objectives. In most communities, convention centers are focused on one of the following items as the facility's primary goal:
  1. Maximizing economic impacts to the local economy,
  2. Minimizing operating subsidies or investments required from the public sector, or
  3. Creating a space suitable for hosting locally oriented events deemed essential for the cultural development of a community.

The report recommends that the City Council revisit the focus of the Convention Center. While communities may attempt to achieve all of these goals, to some degree, these goals may require different operating, funding, and marketing strategies. HVS found the current booking guidelines favor multi-day conventions and conferences which is in keeping with past Council direction. Staff recommends that the focus of the Convention Center remain on bringing visitors into Visalia and maximizing the economic impact on the local community while filling in empty dates with more locally oriented events to maximize occupancy. Staff's recommendation will not require the formation of an advisory council at this time.

- HVS found the booking guidelines to be relatively common for a facility of this type and currently favor multi-day conferences and conventions. HVS suggests it may be appropriate to redefine the booking guidelines, depending upon the Council's direction regarding the facility's primary goal.
- Based on web-based and telephone surveys with association event planners located in California, HVS found there is a general lack of knowledge among event planners about Visalia as a possible destination for meetings and conventions. As many as 71% said they know nothing about Visalia and 29% said they are only somewhat knowledgeable. Most disappointing is that 62% said they would not host an event in Visalia at the Convention Center.

HVS recommends that the Convention Center sales team and CVB develop a sales and marketing campaign to target state association meeting planners; the aim of the campaign should be two-fold:

1. Increase the percentage of event planners willing to consider Visalia as a destination for their events, and
2. Identify the groups that are the best match for what Visalia can offer.

Once completed, then a more direct sales strategy be designed to specifically identify and lure an appropriate target market of state association events. To help accomplish this task, HVS recommends the City retain at least one new sales director position to focus specifically on the state association market segment. They recommend the City also consider additional funding to the Convention and Visitor's Bureau (CVB). which could significantly enhance the ability of the CVB to market and sell the Visalia Convention Center. Staff agrees with the recommendation that the Convention Center and CVB work closely together to develop a marketing campaign that will target appropriate association meeting planners. Recently, the City supported the CVB's decision to hire an experienced Sales Director that is located in the Sacramento area. State does not recommend any changes to the CVB funding until the success of this

most recent hire can be evaluated and a comprehensive marketing approach developed. Staff does recommend developing a comprehensive marketing strategy for the coming year to raise awareness about Visalia among meeting planners and better identify groups that could meet in Visalia.

- While the Center has a good customer feedback system and approximately 96% of clients are satisfied, HVS recommends the development of formal categories for complaints and negative feedback to better track trends and help in future planning. Staff recommends complaint categories be created and monitored for booking process, room set-ups, and staff services, and catering, and that this tracking be included in the annual report.
- HVS encourages continued coordination between the Marriott Hotel and Convention Center sales staff and recommends the Shared Use Agreement be updated periodically based on input from the sales managers. Staff does not recommend changes to the Shared Use Agreement as this a legal document originally executed upon the sale of the Hotel in 1998 and amended with the sale in 2006. However, staff does recommend operational procedures between the two properties be periodically evaluated to ensure both teams are maximizing their effectiveness.
- HVS recommends the development of a consolidated and comprehensive annual report and to augment current reporting efforts with additional research about lost business, which will be useful in guiding future marketing plans and facility plans. Staff is recommending that lost business information be included in the monthly report to Council and an annual report be prepared each August.

## **2. Demand Potential & Expansion:**

- HVS concluded that a major facility expansion is not needed at this time based on current and projected demand potential. HVS projects an expansion scenario may be more economically feasible in approximately 2015. HVS recommends that any development adjacent to the Convention Center should take place in a broader, master-planning context that allows for future expansion of the facility. Any major expansion should be conducted simultaneously with the addition of new parking. The study acknowledged that additional hotel rooms will be needed in the downtown area, and should be in close proximity to the Convention Center. Convention Center expansion can be expected to increase revenues and economic impact; however, expenses will also increase and may increase more than revenues, leading to an increasing deficit and need for additional public investment. Staff recommends that the City begin to consider possible expansion in about 2013, depending upon occupancy levels and activity, as the current bonds will be paid off in 2019.
- Within the industry, the demand for convention and meeting facilities has been declining but even under such circumstances, the Visalia Convention Center has performed well compared to its regional and national competitive set. Nevertheless, there is still room for growth in the number of conventions and tradeshow within the current configuration. HVS made special note of the high number of meetings, primarily due to University of Phoenix classes, which numbers approximately 20 per week. For the Convention Center, demand potential is expected to be flat and if ongoing facility improvements are not made, demand will likely begin to decline as competition increases. HVS recommends making near-term improvements and renovations to the Convention Center to bring its quality and finish up to a standard consistent with the adjacent Marriott Hotel.

Staff recommends that improvement plans be developed for FY 2010/11 after the telescoping seating project is fully reimbursed.

### 3. Economic Impact:

- The Visalia Convention Center has experienced increased utilization and event demand during the past several years and the facility is a significant economic impact generator for the local economy. HVS concluded that the Visalia Convention Center will require ongoing investments from public funding sources but the positive economic impact often provides the primary rationale for public investment in convention centers. When attendees come from outside the area and spend significant amounts of money during shows and meetings, they inject new money into the local economy. HVS estimates the total economic impacts from a complete year of operation are approximately \$24.6 million. If an expansion takes place, HVS estimates annual economic impacts will increase to approximately \$46.9 million. Staff recommends that this model be used in the future to calculate the continued economic impact and report that amount in the annual report.
- If the City Council continues to make maximizing economic impacts the priority, then HVS recommends reorganizing the funding mechanism for the Convention Center and CVB in a manner that is more transparently tied to tourism-related taxes. HVS recommends funding Convention Center operating losses and a portion of the CVB's marketing budget directly from the Transient Occupancy Tax (TOT). This will clarify the goal of generating additional sleeping room nights for local hotels as well as new spending at other local businesses. If the top priority is to minimize operating losses, then HVS recommends continued operation of the Convention Center in much the same manner as it is currently operated. Given that the CVB funding and the subsidy to the Convention Center already exceed the TOT revenues, and given the current economic conditions and the City's fiscal condition, staff recommends that the current emphasis remain consistent.

**Background:** The impetus for this study began during the Radisson/Marriott sale discussions. Staff came to the conclusion that having a qualified, with extensive experience in the hospitality field, review the Convention Center operations would be beneficial. The City was looking for an assessment that would focus on the efficiency of the existing operations and suggest alternatives to improve the Center's financial position.

Before a study could begin, the City received a letter from a hotel developer expressing interest in the purchase of City Hall East. The developer indicated that he wanted to secure a site in the downtown area in close proximity to the Convention Center. While the City was generally supportive of the idea of adding another hotel in the downtown area, there were concerns about limited space for a future Convention Center expansion. Knowing a new hotel may be economically viable long before the Center expands, the placement of that hotel is important and the use of City Hall East needed to be studied.

Another desirable piece of information sought by the hospitality industry was the economic impact of the Convention Center on the local economy. An economic impact study was last conducted by Price Waterhouse in 1994. Because this type of study requires much of the same data gathering and analysis already being performed for the expansion plan, it was obviously more cost effective to calculate the economic impact concurrently with the other components of the survey. It was also known that this information would be helpful in determining whether or not the economic stimulation provided by an expanded Convention Center would make expansion economically feasible. Because this economic stimulus data was information that

the CVB, the Downtown Alliance, and the VEDC felt was worthwhile, the three entities agreed to contribute \$10,000 towards the study.

HVS began by assessing the past and current operation of the Convention Center. As requested, the Convention Center staff provided copies of financial and event booking records. Both Thomas Hazinski and Hans Detlefsen flew to Visalia to perform a site inspection and review the physical condition of the Convention Center. While here, they conducted interviews with business and government officials in order to collect relevant market data, which was later used in identifying and quantifying demand for the Convention Center. HVS met with local Chamber of Commerce representatives, economic development agencies and other related organizations. They also investigated the availability of lodging facilities in the community that help support the Convention Center.

To gauge interest in Visalia and demand for an expanded Convention Center, HVS conducted surveys combining web-based forms along with telephone interviews. They solicited feedback from both current clients and California meeting planners. Based on their understanding of key trends in the convention and meeting industry combined with local market research, historical operations data, comparable facilities analysis, and interview data, HVS was able to quantify event demand for the Convention Center and create a financial projection for a ten year period. The financial model and demand projection were the basis for their determination of when an expansion might be economically feasible.

**Prior Council/Board Actions:**

April, 2007 – Authorized the contract with HVS International

**Committee/Commission Review and Actions:**

N/A

**Alternatives:**

**Attachments:**

Market Study for the Visalia Convention Center

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

I move to approve the staff recommendations relating to implementation of the major recommendations as outlined in the HVS International report.

**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*)

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# Market Study for the

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# Visalia Convention Center

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# Visalia, California

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**Prepared by:**

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312-587-9908 FAX

**Submitted to:**

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# Table of Contents

<b>Section</b>	<b>Title</b>
1	Executive Summary
2	Market Area Overview
3	Analysis of Competitive and Comparable Venues
4	Convention Industry Trends
5	Event Planner Surveys
6	Facility Program Analysis
7	Operational Review
8	Demand Analysis
9	Financial Operations
10	Economic Impact Analysis
11	Assumptions and Limiting Conditions
12	Certification



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# 1. Executive Summary

This study examines the current and historical performance of the Visalia Convention Center and the anticipated future market demand and financial performance of the facility. The findings of this report conclude that the Visalia Convention Center has experienced increased utilization and event demand during the past several years. Although ongoing public financial investment is necessary, the facility is a significant economic impact generator for the local economy. This outcome is consistent with the goals that are typical for a facility of this type.

HVS concludes that a major facility expansion is not needed at this time, based on current and projected demand potential. Nonetheless, as the community continues to experience growth and as marketing efforts begin to reach more state and regional event planners, a major expansion could be warranted in five to ten years. HVS considers an expansion scenario in this report; we assume it would occur in 2015. The debt service on the convention center is expected to be paid off by 2019, allowing for the issuance of new bonds for an expansion. We recommend that any developments adjacent to the convention center take place in a broader master-planning context that allows for future expansion of the facility.

## **Convention Industry and Local Market Conditions**

During the past four years, the convention and meeting industry has resumed growth after a three year period of decline corresponding with a national economic recession at the beginning of the decade. Across the nation, supply of convention centers has been increasing, even when demand has declined. Even under such conditions, the Visalia Convention Center has performed well compared to its regional and national competitive set. The number of meetings it hosted outpaced the rest of the set, while the number of banquets it hosted was more than most competitors, as shown in the following table.

### Events and Attendance at Comparable Facilities (2006-2007)

Event Type	Fresno, CA	Bakersfield, CA	Monterey, CA	Modesto, CA	Ontario, CA	Palm Springs, CA	Arlington, TX	River Center, IA	Visalia, CA	Average
Convention/Tradeshows	37	3	58	42	42	32	30	4	6	30
Consumer Show	20	9	5	7	20	20	35	7	29	18
Banquet	55	11	14	178	45	24	35	39	169	70
Meetings*	50	2	61	232	316	41	93	132	1,145	249
Other**	298	26	20	93	134	0	40	71	56	92
<b>Total Events</b>	<b>460</b>	<b>51</b>	<b>158</b>	<b>552</b>	<b>557</b>	<b>117</b>	<b>233</b>	<b>253</b>	<b>1,405</b>	<b>460</b>
<b>Average Attendance</b>										
Convention/Tradeshows	1,602	NA	552	1,276	1,500	1,428	1,573	955	900	1,193
Consumer Show	3,044	NA	1,505	3,446	4,000	2,316	4,480	6,000	1,057	3,539
Banquet	853	NA	556	276	700	567	858	275	239	511
Meetings*	624	NA	208	223	300	160	455	80	70	244
Other**	1,638	NA	780	708	5,000	0	804	3,600	544	1,853
<b>Total Attendance</b>										
Convention/Tradeshows	59,274	NA	30,356	53,612	63,000	45,700	47,175	3,063	5,400	34,516
Consumer Show	60,880	NA	7,525	24,125	80,000	46,322	156,800	68,931	30,640	60,462
Banquet	46,915	NA	7,788	49,138	31,500	13,602	30,015	29,287	40,413	30,883
Meetings*	31,200	NA	12,602	51,824	94,800	6,551	42,350	8,232	80,061	37,317
Other**	488,124	NA	57,378	65,855	670,000	0	32,151	72,321	30,484	173,229
<b>Total Annual Attendance</b>	<b>686,393</b>	<b>98,521</b>	<b>115,649</b>	<b>244,554</b>	<b>1,838,166</b>	<b>112,175</b>	<b>308,491</b>	<b>181,834</b>	<b>186,998</b>	<b>494,327</b>

\*Includes conferences

\*\*Includes entertainment events

Source: Respective Facilities

While the Visalia Convention Center hosts a large number of consumer shows, it attracts relatively few conventions and tradeshows, indicating there is room for growth. Visalia and the Tulare County market indicators suggest the local economy will continue to grow. Recent economic and population growth within Visalia and Tulare County has been rapid, outpacing statewide and national trends in many instances. Visalia hold a significantly larger number of meetings than its competitors, mostly due to the large number of classes held by the University of Phoenix at the Visalia Convention Center, which, in total, represents roughly 65 percent of total meetings.

Additional local competition to the Visalia Convention Center may include the Tachi Palace Hotel and Casino located in Tulare, which offers a 4,000 square foot ballroom and a 1,600 square foot meeting rooms, in addition to the Heritage Complex at the International Agri-Center. The Heritage Complex includes a 7,474 square foot ballroom, a theater with 89 seats, a boardroom of 1,237 square feet, a conference hall/dining room with 2,261 square feet and a social hall with banquet capacity of 275 persons or auditorium seating for 677.

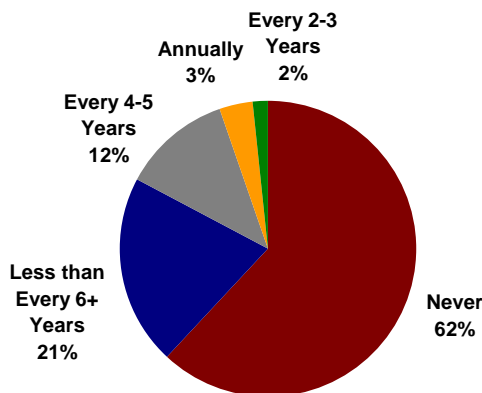
Furthermore, the NASCAR track development may potentially act as competition to the Visalia Convention Center in the future. The mixed-use development proposed for the NASCAR development area, containing restaurants, retail, hotel, and possibly meeting space, could act as competition to the Visalia Convention, while if the development does not include any meeting space, could potentially increase demand for the Visalia Convention Center.

## **Survey Results**

HVS conducted a web-based and telephone-based survey of state association event planners located in California. We augmented this survey to include national and regional event planners, especially those serving government, religious, and other groups seeking affordable meeting destinations. Our sample included event planners from two publications — Meeting Planners International and the California State Association Executives Directory. HVS invited 623 event planner professionals to participate in the survey. The survey yielded 67 complete responses after three rounds of surveys. This represents a completion rate of approximately 10.8 percent, which is within a normal response rate range compared to other surveys of this nature that we have conducted in recent years.

The limited supply of convention-quality hotel rooms in the area is a limiting factor, although the Marriott hotel itself represents a competitive advantage for the convention center. Cleanliness, safety, and affordability are key advantages that Visalia currently enjoys; however, event planners cite dining and entertainment options and air service as limiting factors. Visalia does offer substantial dining options and therefore this factor being negative reflects a perception of Visalia by event planners. Strong marketing would significantly raise awareness of the amenities that Visalia has to offer. One of the most significant findings of the survey is the general lack of knowledge among event planners about Visalia as a possible destination for meetings and conventions. Of all event planners who responded to the survey, 71 percent indicated they are not at all knowledgeable about Visalia; the remaining 29 percent were only somewhat knowledgeable about Visalia. Currently, 62 percent of event planners surveyed in this study said they would not host their events at the Visalia Convention Center, summarized in the following chart.

**Event Planner Interest in the Visalia Convention Center**



Source: HVS Survey

These findings may appear to be a negative indicator for demand potential at the Visalia Convention Center. However, they reflect meeting planners’ lack of knowledge about Visalia as a possible destination for meetings and conventions, as discussed previously, which can be addressed through sales and marketing. HVS recommends that the convention center sales team and local tourism officials develop a sales and marketing campaign to target state association meeting planners; the aim of the campaign should be two-fold, to (i) increase the percentage of event planners willing to consider Visalia as a destination for their events and (ii) identify the groups which are the best match for what Visalia can offer. Then a more direct sales strategy can be designed to specifically identify and lure an appropriate target market of state association events. HVS recommends retaining at least one new sales director position to focus specifically on the state association market segment in the near-term. Additional specialized sales positions should be added eventually.

**Facility Recommendations**

As stated above, HVS does not recommend an expansion of the convention center at this time. However, as the industry stands today, it is important for convention centers to be constantly engaging in planning for long-term investment to secure competitive advantages for the future. Thus, long-term planning for the Visalia Convention Center should be ongoing.

A future expansion of the facility may be warranted in the next five to ten years. HVS recommends planning for an expansion that would increase dedicated exhibit space to about 60,000 square feet, increase banquet space to roughly 20,000 square feet, and increase meeting space to approximately 12,000 square feet. Any major expansion of the convention center should also be conducted in conjunction with planning for additional parking and lodging facilities. These amenities will be significantly more competitive if they are connected to the convention center or located immediately adjacent to it.

The long-term recommended facility program should also be considered in conjunction with the development of an additional headquarters hotel or an expansion of the existing Marriott. Although we have not conducted a market study pertaining to the headquarters hotel, we recommend an expansion of the convention-quality hotel supply should take place simultaneously with any expansion of the convention center to ensure that larger room blocks will be available when the expanded convention center opens.

The Visalia Convention Center currently provides adequate space for a broad range of meetings, banquets, conventions, tradeshows, entertainment events, and consumer shows taking place in the area. Several facility improvements during the next five to ten years would augment the guest experience and allow the facility to continue serving a high volume of local, statewide, and regional events. Specific facility improvements are discussed later in this report.

## **Demand Projections**

In the long-term, the development of an expanded convention center in Visalia could allow continued growth in the number of events attracted to the community as well as increases in the average event size, especially for conventions, consumer shows, sporting events, and tradeshows. HVS forecasted demand based on the assumption that any facility expansion would be developed in conjunction with an additional headquarters hotel at the subject site as well as a proportionate increase in available parking spaces on-site or nearby.

In the near-term, event demand is projected to stabilize at about 1,700 events from the stabilized year of 2008, while attendance is expected to stabilize at approximately 206,500 people annually. After the proposed expansion, event demand is projected to reach approximately 2,110 events annually; HVS projects a stabilized attendance level of approximately 314,223 people. Our detailed event demand analysis is discussed later in this report.

With these projections HVS is not attempting to predict the forecast of events and attendance for any given year within the next ten years. Our projections are best understood as an average demand level for the next ten-year period. While any particular year may achieve significantly lower or higher demand results, our forecasts indicate long-term demand trends of the Visalia Convention Center.

### **Operational Review and Recommendations**

In general, the ownership, management, and marketing structures in place for the Visalia Convention Center are typical and advantageous. Current staff organization appears to be cost effective, although HVS recommends an increased focus on sales positions in the future, namely an addition of one or two sales professionals immediately. Due to the fact that goals, such as maximizing economic impact or minimizing operating losses, have not yet been defined for the facility, HVS is not able to say whether the facility is performing well, since different goals result in different performance measures. However, through review of current operations, HVS believes that management at the Visalia Convention Center is cost-effectively running the facility as a true business operation, which, going forward, will provide a solid basis from which the Visalia Convention Center can strive to reach the goals that should be determined in the near future.

Additional funding to the Convention and Visitors' Bureau ("CVB") could significantly enhance the ability of the CVB to market and sell the Visalia Convention Center. Reporting practices are extensive and frequent; HVS recommends the development of a consolidated and comprehensive annual report, as outlined later in this study. HVS also recommends augmenting current reporting efforts with additional research about lost business; this will be very useful in guiding future facility plans, if needed. The current management arrangement offers a high degree of control of the facility to the City of Visalia. However, it also exposes the City to substantial risks, in the form of operating losses, which is a common risk accepted by most facilities of this type.

Depending on the City's ultimate priorities and the relative ranking of those priorities, the facility may benefit from changes to the operating strategy. Therefore, HVS recommends that the City of Visalia establish a convention center advisory council to determine the convention center's primary goals and how those goals fit with the City's overall convention and tourism industry objectives. The established council can act as either a short-term undertaking with a set of meetings aimed at reaching a consensus as to the goals for the Visalia Convention Center, or a long-term ongoing arrangement,

with frequent meetings, to continually reassess the goals and keep the city council updated. The method chosen should reflect what the Visalia Convention Center and the City believe is the best way to effectively determine goals for the Visalia Convention Center and how often the City would like updates from the Visalia Convention Center. While there is no need for this process to be a long term burden for the City, HVS strongly recommends at least one meeting to reach some consensus.

In most communities convention centers are focused on one of the following items as the facility's primary goal:

- 1) Maximizing economic impacts to the local economy,
- 2) Minimizing operating subsidies or investments required from the public sector, or
- 3) Creating a space suitable for hosting locally-oriented events deemed essential for the cultural development of a community.

Communities may attempt to achieve all of these goals, to some degree. However, these goals can require different operating, funding, and marketing strategies. In many cases they may be contradictory goals. Thus, it is important to engage in a process aimed at building consensus about how to rank these priorities.

Currently, booking guideline reflect an emphasis on maximizing economic impacts and benefiting the tourism industry as a whole within the City of Visalia. If, after discussing the convention center's primary goals, the community decides to prioritize maximizing economic impacts, then HVS recommends reorganizing the funding mechanism for the convention center and the CVB in a manner that is more transparently tied to tourism-related taxes. For example, we would recommend funding convention center operating losses and a portion of the CVB's marketing budget directly from the transient occupancy tax ("TOT"), or other similar tourism-related taxes. This transparency would help to clarify that the primary goal of the convention center and CVB is to generate additional room nights for local hotels as well as new spending at other local businesses. In this case, if the convention center can implement a strategy that would increase TOT revenues while also increasing operating losses at the convention center, the

strategy may be justified if the incremental increases in TOT revenues outweigh the incremental shortfalls experienced at the convention center.

If the community's top priority for the convention center is to minimize operating losses, then HVS recommends continued operation of the facility in much the same manner as it is currently operated. However, sales and marketing strategies should shift toward consumer show events, which can pay higher rental rates, rather than tradeshow and state association conventions, which often require substantial incentives or waived facility rental fees. Additionally, the City should target a higher volume of events that require food and beverage services, such as banquets and meetings. The City could also consider taking food and beverage services in-house and becoming the exclusive catering agency for the facility.

If the community's top priority for the convention center is to create a suitable space for local events, then HVS recommends establishing a different booking policy to explicitly provide booking priority for such events. The City should remain in control of booking and facility management.

## **Financial Review and Recommendations**

Consistent with historical trends in Visalia and convention center trends around the country, facility expenses are expected to exceed revenue in each of the ten years presented in the HVS financial analysis. Demand is expected to reach a stabilized level this year at the convention center. Thereafter, demand potential is anticipated to be flat; if ongoing facility improvements are not made, demand will likely begin to decline as competition increases. If the community decides that maximizing economic impact should be the highest priority for the Visalia Convention Center, the deficit will experience a significant increase. If the community decides otherwise, the deficit will most likely remain flat.

An expansion, completed in 2015, can be expected to increase revenues; however, expenses will also increase and may increase more than revenues, leading to an increased need for ongoing public investment. The reason the operating losses could increase during an expansion reflect the fact that most expansions are intended to lure a larger number of higher-impact events, such as conferences, conventions, and tradeshow to the community. These high-impact event categories generally are more expensive to host, but they lead to the largest economic impacts for the local community. As is typical for this type of facility, HVS concludes that the Visalia Convention Center will require ongoing investments from public funding sources. This public



investment could be offset by potential economic and fiscal impacts that result from attracting convention groups to Visalia.

### **Economic Impacts**

In many communities, the potential for increased positive economic impacts provides the primary rationale for public investment in convention centers. When attendees come from outside the area and spend significant amounts of money during shows and meetings, they inject new money into the local economy. These industry participants may further generate economic impacts as tourists both before and after events.

HVS estimates direct spending impacts resulting from the convention center are approximately \$17.0 million, based on projected 2008 stabilized demand levels. Indirect spending estimates are approximately \$4.0 million; induced spending estimates are about \$3.6 million. Therefore, we estimate the total economic impacts from a complete year of operations at the Visalia Convention Center are approximately \$24.6 million. If an expansion takes place, we estimate annual economic impacts will increase to approximately \$46.8 million, in constant 2007 dollars, in the new stabilized year. If the goal decided by the City is to minimize financial operating deficits, then this level of economic impact is very strong. However, if the goal decided is to maximize economic impact than the Visalia Convention Center should be able to increase this level of economic impact substantially, while operating deficit will rise.

### **Conclusion**

The Visalia Convention Center has positioned itself well as a local civic and convention facility; however the city may be able to augment its demand by better positioning it as an affordable statewide and regional convention center too. An expansion would enhance the subject facility's position in the local market and it would help Visalia augment its efforts to market the community as a destination for meetings, conventions, tradeshow, and consumer shows. It could help to reposition the Visalia Convention Center as a regional convention center, enabling it to attract a larger number of high-impact tradeshow and conventions. However, the Fresno Convention Center currently serves as a major regional competitor and will continue to do so. However, based on current satisfaction levels with event planners and the current demand of the Visalia Convention Center, HVS does not recommend a facility expansion for the Visalia Convention Center at this time. Nonetheless, as the community continues to experience growth and as marketing efforts begin to reach more state and regional event planners, a major expansion could be warranted in five to ten years. Currently, HVS recommends focusing on increasing marketing and sales efforts in the near-

term; making medium-term improvements and renovations to the convention center to bring its quality and finish up to a standard consistent with the adjacent headquarters hotel; and planning for a potential expansion of the convention center in the long-term.

Throughout this report, HVS examines: market characteristics of the local area, trends in the convention industry, comparable and competing facilities, demand potential for the existing and expanded Visalia Convention Center, financial operations of the facility, and estimated economic impacts generated by the center. HVS also reviews various operating policies and facility features. Although we generally find the facility to be in good condition and operating procedures to be sound, HVS offers several recommendations throughout this report.

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## 2. Market Area Overview

The purpose of the market area analysis is to review specific economic and demographic trends that will reflect the overall condition of the local economy in Visalia. The economic vitality of the area surrounding the Visalia Convention Center is an important consideration in forecasting convention demand. We discuss several different market areas throughout this section. Our primary focus is the San Joaquin Valley in central California.

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### Visalia, California



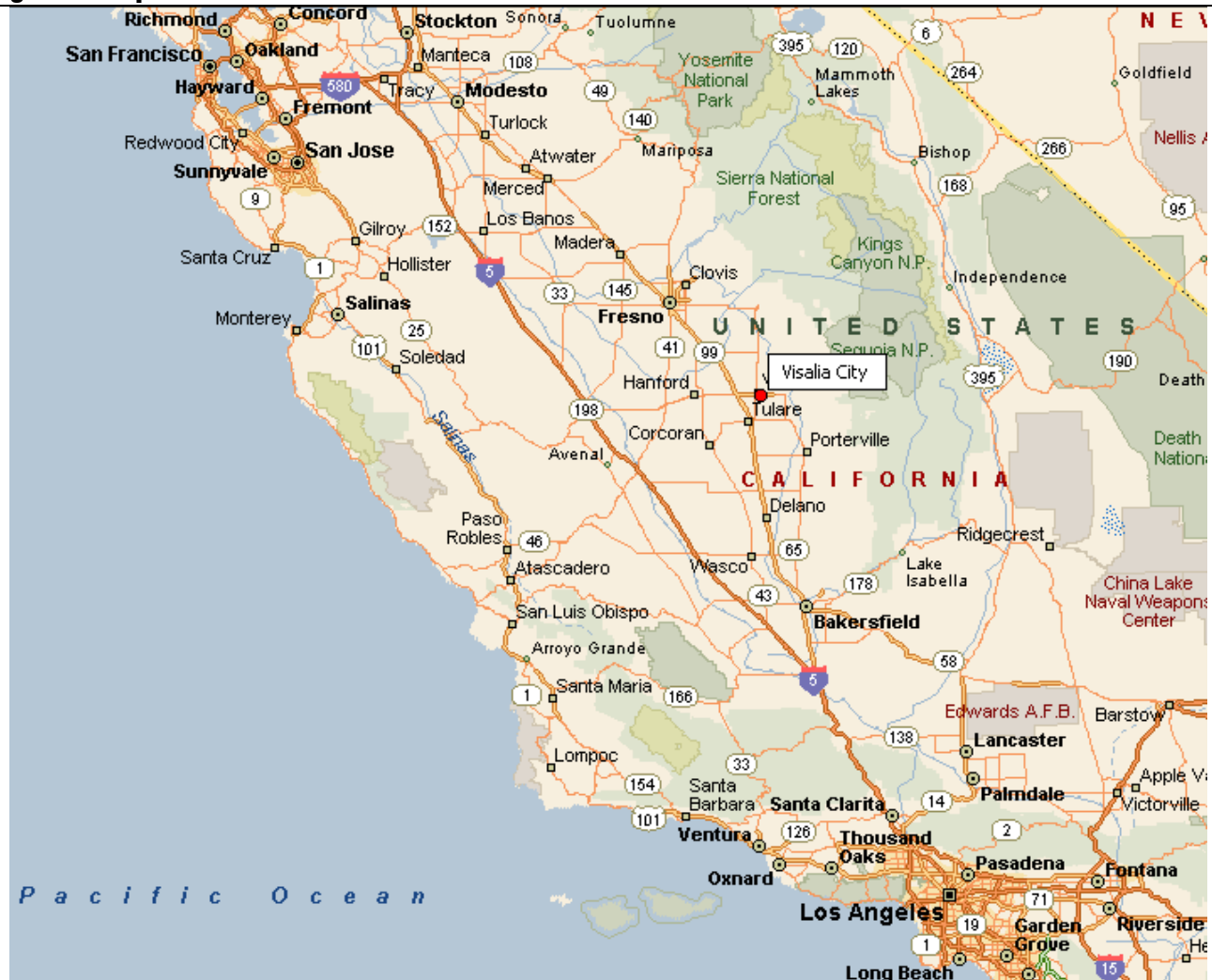
*Source: Visalia Convention & Visitor's Bureau*

### Market Area Definition

The market area for a convention center is the geographical region where the sources of demand and the competitive supply are located. The subject property is located in the city of Visalia, the county of Tulare, and the state of

California. The city lies within the Visalia-Porterville Metropolitan Statistical Area (“MSA”).

## Regional Map

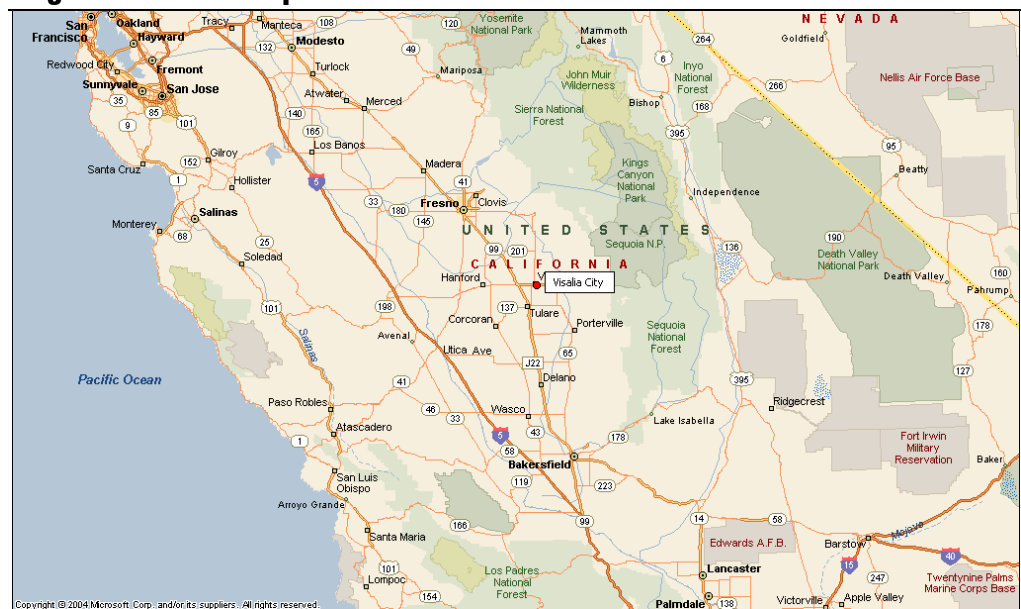


Source: Microsoft Streets & Trips

Visalia benefits greatly from its central location in the San Joaquin Valley, allowing easy access to California’s largest urban centers and the western United States. Approximately 185 miles north of Los Angeles and 225 miles south of San Francisco, Visalia lies roughly halfway between two of the country’s largest metropolitan areas. Visalia is 211 miles from Sacramento, California’s state capital. Approximately 32 square miles in size, the city has a

population of 117,000. As the county seat of Tulare, the city is the principal trade center of the county. Visalia is located at the junction of U.S. Highways 99 and 198, surrounded by the Sierra Nevada Mountains to the east and the Coastal Mountains to the west.

### Regional Access Map



Source: Microsoft Streets & Trips

Historically, the Visalia/Tulare County economy has relied heavily on agriculture and agriculture-related industries. Tulare County is one of the primary dairy and milk-producing areas in the nation and among the top agricultural counties in the world. In recent years, however, Visalia and Tulare County have experienced economic growth in construction, retail, and service sectors.

### Economic and Demographic Overview

Based on fieldwork conducted in the area and our in-house data sources, we have evaluated various economic and demographic statistics to determine trends in economic growth. A primary source of economic and demographic statistics used in this analysis is the *Complete Economic and Demographic Data Source* published by Woods & Poole Economics, Inc. – a well-regarded forecasting service based in Washington, D.C. Using a database containing more than 300 variables for each county in the nation, Woods & Poole employs a sophisticated regional model to forecast economic and demographic trends. Historical statistics are based on U.S. Census data and

information published by the Bureau of Economic Analysis. Woods & Poole formulated the following projections, and all dollar amounts have been adjusted for inflation, thus reflecting real change.

Table 2-1 summarizes this data. Because the Visalia-Porterville MSA consists primarily of Tulare County, demographic and economic details are identical for these geographic areas. As such, HVS has included figures for only Tulare County.

**Table 2-1**  
**Economic and Demographic Data Summary**

	1996	2000	2006	2010	Average Annual Compounded Change		
					1996-00	2000-06	2006-10
<b>Resident Population (Thousands)</b>							
Tulare County	350.7	368.8	405.6	425.9	1.3 %	1.6 %	1.2 %
State of California	32,018.8	33,999.9	36,693.9	38,364.4	1.5	1.3	1.1
United States	269,394.3	282,177.8	299,256.9	311,034.6	1.2	1.0	1.0
<b>Per-Capita Personal Income*</b>							
Tulare County	\$17,338.0	\$18,308.0	\$19,760.0	\$20,535.0	1.4	1.3	1.0
State of California	25,312.0	30,371.0	31,021.0	32,342.0	4.7	0.4	1.0
United States	24,175.0	27,921.0	29,182.0	30,447.0	3.7	0.7	1.1
<b>W&amp;P Wealth Index</b>							
Tulare County	72.1	67.1	68.2	68.0	(1.8)	0.3	(0.1)
State of California	104.9	108.5	106.6	106.5	0.8	(0.3)	(0.0)
United States	100.0	100.0	100.0	100.0	0.0	0.0	0.0
<b>Food &amp; Beverage Sales (Millions)*</b>							
Tulare County	\$182.0	\$215.4	\$272.6	\$304.5	4.3	4.0	2.8
State of California	29,161.7	34,655.2	42,836.9	47,328.2	4.4	3.6	2.5
United States	235,681.9	278,403.9	338,360.5	371,971.5	4.3	3.3	2.4
<b>Total Retail Sales (Millions)*</b>							
Tulare County	\$2,151.7	\$2,499.7	\$2,963.3	\$3,226.3	3.8	2.9	2.1
State of California	269,031.4	318,319.5	369,291.6	400,138.6	4.3	2.5	2.0
United States	2,438,422.7	2,881,914.3	3,288,789.3	3,544,350.1	4.3	2.2	1.9

\* Inflation Adjusted

Source: Woods & Poole Economics, Inc

The U.S. population has grown at an average annual compounded rate of 1.0 percent during the last six years. The county's population has grown at a significantly faster pace than the nation; the average annual growth rate of 1.6 percent between 2000 and 2006 reflects a steadily expanding market. Per-

capita personal income in Tulare County also increased faster than both the state and the nation at 1.3 percent between 2000 and 2006. Local wealth indexes have increased only marginally in recent years, registering a level of 68.2 for the county in 2006; this figure is significantly lower than the Woods & Poole Wealth Index for both the state and nation, which registered at 106.6 and 100.0 respectively. Food and beverage and retail sales continue to show significant growth within the county, the state and the nation.

Population growth is expected to moderate to an annual rate of 1.2 percent in the county. Per capita income growth projections indicate a moderate growth rate of 1.0 percent annually through 2010. An increase of 2.8 percent average annual growth rate is anticipated for the county's food and beverage sales in 2006 through 2010. County retail sales are expected to increase at an annual rate of 2.1 percent through 2010.

These statistics indicate relatively rapid population growth and modest income growth, which may reflect an influx of younger people or larger families compared to the current population base. Population and demographic trends are not specifically indicative of certain demand levels for different types of convention activity; however, the local trends may represent increasing potential demand for consumer shows, local banquets, and civic functions.

**Table 2-2;  
Visalia Economic and Demographic Data Summary**

Population	117,000	
Average Household Income	67,745	
Average Per Capita Income	22,282	
Consumer Spending (Total \$ and Spending Potential Index based on national average of 100)		
Retail Goods	865,165,339	90
Shelter	523,032,954	96
Food at Home	167,669,514	92
Health Care	123,602,553	87
Entertainment/Recreation	114,019,016	92
Food Away from Home	113,764,174	93
Apparel and Services	94,529,865	85
HH Furnishings and Equipment	74,011,277	90
Travel	62,805,468	94
Investments	52,390,622	97
Education	44,032,906	95
TV/Sound/Sound Equipment	38,751,292	92
Vehicle Management and Repairs	36,207,760	94
Computers and Accessories	8,629,622	96

*Source: ESRI*

The City of Visalia, as previously stated, has a population of 117,000. The average per capita income of \$22,282 is larger than that of Tulare County, while below the California and United States average. Average household is \$67,745. Consumer spending within the City of Visalia is broken down by ESRI into 15 categories. Retail goods capture the highest consumer spending, followed by shelter and food at home. Computers and accessories exhibit the smallest amount of consumer spending within Visalia. The Spending Potential Index represents the amount spent in the area relative to a national average of 100. The highest spending potential is seen in the investment, computers and accessories, shelter, and education sectors, while the lowest spending potential is within the apparel and services and health care services.

## **Work Force Characteristics**

The characteristics of a market's workforce provide an indication of the type of meeting demand local businesses may generate. For example, sectors such as finance, education, healthcare, manufacturing, and wholesale trade often produce considerable demand for corporate training, sales meetings, educational seminars, employee appreciation banquets, and other group ceremonies. The government sector also generates demand for small meetings and civic events. Contributions from construction as well as



transportation, communications, and public utilities (“TCPU”) employers can also be important for the meeting industry, depending on the size and growth pattern of such companies.

Table 2-2 shows the local county workforce distribution by business sector in 1996, 2000, and 2006, as well as a forecast for 2010.

**Table 2-2**  
**Historical and Projected Employment – Tulare County, CA (000s)**

Industry	1996	Percent of Total	2000	Percent of Total	2006	Percent of Total	2010	Percent of Total	Average Annual Compounded Change		
									1996- 2006	2000- 2006	2006- 2010
Farm	19.1	12.0 %	23.4	13.3 %	25.3	12.9 %	25.8	12.5 %	2.8 %	1.3 %	0.5 %
Agriculture Services, Other	24.4	15.3	23.0	13.1	24.6	12.6	26.2	12.7	0.1	1.1	1.6
Mining	0.1	0.1	0.1	0.0	0.1	0.0	0.1	0.0	(0.8)	9.9	1.0
Construction	6.1	3.8	7.4	4.2	8.1	4.2	8.4	4.1	2.8	1.5	1.0
Manufacturing	12.3	7.7	13.1	7.5	12.8	6.6	13.2	6.4	0.4	(0.4)	0.6
Trans., Comm. & Public Utils.	5.5	3.4	6.1	3.5	6.6	3.4	6.9	3.3	1.9	1.3	1.1
Total Trade	30.5	19.1 %	30.9	17.6 %	33.5	17.2 %	35.4	17.2 %	0.9	1.4	1.4
Wholesale Trade	5.1	3.2	5.6	3.2	5.5	2.8	5.6	2.7	0.9	(0.3)	0.6
Retail Trade	25.5	15.9	25.3	14.4	28.0	14.4	29.8	14.4	1.0	1.7	1.5
Finance, Insurance, & Real Estate	7.8	4.9	9.0	5.1	11.5	5.9	11.8	5.7	4.0	4.2	0.6
Services	29.8	18.6	33.7	19.1	41.1	21.0	45.5	22.1	3.2	3.4	2.6
Total Government	24.3	15.2 %	29.2	16.6 %	31.7	16.2 %	33.1	16.0 %	2.7	1.4	1.0
Federal Civilian Govt.	1.4	0.9	1.3	0.7	1.4	0.7	1.4	0.7	0.1	1.4	0.6
Federal Military Govt.	0.8	0.5	0.7	0.4	0.5	0.3	0.5	0.3	(3.5)	(4.2)	0.3
State & Local Govt.	22.2	13.9	27.3	15.5	29.8	15.3	31.1	15.1	3.0	1.5	1.1
TOTAL	160.1	100.0 %	175.9	100.0 %	195.4	100.0 %	206.3	100.0 %	2.0 %	1.8 %	1.4 %

Source: Woods & Poole Economics, Inc

Woods & Poole reports that between 1996 and 2006 the most significant employment growth occurred in the finance, insurance, and real estate sector. During this period, services employment increased from 29,800 persons to 41,100 persons, reflecting an average annual increase of 3.2 percent from 1996 to 2006. Woods & Poole forecasts indicate expected overall employment growth at a rate of 1.4 percent through 2010.

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**Visalia 2007 Employed Population**


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Total	47,154
Services	47.3%
Retail Trade	11.0%
Manufacturing	7.4%
Public Administration	7.4%
Construction	6.5%
Finance/Insurance/Real Estate	6.1%
Wholesale Trade	5.4%
Agriculture	3.8%
Transportation/Utilities	3.8%
Information	1.3%
Total	47,154
White Collar	60.3%
Blue Collar	21.0%
Services	18.7%

*Source: ESRI*

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The City of Visalia is employed predominantly in services, followed distantly by retail trade. Only 3.8 percent of the Visalia employed population is in the agriculture sector, a much smaller number than of Tulare County as a whole. However, agricultural services, a large sector of Tulare County's employed population, may be partly represented in the general services category of Visalia. Roughly 60 percent of the employed population in Visalia is white collar, while 21 percent is blue collar.

### **Major Business and Industry**

Providing additional context for understanding the nature of the local economy, Table 2-3 lists the ten largest employers in Visalia.

**Table 2-3**  
**Largest Ten Employers**

<b>Employer</b>	<b>Total Employees</b>
Tulare County	4,320
Kaweah Delta District Hospital	2,000
College of the Sequoias	1,160
CIGNA Healthcare	900
Josten's Printing & Publishing	720
JoAnn Stores	250
VF Outdoor Inc.	300
CTX	150
California Dairies	100
Heilind Electronics	100

*Source: Tulare County Economic Development Corporation*

The Kaweah Delta District Hospital has helped Visalia become the medical center of Tulare County and the adjacent Kings County. Currently, the Kaweah Delta Health Care District is undergoing a large renovation of its facilities, increasing jobs in cancer research, heart research, and mental health care services. Local government entities and other non-profit institutions provide for a major component of local area employment. Major for-profit employers in the area include Cigna, Josten's Printing and Publishing, Wal-Mart, and Kraft.

## **Unemployment Statistics**

Table 2-4 presents historical average unemployment rates for Visalia, Tulare County, California, and the nation from 1997 to June 2007.

**Table 2-4**  
**Unemployment Statistics**

Year*	Visalia City				Unemployment Rate			
	Labor Force	Employment	Unemployment	Unemployment Rate	County	MSA	State	U.S.
1997	40,169	36,115	4054	10.1%	15.5%	15.5%	6.4%	4.9%
1998	40,782	36,600	4182	10.3%	15.7%	15.7%	6.0%	4.5%
1999	41,165	36,680	4485	10.9%	16.6%	16.6%	5.3%	4.2%
2000	47,082	44,100	2982	6.3%	10.4%	10.4%	5.2%	4.0%
2001	47,829	44,479	3350	7.0%	11.4%	11.4%	5.4%	4.7%
2002	49,393	45,761	3632	7.4%	12.0%	12.0%	6.7%	5.8%
2003	49,670	45,919	3751	7.6%	12.3%	12.3%	6.8%	6.0%
2004	49,468	45,943	3525	7.1%	11.6%	11.6%	6.2%	5.5%
2005	51,044	48,109	2935	5.7%	9.5%	9.5%	5.4%	5.1%
2006	52,321	49,622	2699	5.2%	8.5%	8.5%	4.9%	4.6%
YTD 2007	54,189	51,363	2826	5.2%	8.6%	8.6%	4.9%	4.5%

\* 1997-1999 reflects 2000 Census-based geography and new model-based controls at the state level, while 2000-2006 reflects revised inputs, reestimation, and new statewide controls through 2006.

Source: Bureau of Labor Statistics

Since 1997, Visalia has maintained an unemployment rate above those of the state and nation. The citywide unemployment rate is currently about 5.2 percent. Tulare County consistently has higher unemployment rates, reaching 16.6 percent in 1999, compared to rates of 6.0 percent and 4.5 percent for California and the nation respectively during the same period. From 2000 through 2003, unemployment increased in all of the above locations, reflecting the lagging employment effects of a national economic recession, which occurred in 2001. Since then, unemployment rates have declined significantly each year through 2006. Year-to-date employment data indicate a relatively stable labor market for 2007.

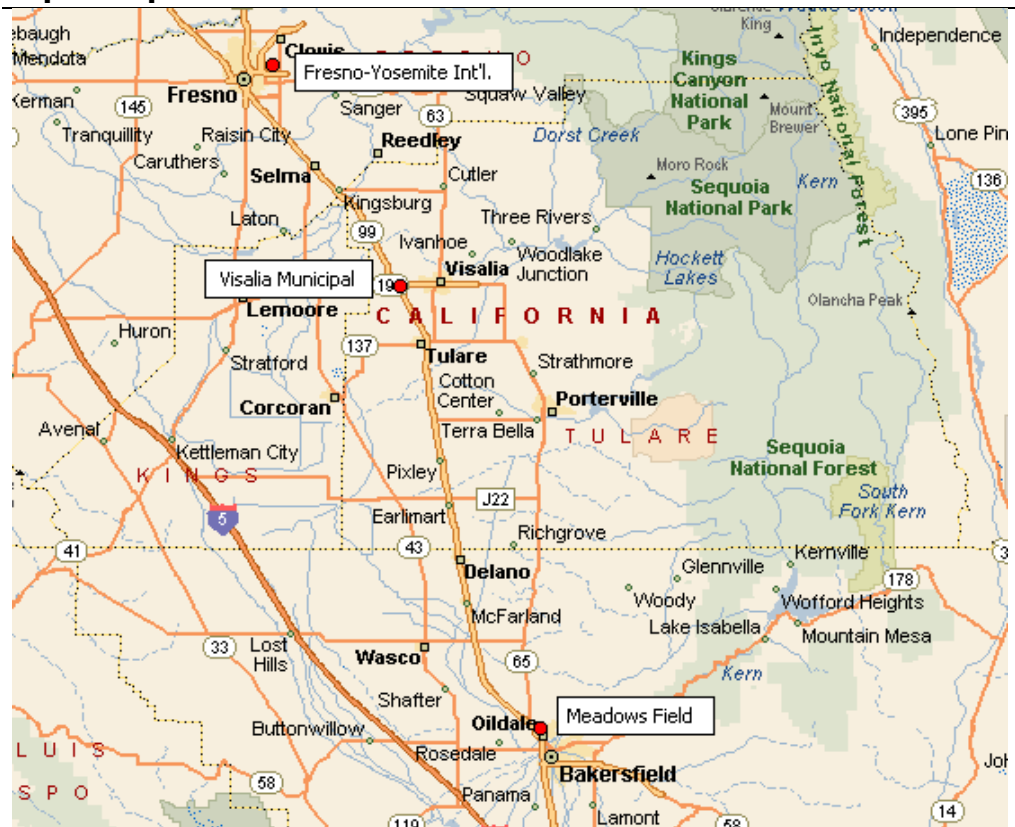
## Air Access

Airport passenger counts are important indicators of potential statewide and regional demand. Moreover, an area's airlift capacity is a key factor in determining whether a location is suitable for hosting statewide, regional, and national events. Depending on the proximity of other markets that may be within driving distance, airport traffic is generally considered a key indicator of a market's potential to attract major regional or national events.

The Visalia Municipal Airport provides limited air service directly to the local market. The Fresno-Yosemite International Airport is the nearest major

commercial airport. Meadows Field Airport in Bakersfield provides an additional alternative for travelers. These airports offer domestic and some international commercial service, but primarily serve statewide and regional markets.

### Airport Map



Source: Microsoft Streets & Trips

The 722-acre Visalia Municipal Airport is approximately five miles from Visalia's central business district. It is owned and operated by the City of Visalia. Great Lakes Airlines is replacing America West Express. It is the airport's only commercial airline, offering daily service to and from Las Vegas. With one runway and helipad, the airport primarily serves a limited segment of local demand.

The Fresno-Yosemite International Airport is 50 miles northwest of Visalia in Fresno County. The facility covers roughly 2,300 acres and has two runways and one helipad. It is the largest and busiest airport in the San Joaquin Valley,

with major air service to air hubs throughout the western United States and direct international flights to Mexico. Horizon, Allegiant, American Air, American Eagle, Delta's Sky West, ExpressJet, Mexicana, and United Express provide year-round commercial air service. US Airways Express offers seasonal service to Las Vegas and Phoenix.

Approximately 75 miles southeast of Visalia in Bakersfield, the Meadows Field Airport is owned by Kern County and operated by the Department of Airports. Covering 1,357 acres, the facility has two runways and two passenger terminals. The newly constructed William M. Thomas Air Terminal, which opened in early 2007 and an international terminal built in the 1950s. Delta, ExpressJet, United Express, and US Airways Express provide commercial air service to the following regional cities: Salt Lake City, San Diego, Denver, Los Angeles, San Francisco, Las Vegas, and Phoenix. Air Mexicana offers international service to Guadalajara, Mexico.

Table 2-5 shows recent operating statistics for the three airport facilities serving the proposed subject property's sub-market.

**Table 2-5**  
**Airport Statistics**

Year	Visalia Municipal		Fresno-Yosemite International		Meadows Field	
	Total Passenger	% Change	Total Passenger	% Change	Total Passenger	% Change
2000	18,890	--	1,012,086	--	285,073	--
2001	17,022	-9.9%	943,115	-6.8%	254,978	-10.6%
2002	4,054	-76.2%	1,014,655	7.6%	192,027	-24.7%
2003	2,197	-45.8%	1,038,163	2.3%	179,860	-6.3%
2004	1,703	-22.5%	1,118,026	7.7%	236,560	31.5%
2005	4,398	158.3%	1,191,429	6.6%	291,091	23.1%
2006	6,776	54.1%	1,281,268	7.5%	345,149	18.6%

*Source: Respective Facilities*

Between 2001 and 2002, the Visalia Municipal Airport experienced a 76.2 percent decrease in total passengers, followed by years of steady passenger declines. This was mostly a result of the only carrier, United Airlines, beginning in 2002, pulling back on its service, eliminating direct flights to Las Vegas and instead rerouting people through Fresno. In 2005, the airport experienced an increase of 158.3 percent after Scenic Airlines took over as the

Visalia Municipal Airport carrier and began offering direct flights to Las Vegas. By 2006, passenger totals increased an additional 54.1 percent, showing steady growth and a possible return to higher passenger totals.

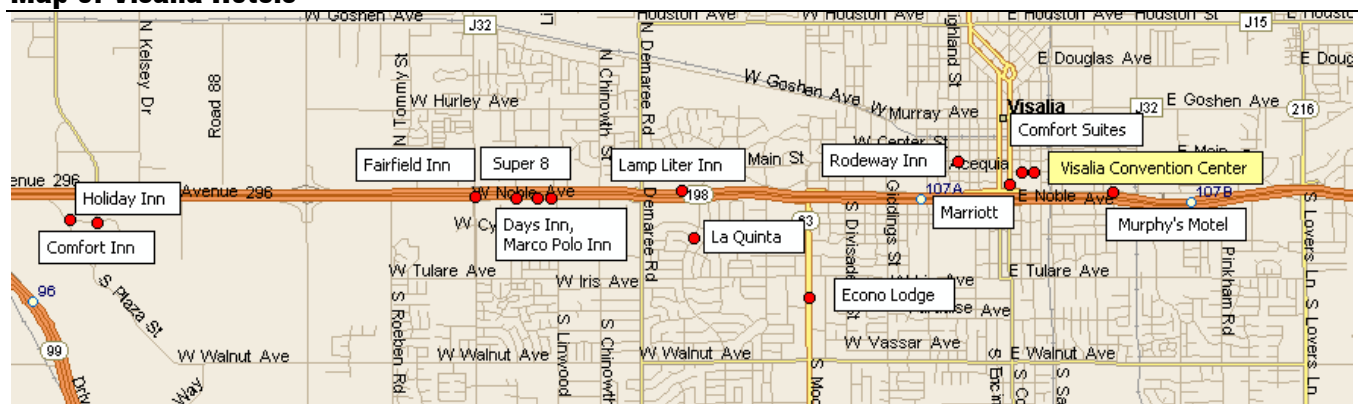
The Fresno-Yosemite International Airport (“FYI”) experienced a 6.8 percent decrease in total passengers from 2000 to 2001. In contrast to the Visalia Municipal Airport, FYI recovered in 2002 with total passengers increasing 7.6 percent, resulting in numbers slightly above those seen in 2000. Total passenger volume has continued to increase significantly each year since 2004.

Total passenger statistics for Meadows Field reflect substantial fluctuations from year to year. The airport experienced double-digit declines in passenger volume during 2001 to 2002; this trend continued with a smaller decline in 2003. Sharp increases in passenger volume occurred in 2004, 2005, and 2006, reflecting an improving economy as well as additional air service. Continued growth in passenger volume should occur in the near future as the recent airport terminal expansion may attract additional commercial air service providers and routes.

**Local Hotel Inventory**

A convention center’s ability to attract out-of-town groups depends greatly on the availability of adjacent or nearby hotel rooms within walking distance.

**Map of Visalia Hotels**



Source: Microsoft Streets & Trips

The preceding map shows an inventory of hotels in Visalia. Adjacent to the Visalia Convention Center (“VCC”); the Marriott is the city’s only four-star hotel and acts as headquarters hotel to the VCC. The Holiday Inn and Convention Center is the area’s largest local hotel and the only other full-

service hotel in Visalia. An extensive range of limited service and economy properties is located throughout the downtown area.

Table 2-6 provides a list of hotels in the city of Visalia as reported by the Visalia Convention and Visitor's Bureau.

**Table 2-6**  
**Visalia Hotel Properties**

Facility	Num. of Rooms	Meeting Space (sf)	Service Level
Holiday Inn Hotel & Convention Ctr.	256	22,000	Full
Marriott*	195	2,300	Full
Lamp Liter Inn	100	9,600	Full
Days Inn	77	--	Rooms Only
Comfort Suites Downtown	72	--	Limited
La Quinta Inn & Suites	65	--	Limited
Comfort Inn & Suites	64	--	Limited
Fairfield Inn	63	--	Limited
Econo Lodge	50	--	Rooms Only
Rodeway Inn	41	--	Limited
Marco Polo Motel	41	--	Limited
Super 8	39	--	Rooms Only
Murphy's Motel	20	--	Rooms Only
<b>Total</b>	<b>1,083</b>	<b>33,900</b>	

\* Attached to Convention Center

\*\*Additional supply includes the Hampton Inn off of 198 with 72 rooms

*Source: Respective Facilities*

There are currently 1,083 hotel rooms and approximately 34,000 square feet of hotel meeting space throughout the Visalia market area. Spread across 13 properties, they represent a mix of full, limited, and rooms-only hotel and motel properties. In addition to the properties listed above, Visalia and the surrounding national park areas offer a multitude of cabin rentals, ranches, RV and camping sites, and bed and breakfast lodging facilities.

Table 2-7 shows the hotel rooms supply in the Visalia Market organized by service level.



**Table 2-7**  
**Visalia City Lodging Market by Service Level**

Service Level	Total Hotels	% of Total	Total Rooms	% of Total
Full	3	23%	551	51%
Limited	6	46%	346	32%
Rooms Only	4	31%	186	17%
Total	13	100%	1,083	100%

*Source: Respective Facilities*

Limited service properties represent 46 percent of the market's hotel properties. Because they tend to be larger facilities, which provide meeting and convention space, full service properties make up 51 percent of the total rooms supply.

## **Tourist Attractions**

The market area benefits from a wide variety of tourist and leisure attractions and activities. Tourism is significant throughout the year and Visalia is particularly attractive to nature and outdoor enthusiasts.

**Sequoia and Kings Canyon National Parks** - are among California's first national park grounds. The adjacent parks are roughly one to two hours from downtown Visalia. Popular attractions include the General Sherman Tree, Mount Whitney, Kings Canyon, the General Grant, the Giant Forest Museum, and nearly 800 miles of marked hiking trails. Popular activities include fishing, hiking, horseback riding, cross-country skiing, and cave touring.

**International Agri-Center** - houses the World Ag Expo, the largest agricultural expo in the world, and the California Antique Farm Equipment Show. The Heritage Complex is also located on the grounds, providing meeting space for business, education, music, social events, and various receptions. The International Agri-Center aims to expose and educate people to the history, technology, economics, and development of agricultural processes and industries.

**Tachi Palace Hotel and Casino** – features 225 guest rooms, a spa and casino with over 2,000 slot machines/videogames, 42 table games and 1,200 seat bingo hall. The facility offers meeting and banquet space with a 4,000 square foot ballroom and a 1,600 square foot boardroom, in addition to some outdoor space.

**Visalia Adventure Park** - provides a mixture of indoor and outdoor family-oriented activities. Outdoor activities include mini-golf, bumper boats, and a racecar track. Housed in a 20,000 square foot arcade, indoor activities include laser tag and various arcade games.

**Downtown Visalia** - includes a multitude of restaurants and unique shopping and antiquing options. Downtown also features a varied assortment of cultural activities including theater, the Tulare County Symphony, and various galleries and outdoor murals. Both the city and county government offer substantial support to the visual and performing arts.

**Lake Kaweah and Lake Success** - provide visitors and residents access to various aquatic activities, including fishing, kayaking, boating, and swimming, as well as picnic and campgrounds.

**NASCAR Racetrack** – In Tulare, a 500-seat NASCAR Racetrack is currently in planning stages. The venue would sit on land owned by and adjacent to the Agri-Center. The racetrack would feature 40,000 parking spaces. Additionally, the development will potentially include restaurants, retail, hotel and meeting space.

Table 2-8 lists additional activities and attractions in Visalia and its surrounding area.

**Table 2-8**  
**Area Attractions and Activities**

<b>Attraction</b>	<b>Type</b>	<b>Attraction</b>	<b>Type</b>
Ag-Ventures Learning Center	Agricultural	Lewis Hill Preserve	Nature
Antique Farm Equipment Museum	Museum	Mooney Grove Park	Nature
Arts Visalia	Gallery	Pixley National Wildlife Refuge	Nature
Bravo Farms Hand Crafted Cheese	Agricultural	Riverway Sports Park (open Sept. 2007)	Recreation
Bravo Lake Botanical Gardens	Agricultural	Sequoia & Kings Canyon National Parks	Nature
Central CA Chinese Cultural Center	Culture	Sequoia National Forest	Nature
Citrus Trail	Agricultural	Sierra Endangered Cat Haven	Nature
Delia Olive Oil	Agricultural	Sierra Forge & Fire	Culture
Dry Creek Preserve	Nature	SquawValley Herb Garden	Agricultural
Easel Heads Gallery	Gallery	Sun-Maid Raisin Plant	Agr./Family
Farm to Fork Culinary Tour	Agricultural	The Ruth & Sherman Lee Institute for Japanese Art	Culture
Farmers Market	Agricultural	The Wooden Indian Gallery	Museum
First Arts - Gallery & Events Center	Gallery	Three Sister Farmstead Cheese	Agricultural
Glenn Warren Hill Studio	Museum	Tulare County Museum	Museum
Herbert Wetland Preserve	Nature	Tulare County Symphony Orchestra	Music
Hogwallow Preserve	Nature	Tulare Historical Museum	Museum
Homer Ranch	Nature	Visalia Adventure Park	Recreation
Huff's Art Center	Museum	Visalia Children's Interactive Museum	Recreation
International Ag Center	Agricultural	Visalia Oaks	AAA Baseball
Kweah Oaks Preserve	Nature	Zalud House	Culture
Lake Kaweah	Nature		

*Source: Visalia CVB, Respective Organizations*

Visalia's wide variety of recreational and leisure activities make it an attractive destination for meetings and events; particularly businesses and organizations with a concentration in agriculture, outdoor enthusiasts, and those interested in uniquely Californian landscape and culture.

### **Implications for Visalia**

Substantial growth trends in the Visalia area represent a positive indicator for demand potential in several event categories, such as consumer shows, meetings, banquets, and civic events. The growing supply of recreational and entertainment attractions as well as a vibrant downtown area contribute to Visalia's attractiveness as a convention and meeting destination for statewide and regional groups. Highway transportation access is an advantage for Visalia, as is the city's location between major metropolitan areas throughout the state. Potential limiting factors for convention demand in Visalia include limited air service and the limited supply of full-service convention hotel rooms available in the market. Subsequent sections of this report will include

an evaluation of feedback from event planner surveys and analysis of demand at comparable facilities in other markets, as well as a review of facility characteristics and recommendations for the Visalia Convention Center.

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## 3. Competitive and Comparable Venues

### Introduction

In this section of the report, HVS presents an analysis of similarly situated venues and compares them to the Visalia Convention Center. HVS researched key features of their local area markets that determine the attractiveness of the destination and the capacity of the venues to host various types of events. This analysis is an important consideration in our forecasts of the levels of utilization of the subject property. For the purposes of this analysis HVS researched eight venues, including the following:

#### Local Venues

- Rabobank Arena Theater and Convention Center
- Fresno Convention Center
- Modesto Centre Plaza
- Monterey Conference Center
- Ontario Convention Center
- Palm Springs Convention Center

And notes on additional local competition

#### Regional Venues

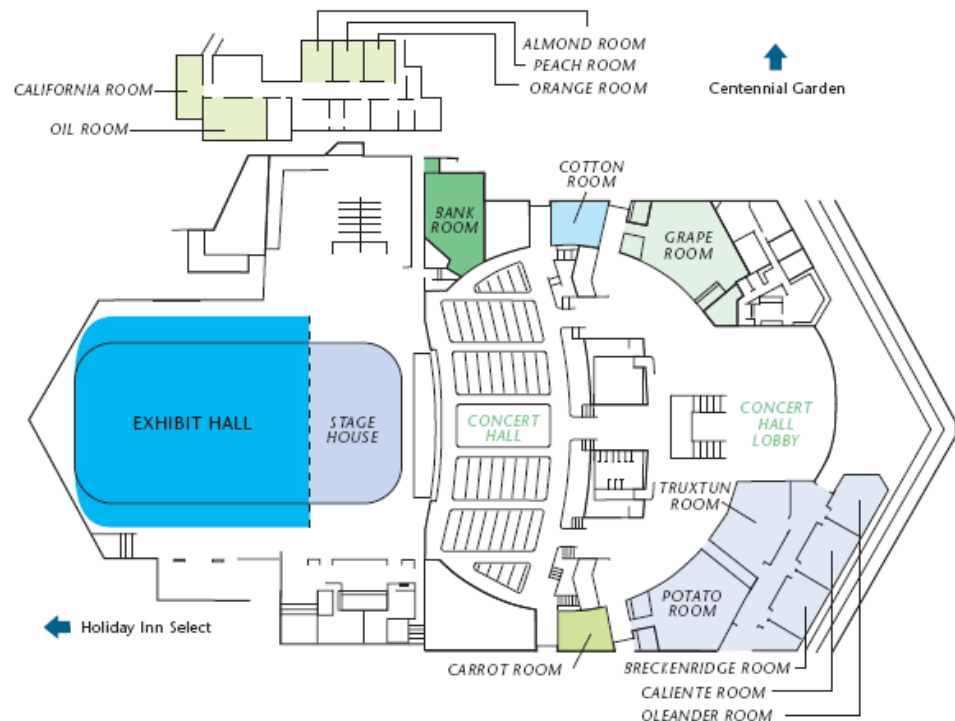
- Arlington Convention Center
- River Center Convention Center

### **Rabobank Arena Theater and Convention Center**

The Rabobank Arena Theater and Convention Center ("RTCC") is located in the center of California's San Joaquin Valley, in the City of Bakersfield. The City of Bakersfield owns the Rabobank Arena Theater and Convention Center, while SMG operates the facility. The RTCC, opening in 1962, had a development cost of \$6 million and was remodeled in the 1980s. The

adjoining Holiday Inn Select was added in the 1990s, while the Rabobank Arena was added in 1998, costing \$38 million.

**Figure 3-1**  
**Rabobank Arena Theater and Convention Center Floor Plan**



*Source: Rabobank Arena Theater and Convention Center*

The facility features a 17,840 square foot exhibition hall and 14 meeting rooms totaling 11,659 square feet. A concert hall of 28,512 square feet provides seating for 3,000 theatre style. The Concert Hall Lobby offers 12,885 square feet of flexible pre-function space. The Rabobank Arena can seat roughly 10,000 people depending on the event.

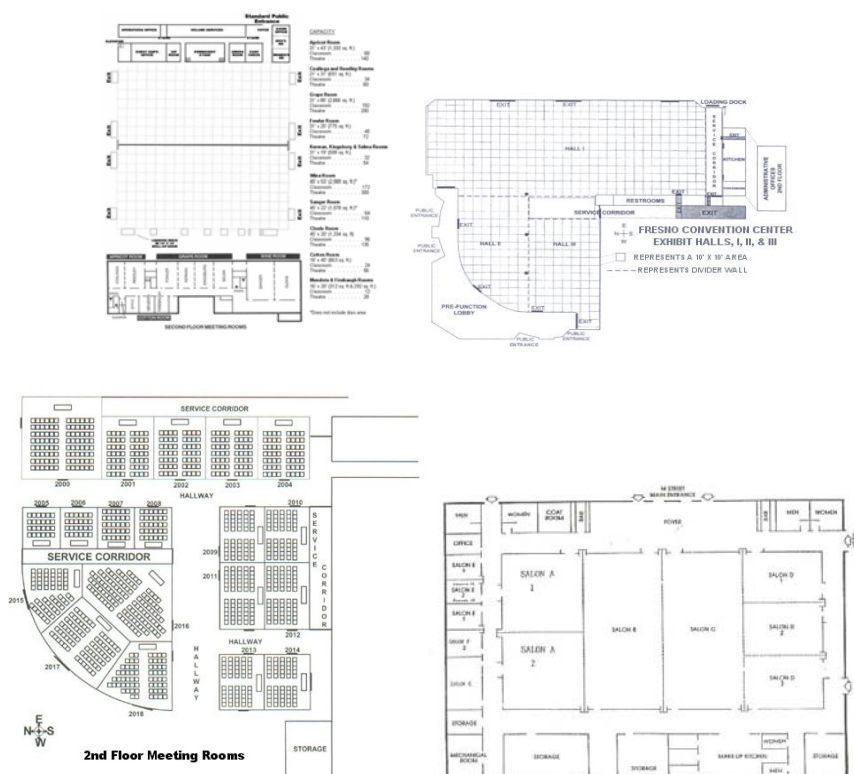
The adjoining Holiday Inn Select features the Golden Empire Ballroom with 7,344 square feet of exhibit and/or ballroom space. Six meeting rooms offer 2,816 square meters of space.

### **Fresno Convention Center**

The Fresno Convention Center ("FCC"), located in Fresno, California, is owned by the City of Fresno, while SMG holds responsibility for operating the facility. Opening in 1966, the FCC has since expanded in 1981, increasing

the seating capacity from 6,500 to 11,300 in the Seland Arena. An expansion in 1999 added the Exhibit Hall South.

**Figure 3-2  
Fresno Convention Center Floor Plan**



Source: Fresno Convention Center

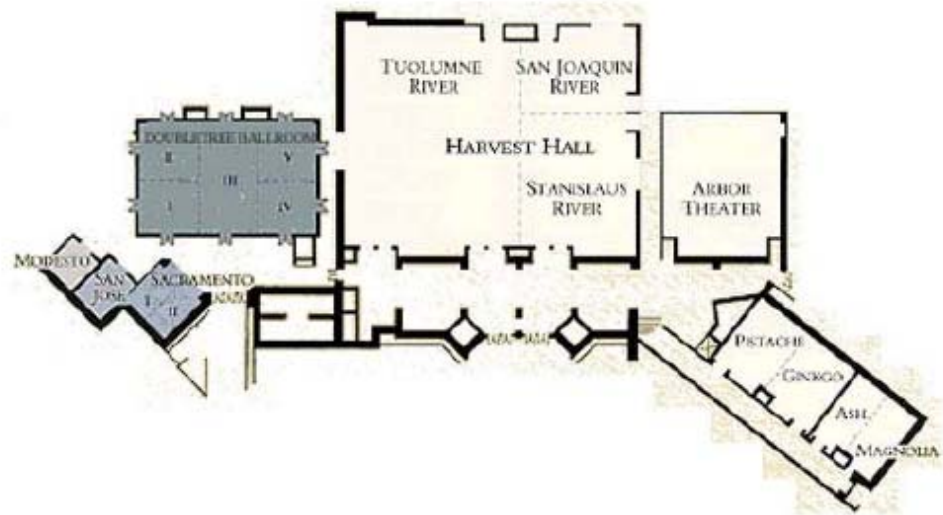
FCC features five separate but contiguous facilities. The Valdez Hall features a 32,400 square foot exhibition hall, divisible into two sections, while the Exhibit Hall South, divisible into three sections, provides a total of 66,371 square feet of exhibit space. The Sarayon Theatre seats 2,353 continental style while the Seland Arena offers 24,200 square feet of space or 11,300 seats. The Conference Center features the Grand Hall ballroom of 13,120 square feet. Eleven meeting rooms provide 11,609 square feet of meeting space.

**Modesto Centre Plaza**

The Modesto Centre Plaza ("MCP") is in the California Central Valley, in the City of Modesto. Modesto both owns and operates the facility. Opening in 1988, MCP underwent an \$80,000 renovation in 1999 that improved the

facility cosmetically. The MCP is connected to the Double Tree Hotel Modesto.

**Figure 3-3**  
**Modesto Centre Plaza Floor Plan**



*Source: Modesto Centre Plaza*

MCP features a 16,000 square foot exhibit hall, divisible into three sections, with space for 2,000 attendees. Four meeting rooms total 4,000 square feet. The Arbor Theatre offers a seating capacity of 350.

The connected Double Tree offers additional meeting space that features a Grand Ballroom of 5,152 square feet, and four meeting rooms with 1,860 square feet of meeting space.

### **Monterey Conference Center**

The groundbreaking of the Monterey Conference Center ("MCC"), located in Monterey, California, was held in 1975, while the facility opened in 1977. The facility was designed by architects Von Bourg, Nakamura, Karney and Katsura and the Architects of Oakland. MCC is owned by the City of Monterey and has a contract with the Portolo Plaza Hotel for use of its major ballroom. Although they do not actively try to sell the ballroom to allow for short-term bookings of the ballroom by the Portolo Plaza Hotel, the Monterey



Conference Center hosts a few large events needing the extra space that are allowed overflow into the Portola Plaza Hotel.

**Figure 3-4**  
**Monterey Conference Center Floor Plan**



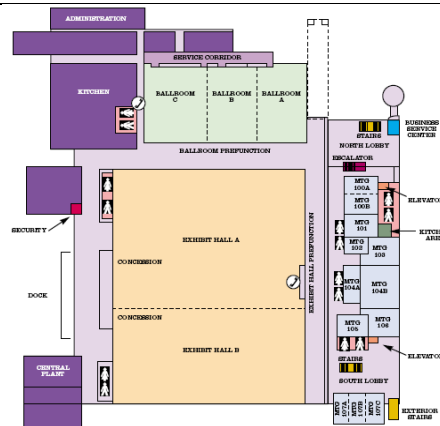
Source: Monterey Conference Center

The MCC offers 19,600 square feet of unobstructed exhibition space in the Serra Exhibit Hall. It also features the De Anza ballroom of 10,655 square feet and nine meeting rooms totaling 5,451 square feet. A forum room provides 5,260 square feet of flexible meeting/conference space. Three lobbies, one on each floor, offers pre-function space.

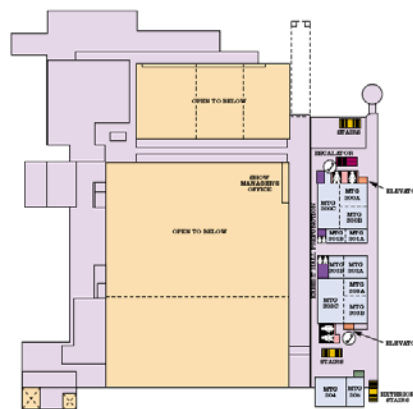
### Ontario Convention Center

The Ontario Convention Center ("OCC") is owned by the City of Ontario, and operated by SMG. The OCC is located in the City of Ontario, between Los Angeles and Palm Springs. The Ontario International Airport is located two blocks from the OCC.

**Figure 3-5  
Ontario Convention Center Floor Plan**



Second Floor



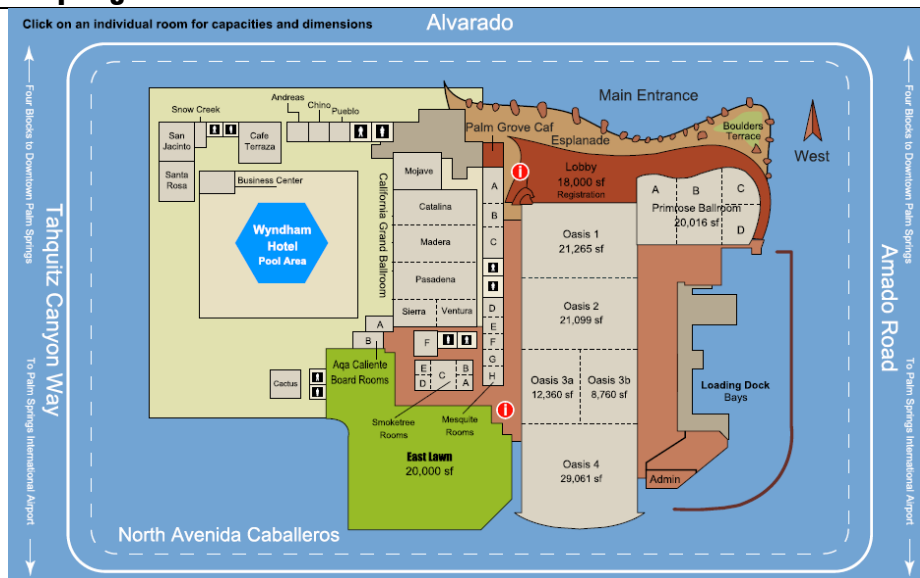
Source: Ontario Convention Center

The OCC features a 69,325 square foot, column-free exhibit hall, divisible into two sections. Additionally, the facility provides a 19,600 square foot ballroom, which is divisible into three sections. Twenty-four meeting rooms offer 26,249 square feet of meeting space.

**Palm Springs  
Convention Center**

The Palm Springs Convention Center is located about three blocks east of downtown Palm Springs, California. The facility recently expanded in 2005 at a cost of \$34 million. The City of Palm Springs owns the OCC, while SMG manages it.

**Figure 3-6**  
**Palm Springs Convention Center Floor Plan**



Source: Palm Springs Convention Center

The Palm Springs Convention Center has 92,545 square feet of exhibit space and 20,016 square feet of ballroom space. The facility also has 9,017 square feet of meeting space.

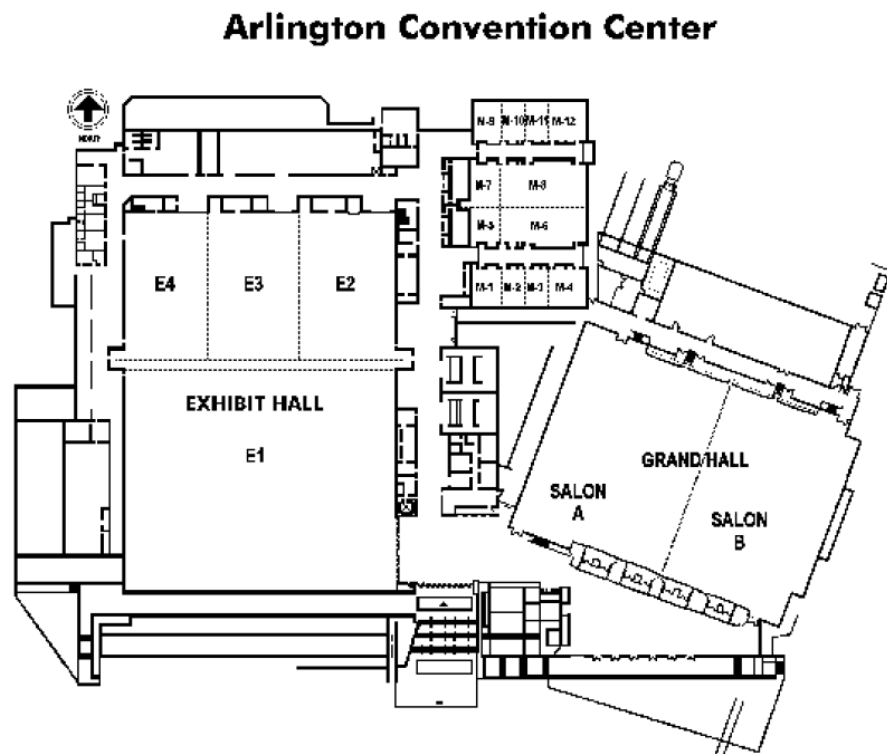
Additional local competition to the Visalia Convention Center may include the Tachi Palace Hotel and Casino located in Tulare, which offers a 4,000 square foot ballroom and a 1,600 square foot meeting rooms, in addition to the Heritage Complex at the International Agri-Center. The Heritage Complex includes a 7,474 square foot ballroom, a theater with 89 seats, a boardroom of 1,237 square feet, a conference hall/dining room with 2,261 square feet and a social hall with banquet capacity of 275 persons or auditorium seating for 677.

Furthermore, the NASCAR track development may potentially act as competition to the Visalia Convention Center in the future. The mixed-use development proposed for the NASCAR development area, containing restaurants, retail, hotel, and possibly meeting space, could act as competition to the Visalia Convention, while if the development does not include any meeting space, could potentially increase demand for the Visalia Convention Center.

## Arlington Convention Center

Opening in 1985, the Arlington Convention Center ("ACC") is both owned and operated by the City of Arlington. ACC, located in Arlington in Texas, is situated midway between Dallas and Fort Worth, and sits 15 minutes south of the Dallas/Fort Worth International Airport. The City is currently studying the feasibility of expanding the exhibition hall as well as adding a full-service headquarters hotel that would be physically connected to the expanded convention center. The ACC is similar to the Visalia Convention Center in that it rests between two large cities and offers similar function space.

**Figure 3-7**  
**Arlington Convention Center Floor Plan**



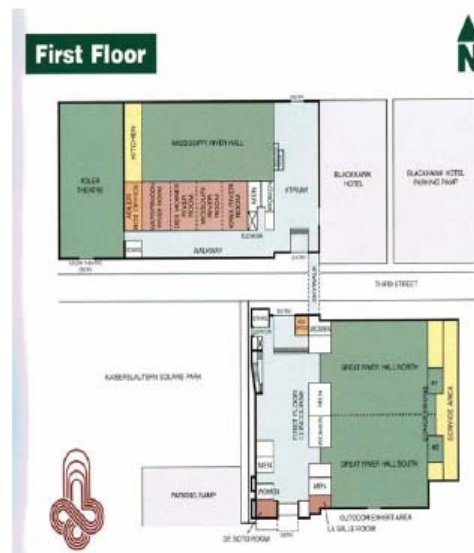
Source: Arlington Convention Center

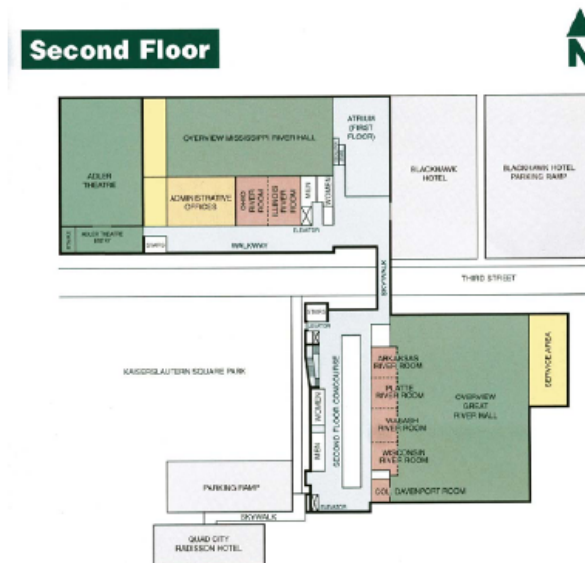
The facility features a 48,600 square foot exhibition hall, divisible by four, and 12 meeting rooms totaling 8,500 square feet. A 30,000 square foot ballroom, divisible into two sections, was developed as part of a facility expansion in 1999. Pre-function gallery and outdoor terraces provide an additional 9,500 square feet of functional space.

**River Center  
Convention Center**

The River Center Convention Center ("RCCC") is located in Davenport, Iowa. RCCC underwent an expansion in 1993 adding the 49,000 square foot south building. In 2003 an expansion was completed, which added the Great Hall South and four meeting rooms, in addition to two square parks. It is comparable to the Visalia Convention Center in size and in type of location, in addition to the type of demand it attracts.

**Figure 3-8  
River Center Convention Center Floor Plans**





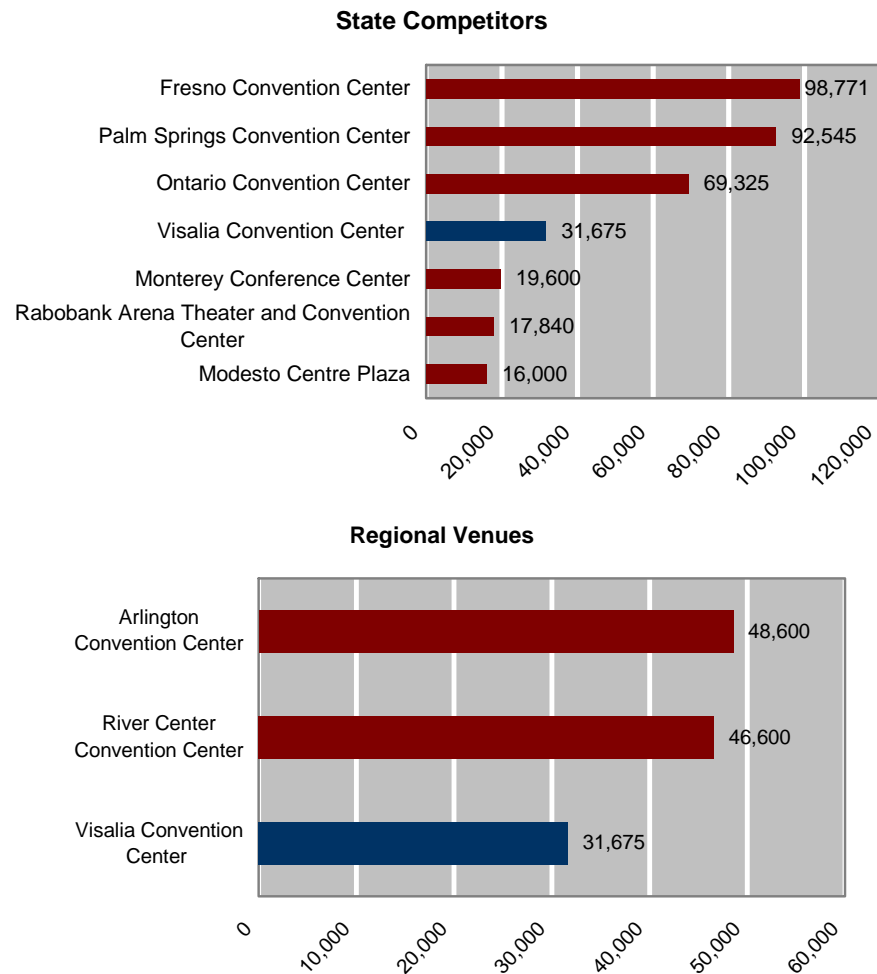
Source: River Center Convention Center

The River Center Convention Center features two exhibit halls totaling 46,600 square feet of exhibition space and 11 meeting rooms offering 8,155 square feet of meeting space. For flexible, pre-function space, the Atrium offers 2,450 square feet of space and the Concourses offer 8,250 of space. Additionally, the facility features the Adler Theatre and two large square parks.

## Exhibition Space Assessment

Exhibition space is critical for several types of events such as conventions, tradeshow, and consumer shows. The quantity of exhibition space available at convention centers generally determines the facility's capacity in terms of the number and size of exhibiting events it can accommodate. The quality of exhibition space in a venue often determines what types of groups will want to hold events there and what level rents they will be willing to pay. In this part of the report we quantify and qualify the exhibition space available at each of the selected comparable facilities to help develop an opinion about whether the subject property will be superior, similar, or inferior to each of the selected comparable facilities with regard to its exhibition space.

**Figure 3-9  
Exhibition Space in Comparable Venues (square feet)**



Source: Respective Facilities

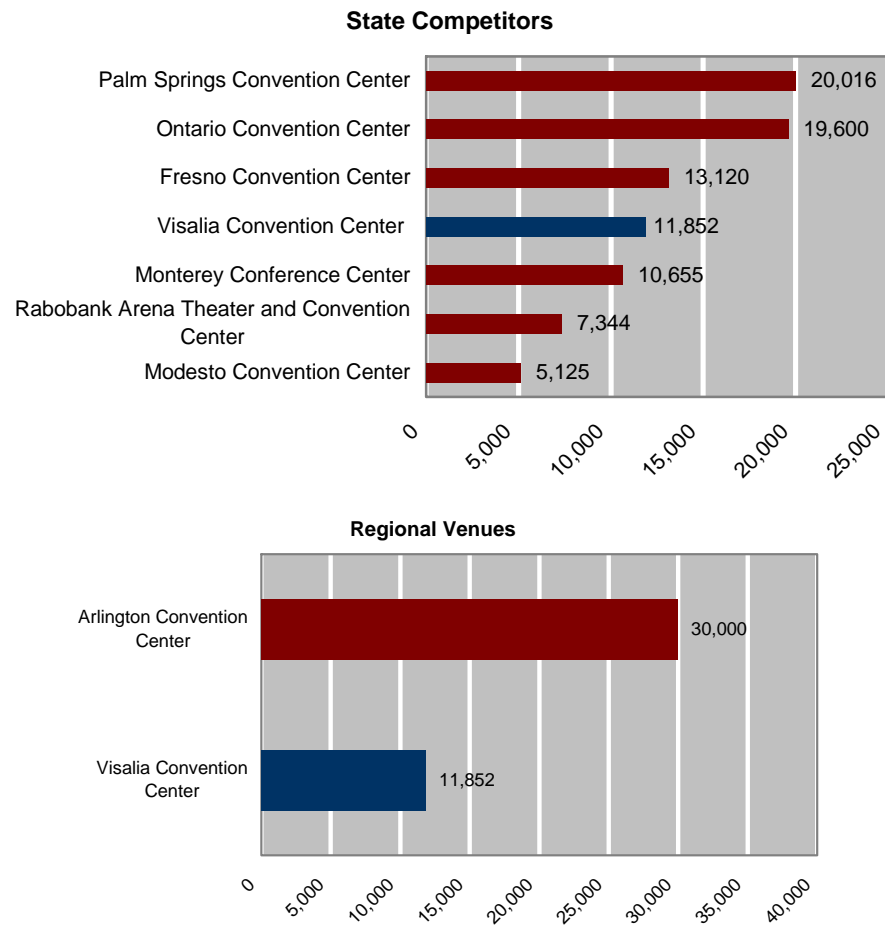
The Visalia Convention Center ranks fourth in terms of available exhibit space with 31,675 square feet. The Fresno Convention Center has the most available exhibit space with 98,771 square feet, while the Modesto Centre Plaza has the least available amount of exhibit space with only 16,000 square feet.

In terms of regional venues the Visalia Convention Center has less exhibit space than both the River Center Convention Center and the Arlington Convention Center, which offer 48,600 and 46,600 square feet of exhibit space, respectively.

**Banquet Space Assessment**

Banquet space has become increasingly important for convention centers during the past two decades, as facility operators have attempted to grow food service revenues at their facilities. In addition to banquets, several other types of events, such as conventions and tradeshow, typically have a dining component that utilizes banquet space.

**Figure 3-10  
Banquet Space in Comparable Venues (square feet)**



Source: Respective Facilities

The Visalia Convention Center offers 11,852 square feet of banquet space – the least banquet space – second to the Monterey Conference Center with 10,665 square feet. The Palm Springs Convention Center has the most available banquet space at approximately 20,000 square feet, while the



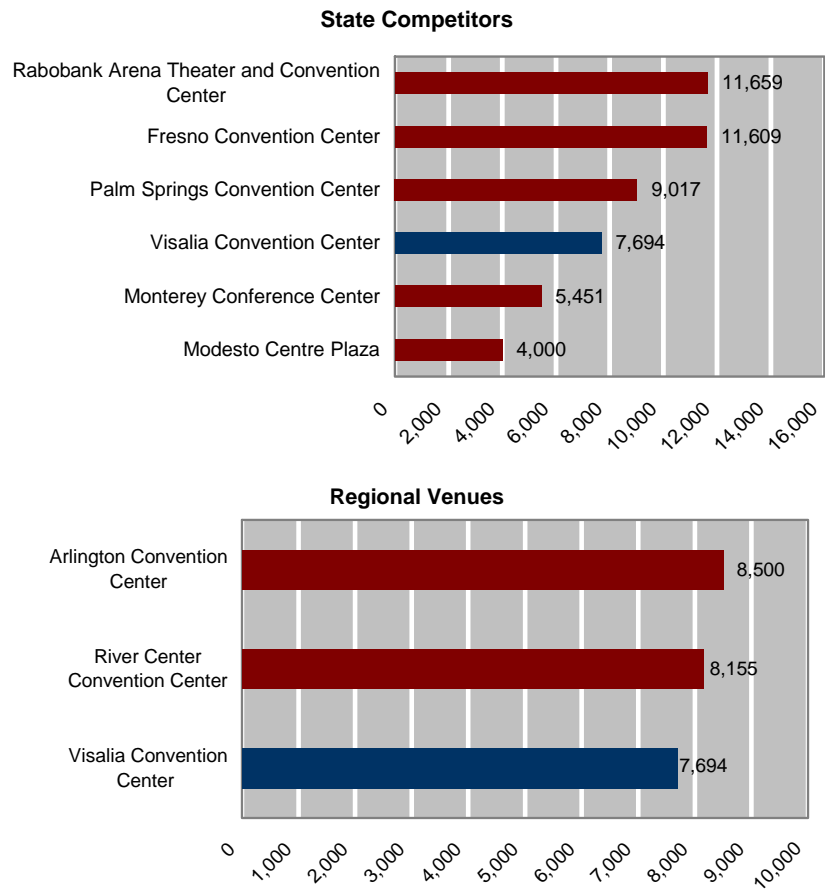
Ontario Convention Center offers 19,600 square feet of banquet space. The Bakersfield Convention Center, Rabobank Arena Theater and Convention Center, and Modesto Centre Plaza offer considerably less ballroom space than other venues.

The Arlington Convention Center feature 30,000 square feet of meeting space, more than double the banquet space at the Visalia Convention Center. However, the River Center does not offer dedicated ballroom space.

### **Meeting/Breakout Space Assessment**

Meeting rooms can accommodate sub-groups as they break out of larger events such as conventions and tradeshow. Additionally, these smaller rooms can accommodate self-contained meetings, training sessions, seminars, classes, and a variety of small meeting functions. A facility's meeting rooms are often its most frequently used function spaces. Generally, convention centers should offer meeting space that is proportionate to the amount of exhibition space available at the facility. However, the optimum amount of meeting space can vary depending on a facility's target market.

**Figure 3-11**  
**Meeting Space Areas in Comparable Venues (square feet)**



Source: Respective Facilities

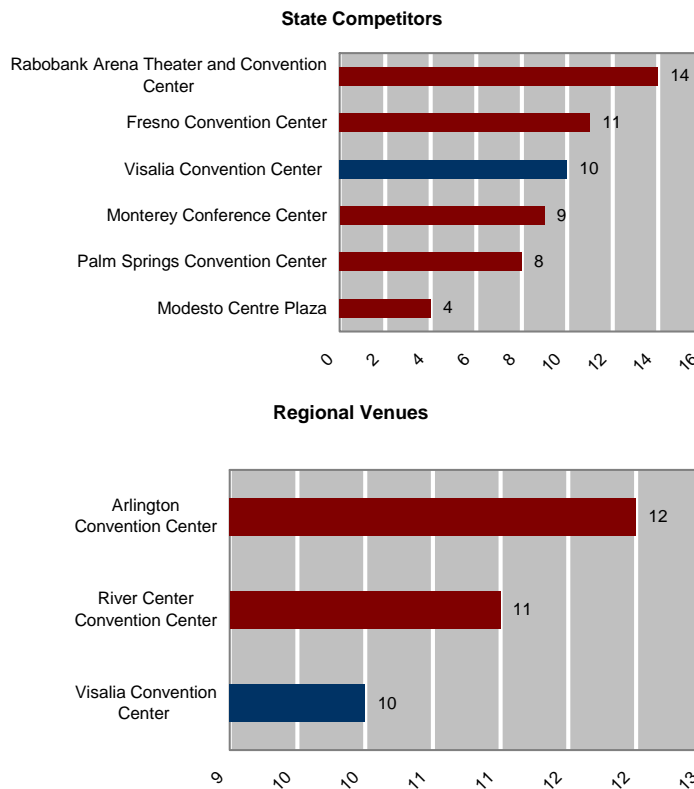
With 7,694 square feet of meeting space, the Visalia Convention Center ranks fourth in terms of available meeting space. The Rabobank Arena Theater and Convention Center and Fresno Convention Center offer the greatest amount of meeting space with 11,659 and 11,609 square feet, respectively.

Among regional venues, both the River Center and the Arlington Convention Center feature roughly 8,000 square feet of available meeting space, approximately 1,000 more square feet than the Visalia Convention Center.

**Divisibility of Breakout Spaces**

The divisibility of meeting and banquet space is especially important for venues that serve a broad range of event types that represent different space needs. Divisibility adds flexibility in the amount of space the facility can rent, thereby allowing it to best match rented space with customer needs. Divisibility and flexibility also allow venues to serve multiple events simultaneously, thereby maximizing facility utilization.

**Figure 3-12**  
**Number of Breakout Rooms in Comparable Venues**



Source: Respective Facilities

The Visalia Convention Center ranks third in terms of meeting room divisibility with eight meeting rooms and two boardrooms. The Rabobank Arena Theater and Convention Center has the most divisible meeting space with 14 rooms, while the Modesto Centre Plaza has the least divisible meetings rooms with only four meeting rooms.

**Figure 3-13**  
**Events and Attendance at Comparable Facilities (2006-2007)**

Event Type	Fresno, CA	Bakersfield, CA	Monterey, CA	Modesto, CA	Ontario, CA	Palm Springs, CA	Arlington, TX	River Center, IA	Visalia, CA	Average
Convention/Tradeshows	37	3	58	42	42	32	30	4	6	30
Consumer Show	20	9	5	7	20	20	35	7	29	18
Banquet	55	11	14	178	45	24	35	39	169	70
Meetings*	50	2	61	232	316	41	93	132	1,145	249
Other**	298	26	20	93	134	0	40	71	56	92
<b>Total Events</b>	<b>460</b>	<b>51</b>	<b>158</b>	<b>552</b>	<b>557</b>	<b>117</b>	<b>233</b>	<b>253</b>	<b>1,405</b>	<b>460</b>
<b>Average Attendance</b>										
Convention/Tradeshows	1,602	NA	552	1,276	1,500	1,428	1,573	955	900	1,193
Consumer Show	3,044	NA	1,505	3,446	4,000	2,316	4,480	6,000	1,057	3,539
Banquet	853	NA	556	276	700	567	858	275	239	511
Meetings*	624	NA	208	223	300	160	455	80	70	244
Other**	1,638	NA	780	708	5,000	0	804	3,600	544	1,853
<b>Total Attendance</b>										
Convention/Tradeshows	59,274	NA	30,356	53,612	63,000	45,700	47,175	3,063	5,400	34,516
Consumer Show	60,880	NA	7,525	24,125	80,000	46,322	156,800	68,931	30,640	60,462
Banquet	46,915	NA	7,788	49,138	31,500	13,602	30,015	29,287	40,413	30,883
Meetings*	31,200	NA	12,602	51,824	94,800	6,551	42,350	8,232	80,061	37,317
Other**	488,124	NA	57,378	65,855	670,000	0	32,151	72,321	30,484	173,229
<b>Total Annual Attendance</b>	<b>686,393</b>	<b>98,521</b>	<b>115,649</b>	<b>244,554</b>	<b>1,838,166</b>	<b>112,175</b>	<b>308,491</b>	<b>181,834</b>	<b>186,998</b>	<b>494,327</b>

\*Includes conferences

\*Includes entertainment events

Source: Respective Facilities and HVS Estimates

As shown in the graph above, each comparable venue differs in the number of events it brings in and the attendance the events attract for various reasons. However, it is helpful to better understand the market and demand potentials, by comparing comparable venues' events and attendance records to the proposed facility's history.

In 2007, comparable venues hosted an average of 460 total events. Bakersfield hosted the least number of events with 51, while Visalia hosted the largest number of events with 1,405. As shown in the meetings category, most facilities host a large number of meetings and conferences, with an average of 249 meetings among all comparable facilities. Visalia, with 1,145 meetings and conferences, far outnumbers all comparable venues, due to the large number of classes held by the University of Phoenix at the Visalia Convention Center, which, in total, represents roughly 65 percent of total meetings.

Events categorized as “other,” which includes entertainment events, average at 92, with Visalia hosting 56 other events, 22 of which are entertainment events. Fresno held a large number of events falling in the category of other, which includes non-revenue/city use and school/community events, in addition to sporting events.

A majority of facilities host more convention/tradeshows than consumer shows with an average of 25 convention and tradeshows and 17 consumer shows. Visalia hosted six conventions, some of which functioned as both conventions and tradeshows, and 29 consumer shows. The number of banquets remains fairly similar among comparable venues, at an average of 70, while Modesto hosted the greatest number, 178 banquets.

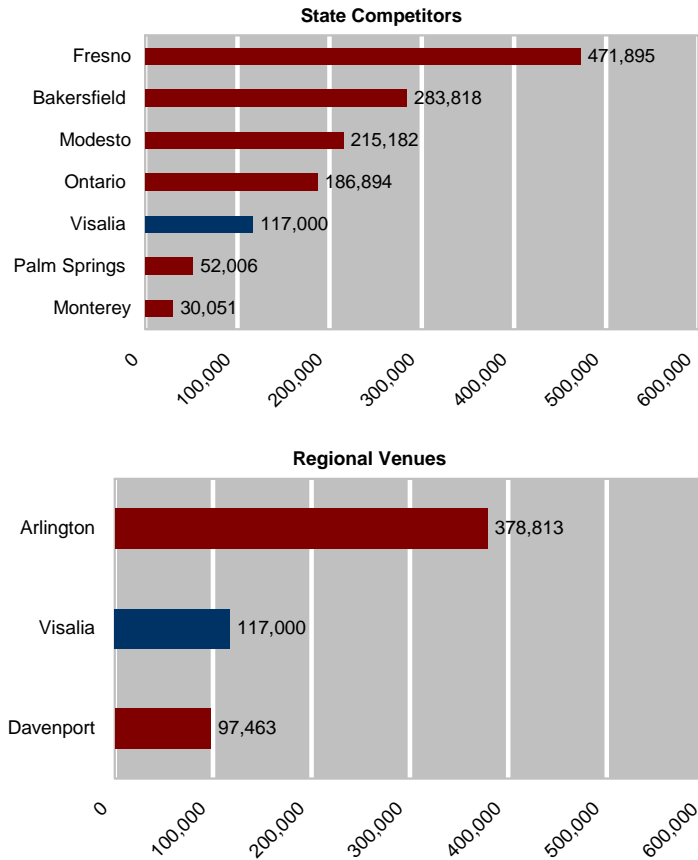
Average total attendance at comparable facilities is 494, 327 with Bakersfield, having the smallest total attendance and Ontario having the largest total attendance. Visalia recorded 186,998 in total attendance, greater total attendance than four comparable facilities, while smaller than others due to its large number of banquets and meetings that bring smaller attendance than conventions and consumer shows.

Average attendance at convention and tradeshows remain similar among comparable venues, with an average of 1,193, with Visalia below that figure with 900 in average attendance. Average consumer show attendance is roughly three times greater at 3,539, while Visalia has an average attendance of 1,057 at consumer shows. The size of meetings varies greatly among venues, with a range of 70 in Visalia to 624 at the Fresno Convention Center. The average attendance among all comparable venues at meetings is 244. The Visalia Convention Center, although similar to other venues in many categories in number of events and attendance, differs in that it hosts significantly smaller meetings than all other comparable venues.

## **Population Comparisons**

Local area population data can provide evidence of a community’s overall economic size and ability to support public services and visitor amenities that are important for convention center users. Local area population data can also provide a basis for understanding demand potential for certain types of events such as locally-generated meetings, banquets, religious events, graduation ceremonies, and consumer shows. However, because most convention centers primarily target out-of-town users, local area population figures rarely have a direct correlation with overall demand potential at convention centers.

**Figure 3-14**  
**City Population in Comparable Cities**



Source: Demographics Now

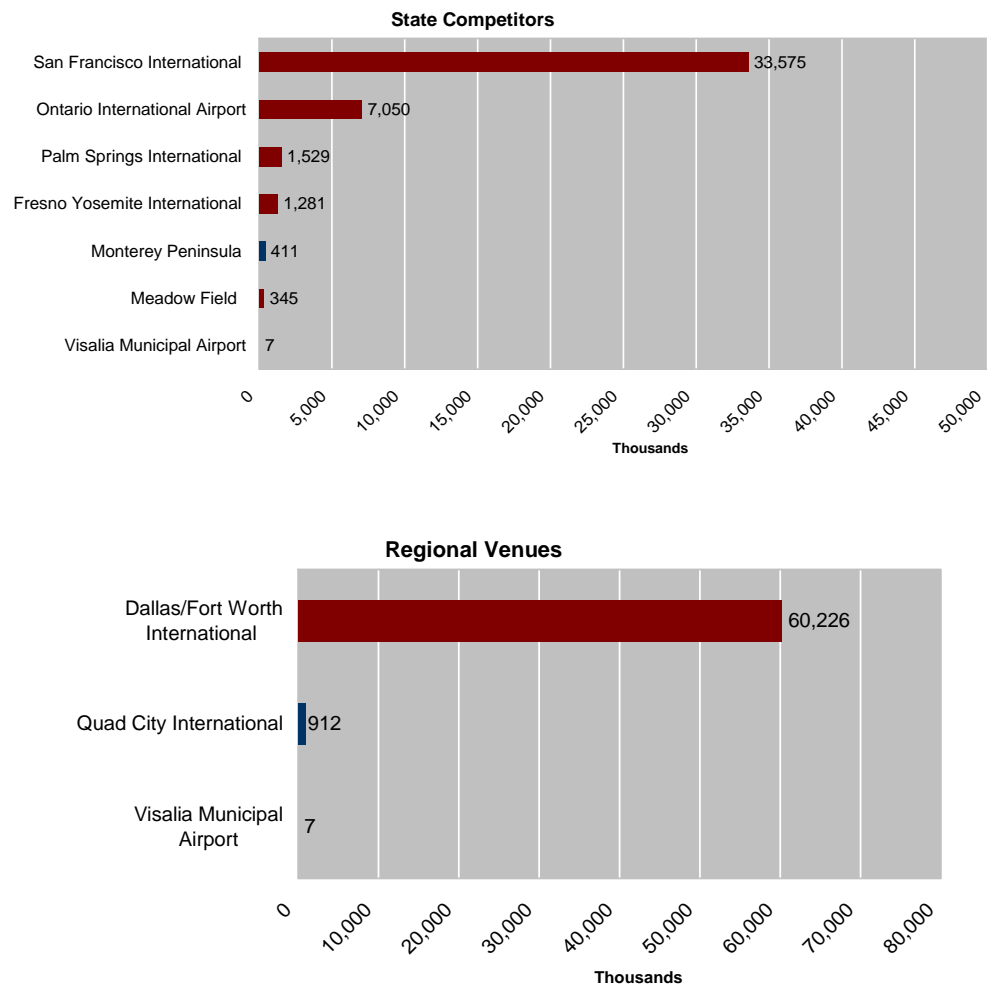
Among state competitors, the City of Fresno has the largest population with 471,895 people, much larger than the remaining comparable venues in California. The City of Visalia, with 117,000 people, ranks fifth among all state comparable venues, while Monterey with 30,051 people has the smallest population. Among regional venues, Visalia places second to the City of Arlington’s population of 378,813. The City of Davenport has a slightly smaller population than Visalia — 97,463 people.

**Air Service Capacity**

Transportation linkages, including airports, can play a critical role in the success of convention centers that target regional and national user groups. One of the best indicators of an airport’s ability to enhance a convention center’s draw is its service capacity, generally measured as total annual

passenger volume, or traffic. An airport with relatively high annual passenger volumes generally is more convenient and has a wider draw than an airport with relatively low annual passenger volumes.

**Figure 3-16**  
**Air Service Capacity in Primary Airports in Comparable Cities (Total Passengers) (000's)**



Source: Respective Airports

Among comparable cities in California, San Francisco, with air capacity of 33,575,000 passengers, tops all cities by a large margin as all other airports are more locally focused and much smaller. The Fresno-Yosemite International

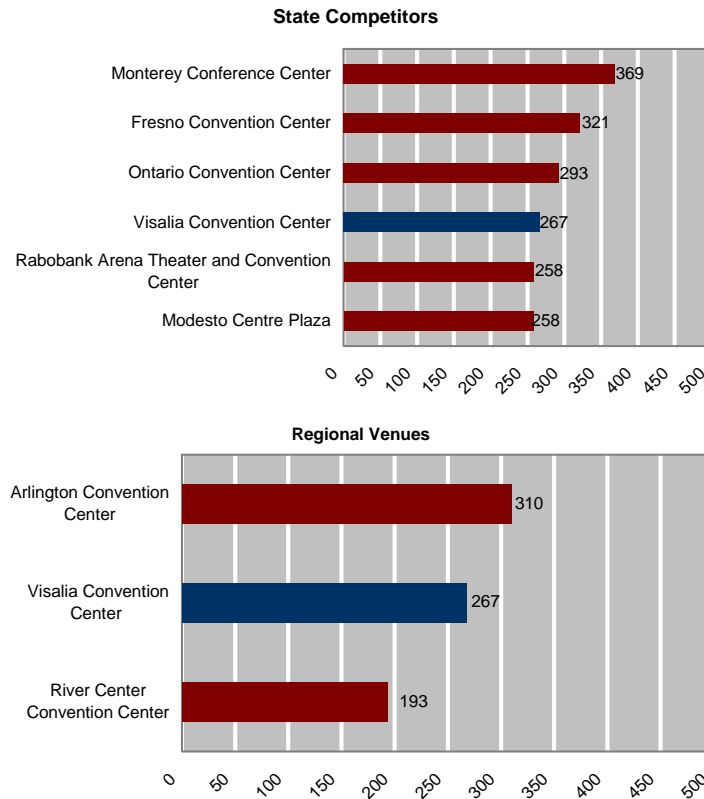
offers passenger capacity of 1,281,000 followed by Monterey Peninsula Airport and Meadow Field Airport in Bakersfield. Visalia Municipal Airport offers passenger capacity of 6,776. Dallas/Fort Worth International Airport, the closest major airport to the City of Arlington, Texas serves 60,226,000 passengers per year. Quad City International near the River Center Convention Center only serves 912,000 passengers a year.

**Adjacent Hotel Capacity**

A convention center's hotel package has increasingly become one of the most important selection factors for facility users in recent years. To successfully attract out-of-town groups, a convention center must be supported by an adequate supply of nearby hotel rooms that can house delegates, exhibitors, and other attendees. Close proximity and connectivity are critical factors that event planners consider in evaluating overall hotel packages available in competing communities. Generally, the number of rooms offered at one or more hotels that are adjacent or connected to the convention center is the key point of comparison. Other factors that can be important are hotel brands, service levels, building ages, management, and available meeting and banquet spaces in these hotels.



**Figure 3-17**  
**Hotel Capacity Proximate to Comparable Venues**



\*Visalia Headquarter Hotel count includes both the headquarter hotel and Comfort Suites across the street

Source: Respective Facilities

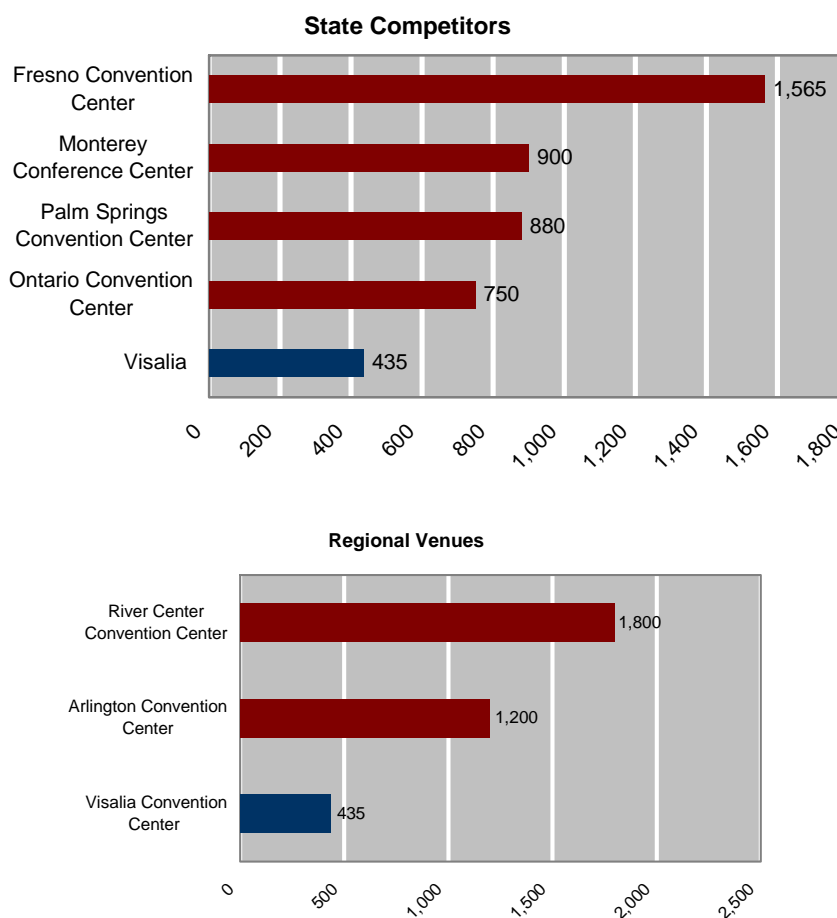
Visalia has the fourth largest adjacent hotel count among state competitors with 267 rooms, which includes both the headquarters hotel and the hotel across the street. Both the Monterey Conference Center and the Fresno Convention Center offer more than 300 rooms. Among regional venues, however, the Visalia Convention Center adjacent hotels offer significantly more than the number of rooms at the River Center Convention Center headquarter hotel.

**Parking Capacity**

Most convention centers experience highly variable parking demand levels depending on event scheduling, seasonality, and location. Conventions, tradeshow, consumer shows, religious assemblies, and graduation ceremonies can create spikes in parking demand during peak demand

periods. However, parking demand may be much lower for the majority of operational days throughout a given year. Urban convention centers often benefit from multi-story parking structures and good public transportation linkages, whereas suburban centers generally utilize surface parking, reflecting lower land prices. Parking supply should reflect a convention center’s target market, event schedule, and location.

**Figure 3-18**  
**Parking Availability in Comparable Venues**



Source: Respective Facilities

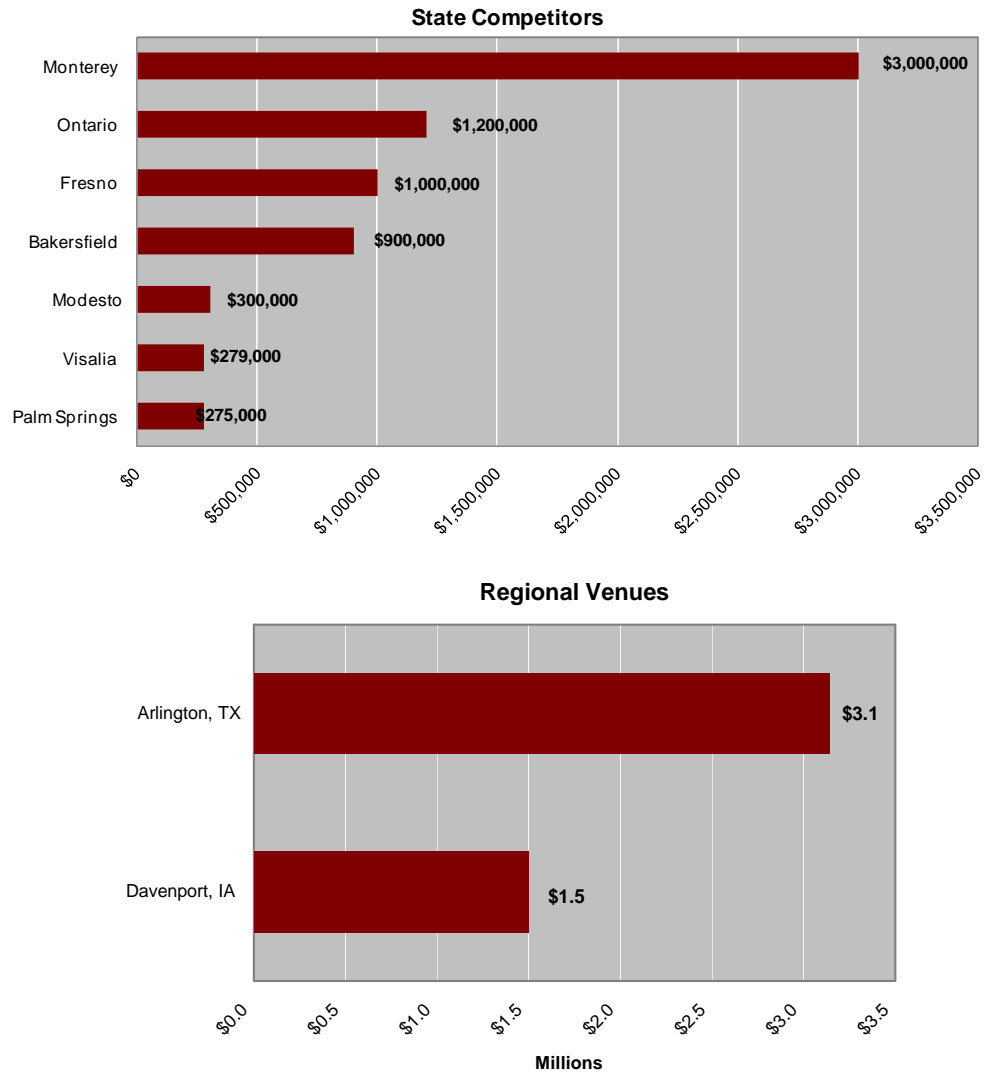
Visalia offers the least amount of parking among state competitors with 435 spaces, while Fresno Convention Center offers the most with 1,565 spaces. Relative to regional venues, Visalia also offers the fewest parking spaces while

both the River Center Convention Center and the Arlington Convention Center offer more than 1,000 spaces. However, Visalia has an advantage in that it does offer free parking.

### **CVB Marketing Budgets**

In most communities the responsibility for marketing a convention center is divided between a facility's internal sales team and the local area's convention and visitors' bureau ("CVB"). It is typical for a CVB to focus on large "citywide" convention events that generate room night demand for numerous hotel properties throughout the community. A well-funded and well-managed CVB can be a critical factor for a convention center's success. A CVB's annual budget is one indicator of a community's ability and commitment to support a comprehensive marketing strategy for its convention center.

**Figure 3-19**  
**Comparison of Convention and Visitors Bureau Budgets**



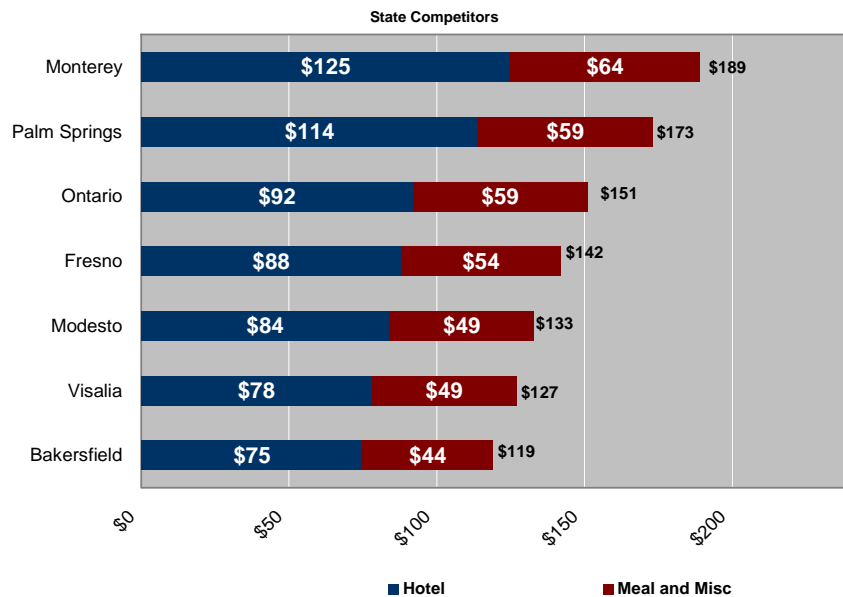
Source: Respective CVBs

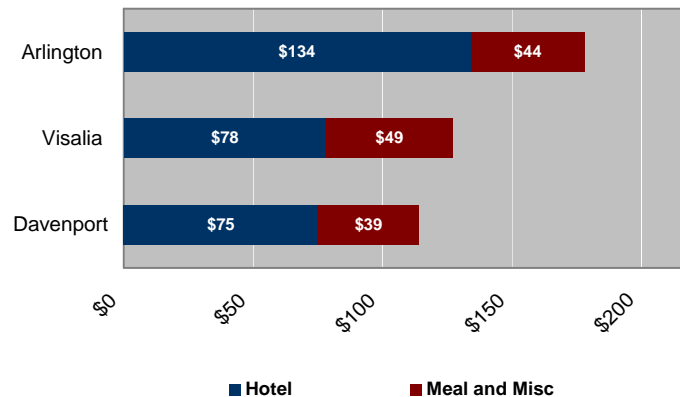
Among state competitors, Monterey has the largest CVB budgets with \$3,000,000 respectively. Palm Springs has the smallest CVB budget with \$275,000. Among regional venues, Arlington has the largest CVB with \$3.1 million, more than double the CVB budget of Davenport.

**Travel Costs**

Travel costs associated with attending a convention center event can contribute to a facility’s overall ability to attract delegates, exhibitors, and attendees. High travel costs can become a deterrent for certain types of groups in a facility’s potential market whereas low travel costs can be a competitive advantage in attractive certain price-sensitive groups. HVS evaluates three primary travel expense categories that include costs associated with hotel accommodations and meals.

**Figure 3-20**  
**Comparison of Estimated Travel Costs**





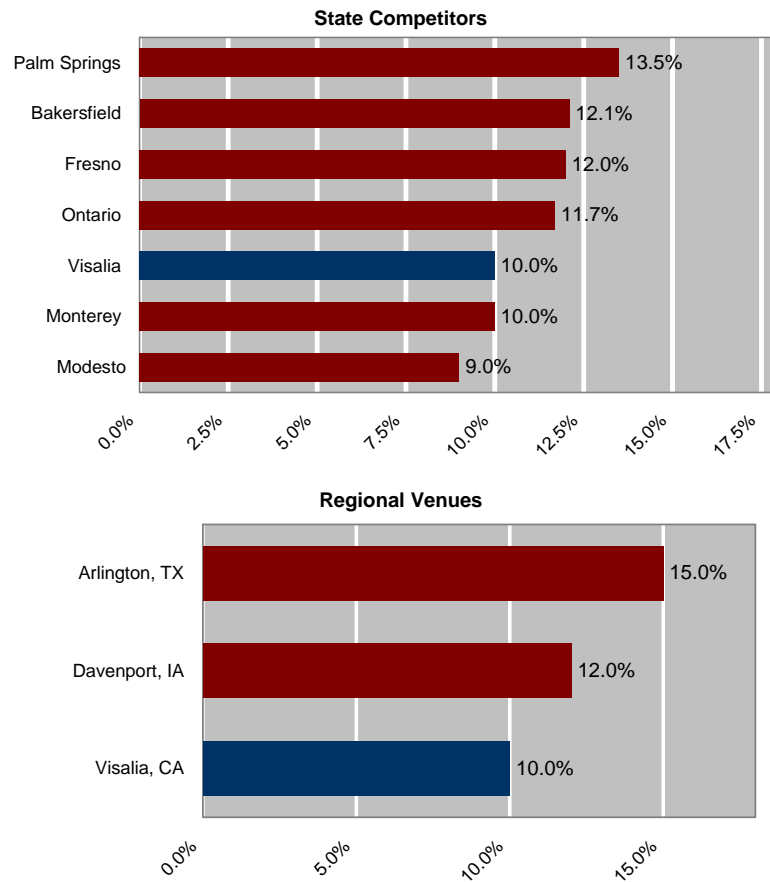
Source: U.S. General Service Administration

Travel costs in Monterey and Palm Springs are the largest, with \$189 and \$173 respectively. In Visalia travel costs are relatively cheap — only greater than Bakersfield. Among regional venues, Visalia ranks in the middle with \$127 in average travel costs, while Arlington travel costs average \$178.

### Hotel Tax Rates

Hotel tax rates can affect both CVB budgets as well as overall travel costs. Relatively high hotel tax rates can be a good indicator for convention centers if they are associated with high levels of funding for the CVB and other convention marketing organizations. However, if tax rates become too high, they can sometimes become a deterrent for price-sensitive groups because they contribute to overall travel costs associated with visiting the community. Higher rates are generally seen in larger communities with extensively developed tourism infrastructures.

**Figure 3-20**  
**Comparison of Lodging Tax Rates**



Source: Respective Markets

Visalia has among the lowest hotel tax rate among state competitors at 10.0 percent. This rate is the same as Monterey and only higher than Modesto's, while it is lower than both Davenport and Arlington, with a tax rate of 12.0 and 15.0 percent, respectively. The City of Visalia is looking at raising the hotel tax to 12 percent, similar to Fresno and Bakersfield. This increase in the tax would not alone create a competitive disadvantage for the Visalia Convention Center.

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## 4. Convention and Meeting Industry Trends

### Introduction

The purpose of this section is to describe the convention and meeting industry and analyze trends in the number of events, attendance, and supply of convention, exhibition, and meeting facilities. An understanding of trends in the demand for and supply of function space provides an important context for evaluating the market potential of new or expanded venues. The section concludes with an assessment of the particular implications of these trends for the Visalia Convention Center.

Convention centers are large event venues with exhibit halls and adjacent ballroom and breakout meeting spaces. Typically, venues are referred to as convention centers if they have 25,000 square feet of exhibition space or more and feature meeting rooms as well as banquet space. Venues without any meeting or banquet space are usually referred to as exhibition centers. Most, but not all, convention centers are municipally owned and construction costs are typically financed through the use of tourism related tax revenues such as hotel/motel, prepared food and beverage, car rental, and other related taxes. The primary intent of these venues is to attract out-of-town visitors and related spending to their communities. Convention centers in the United States typically run annual operating deficits above and beyond any annual debt service payments related to construction financing. The intent is that they function as loss leaders for the tourism and hospitality segment of local economies, with significant spending by visitors on hotels, bars and restaurants, retail stores, local transportation, and various attractions outside the convention center.

### Event Types and Facility Needs

The continually evolving requirements of event planners and show managers drive convention center design. The convention and meetings industry includes several types of events, from large trade and exhibition events to conferences and corporate meetings. These events fall broadly into two categories. Conventions, tradeshow, and meetings are planned by associations and corporations as a means for information exchange and professional development. Attendees to these events are generally



employees, association members, or invited speakers. For associations, these events can also generate significant portions of their annual operating budget.

The second category includes public/consumer shows. Private event planners organize and market these events for the sole purpose of generating income. Common examples of these types of events include auto and boat shows. Rather than drawing attendees from associations, corporations, or other groups, these events depend upon attendees from the general public who pay a daily admission fee to enter the event.

Each type of event has unique facility needs. Certain events require large amounts of contiguous space and others require several smaller meeting rooms. A single event may use different types of space, including exhibit halls, banquet rooms, breakout meeting rooms, and theater seating. Event facilities need to offer flexible event space that can be configured to meet the needs of a wide variety of events.

Table 4-1 summarizes the key attributes of various types of events and their facility requirements.

**Table 4-1**  
**Event Types and Characteristics**

Event Type	Common Attendance Range	Primary Purpose	Major Facility Requirements	Typical Facility Used
Conventions with Exhibits	500 to 30,000	Information exchange and sales	Exhibition, breakout meeting space, and banquet space	Convention Centers
Conventions without Exhibits	300 to 5,000	Information exchange	Meeting space and banquet space	Hotels; Conference Centers; Convention Centers
Tradeshows	1,000 to 50,000	Sales	Exhibition and breakout meeting space for some events	Convention Centers; Trademarts; Fairgrounds
Consumer Shows	3,000 to 50,000	Advertising and sales	Exhibition Space	Convention Centers; Trademarts; Fairgrounds
Combination Shows*	3,000 to 50,000	Advertising and sales	Exhibition Space	Convention Centers; Trademarts; Fairgrounds
Corporate & Other Meetings	Less than 100	Training and information exchange	Meeting space (minimal)	Hotels; Conference Centers; Convention Center Meeting Rooms
Conferences	50 to 2,000	Information exchange	Meeting space and banquet space	Hotels; Conference Centers; Convention Center Meeting Rooms
Social, Military, Educational, Religious, Fraternal	25 to 1,000	Civic & social	Meeting and/or banquet space	Civic center or auditorium
Concerts and Entertainment	500-10,000	Entertainment	Stage, seating, lighting, concession areas, ticket booths, lobby	Arenas; Stadiums; Theaters; Auditoriums; Convention/Civic Centers
Assemblies	1,000 to 50,000	Information exchange	Stage, seating, breakout meeting rooms	Convention Centers; Arenas; Stadiums; Fairgrounds

\*A tradeshow with private access is followed by a consumer show with public access.  
Source: HVS

The following is a description of these various types of events:

**Conventions** — Associations, professional groups, and other membership organizations hold conventions, with attendance ranging from 300 to 30,000 plus attendees, the average of which is approximately 800 to 900. The larger of these meetings typically take place in convention centers with exhibit halls of 100,000 square feet or more. Smaller events are held in hotels and conference centers. Conventions usually consist of a number of concurrent meetings, with a few general sessions. Facility needs include assembly space for general sessions, banquet facilities, and numerous breakout-meeting rooms. Approximately two-thirds of conventions use exhibit space for displays and booths.

**Tradeshows** — Tradeshows provide a means for wholesalers and retailers to transact business with industry buyers. Trade associations, independent show organizers, and other companies sponsor and produce trade shows. Similar to conventions, tradeshows require exhibit halls and are generally restricted to convention centers, as opposed to smaller hotel or conference center event spaces.

Like conventions, tradeshows offer a forum for exchanging industry ideas. Tradeshows are more product and sales-oriented than conventions. They are exhibit-intensive, and exhibitors prefer column-free, single-story, open-space facilities. Exhibitors construct temporary custom booths for product display. Tradeshows typically attract a large number of attendees who originate from outside the host city, but their length of stay is shorter and their average spending lower than convention attendees. Many tradeshows are increasing the amount of meetings and other breakout sessions they conduct in order to augment the educational component of their events, attract more attendees, and keep them in the host city for longer periods of time.

**Consumer Shows** — Consumer shows are public, ticketed events featuring exhibitions of merchandise for sale or display. Consumer shows provide a means of product distribution and advertising. Some shows, such as auto and boat shows, have recreational and entertainment components. Consumer shows range in size from small local, specialized shows with a few hundred attendees to large shows with many thousands of attendees. The larger consumer shows may occur in convention centers, shopping malls, fairgrounds, and other public-assembly facilities with large exhibition areas.

Most attendees are local residents, although a few large consumer shows have a regional or national draw. Exhibitors often come from out of town and may follow a series of events occurring in different venues. Site selection considerations for consumer shows include the size and income of the local population, availability of facilities, and the number of competitive shows in the market. Many consumer shows are beginning to incorporate educational seminars, and the availability of meeting space is becoming increasingly important for these events.

**Corporate and Other Meetings** — Corporate meetings include training seminars, professional and technical conferences, sales meetings, shareholder events, product introductions, and management meetings. Attendance ranges widely, with an average of around 50. These meetings are held in hotels with meeting space, conference centers, and sometimes in the meeting room blocks

of larger convention centers. Corporate meetings usually require meeting rooms or ballroom space, but not exhibition space. Larger functions are sometimes held at convention centers. Corporate meeting planners and attendees prefer facilities with business amenities and a high-quality, professional appearance.

**Conferences** — Conferences are events held by associations, professional groups, and other membership organizations. These events do not always require exhibit space, and are otherwise similar to conventions. They require meeting space for general sessions, food service areas, and breakout meeting rooms. Hotels and conference centers host the majority of conferences.

Like conventions, conferences generate a significant amount of new spending in the area economy because a large percentage of attendees originate from outside the local area, typically stay several nights in the host city, and spend money on accommodations, food, retail goods, transportation, and entertainment.

**Social, Military, Educational, Religious, Fraternal, and Ethnic Events** — Referred to as “SMERFE” events, these events include weddings, fund-raising events, educational seminars, religious gatherings, parties, and other community events that have a civic, social, or entertainment purpose. These events typically require a ballroom or multipurpose space where food and beverage services and, in some cases, entertainment can be provided. SMERFE events are the most common type of events in most civic centers and locally oriented conference facilities. Generally, SMERFE groups are highly price sensitive with respect to space rental rates and ancillary costs like hotel rooms.

**Agriculture** – Agriculture and agriculture-related services are a large part of the Tulare County and Visalia’s economy. This industry, unique to the Visalia Convention Center, represents significant demand for the VCC. Thus a large number of state association conventions and tradeshow are related to the agriculture industry within Tulare County.

**Concerts and Entertainment** — Convention centers sometimes host concerts and other types of entertainment events. The absence of fixed seating and a raked floor limits the types of events convention centers can accommodate. Concerts are problematic in exhibit halls because the concrete floors and spaciousness creates acoustic challenges. Sports events like boxing matches are sometimes set up in exhibit halls. Exhibit halls can also accommodate

tournaments that include several performance spaces with simultaneous events, such as a series of mats for a wrestling meet. New telescopic seating in the exhibit hall is a competitive advantage for the Visalia Convention Center. Such seating increases the facility's ability to host large assemblies, live entertainment, amateur sports competitions, and local civic or educational ceremonies.

**Assemblies** — Assembly events usually involve a ceremony, speech, or other similar activity that attracts a crowd of spectators. These events attract anywhere from 1,000 to 50,000 people or more and many require arena or stadium seating. Assemblies stem from many of the same sources as SMERFE events, but are less likely to involve a food and beverage element. These events do not usually require large amounts of exhibit and meeting-room space.

In general, conventions, tradeshow, and conferences are considered to be high-impact events because they generate a greater amount of new spending in the local economy than consumer shows and local meetings. When a large percentage of delegates and attendees originate from outside the local area, they can generate significant economic impacts. These delegates or attendees typically stay several nights in the host city and spend money on accommodations, food, retail goods, transportation, and entertainment.

By comparison, consumer shows and entertainment events generate more moderate levels of new economic spending for a community. However, in many cases the exhibitors, performers, or event planners will come from out of town and generate new spending in the host community.

## **Facility Characteristics**

Convention centers typically provide several types of function space that are used in different combinations depending on the type of event.

- **Exhibition space** — typically the largest single area in a convention center, with high ceilings and clear spans with minimal or no support columns in the event space. Large contiguous halls are divisible with movable, soundproof walls so that the halls can be used in various configurations. Most exhibition halls have a low level of finish and their concrete floors are designed to support heavy loads. Neutral in their design, exhibit halls function as empty stages that are appropriately decorated for each event. Loading docks with high doors allow easy loading access and trucks may be allowed to drive on the floor. Utility connections for exhibition booths are provided from

boxes in the floor or dropped from the ceilings. Utilities typically include electricity, telecommunications, water, and sometimes, compressed air and natural gas. With approximately 32,000 square feet of dedicated exhibition space, the Visalia Convention Center is positioned as a small, regional convention center suitable for state and local conventions, consumer shows, small regional tradeshow, a variety of local meetings and banquets, festivals, civic events, reunions, assemblies, and small sports and entertainment events. The limited size of the convention center puts Visalia at a competitive disadvantage when competing for larger statewide or national conventions.

- **Ballroom space** — primarily designed for food and entertainment functions. Ballrooms typically have the highest level of finish in the convention center with permanent carpet and various lighting fixtures. Like exhibit halls, ballrooms also offer high ceilings, clear spans, and divisible space with soundproof movable walls. Often used as assembly space or for entertainment events, ballrooms are usually equipped for staging presentations. Sound attenuation and sophisticated sound systems are also important features of a ballroom. Close proximity to kitchen facilities is vital for the efficient delivery of food service. The Charter Oak Ballroom of the Visalia Convention Center offers 8,300 square feet, large enough to suit most events, although the décor and finish of the ballroom is somewhat disappointing to some groups. The Junior Ballroom of 3,500 is not adjacent to the Charter Oak Ballroom, however it is divisible into four breakout rooms. The adjacent Marriott does not have its own ballroom, limiting the ability to service different groups simultaneously during peak banquet demand periods.
- **Meeting or breakout rooms** — intended for small groups and range from 500 to 10,000 square feet. They are often divisible into smaller units to provide maximum flexibility. Meeting rooms are usually carpeted and have a high level of finish. Most meeting spaces have flat floors and no fixed seating so that they can be configured for an assortment of meeting styles. Meeting rooms offer variable lighting setups, sound attenuation, and in newer facilities, access to advanced telecommunications technology. Some meeting rooms are designed exclusively for presentations and may have fixed tiered, theater-style seating and video projection capabilities. Boardrooms are elegant meeting rooms with a permanent conference table. A variety of

configurations at the Visalia Convention Center offer meeting spaces of about 558 square feet up to approximately 2,175 square feet. These rooms are consistent in size with industry standards, however the décor is not consistent with modern convention center standards and offers enough space for only two-thirds of event planners requirements.

- **Breakout space** — another term for ballroom and meeting space. HVS' analysis of U.S. convention centers shows that the average ratio of breakout space to exhibition space is 45 percent. The Visalia Convention Center has a 56 percent ratio of ballroom and meeting space to exhibition space.
- **Assembly halls and theaters** — space frequently located within convention centers that has fixed seats and stages. Convention centers may also be connected to arena facilities that are occasionally used as assembly spaces for events with a large number of attendees.
- **Multi-purpose space** — area that can be used as an exhibit hall or a banquet space. Similar to exhibit halls, multi-purpose rooms offer the amenities necessary for hosting exhibitions, but the quality level of furniture and fixtures is more like that of a ballroom. A multi-purpose space may also combine arena and exhibit hall functions.
- **Pre-function space** — locations just outside of or adjacent to the event space. Pre-function areas support the circulation of pedestrian traffic through the facility, serve as registration areas, and are essential to the control of access to event spaces. At the Visalia Convention Center, current pedestrian access and the internal control of pedestrian movements are adequate for a small convention center. However, the primary pedestrian corridor and entrance design may need to be modified if an expansion occurs in the future.
- **Back-of-house space** — storage, loading docks, administrative offices, service corridors, kitchens, mechanical spaces and other areas that are vital to the operation of the facility but not visible to the public. Loading and unloading are not currently a major problem at the Visalia Convention Center. Two loading docks are located adjacent to the exhibit hall. An additional loading area allows direct access for trucks and vehicles onto the exhibit floor, although any expansion would warrant additional loading docks. Storage space at the Visalia

Convention Center is adequate for exhibitors at consumer shows, conventions, and tradeshow.

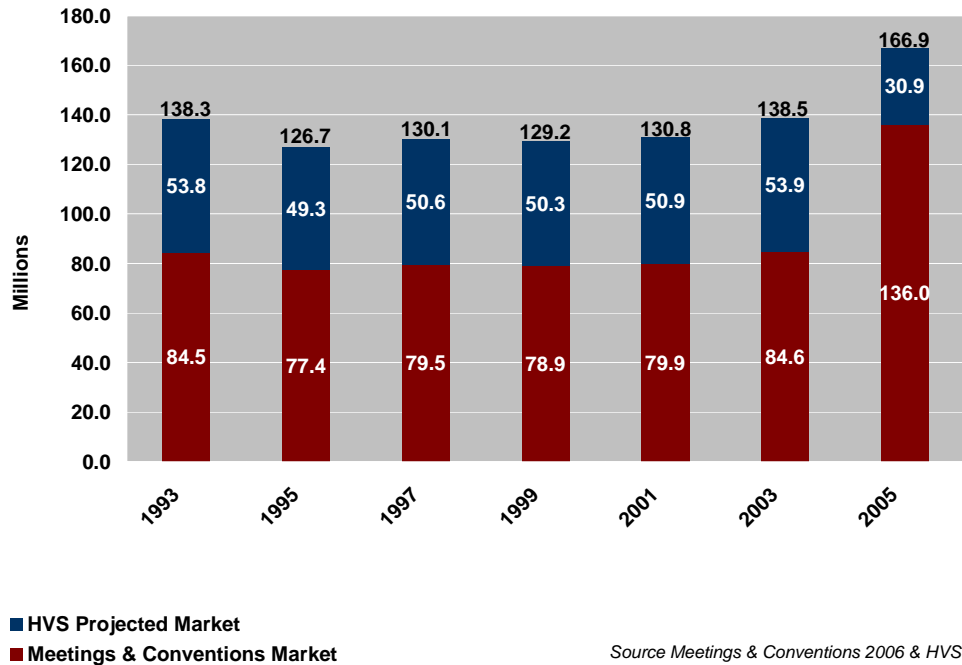
## **Demand Trends**

The analysis of demand trends is based partly on the *Meetings Market Report*, published every two years by Meetings and Conventions Magazine. The *Meetings Market Report* has been published since 1974, and is based on a meetings planner survey data collected by third-party research firms. HVS has reviewed data from the most recent Meetings Market Report (2006), which reflects data from 2005. This data indicates continued increases in demand in the meetings and convention industry, as measured by three key demand variables: (1) the number of events booked last year, (2) annual attendance at these events, and (3) total expenditures by delegates and planners involved in the events. HVS used data published by the Meetings and Conventions Magazine in the 2006 survey along with the trends in total volume of person trips published by the Travel Industry Association of America to project total market spending and total meeting market attendance for 1993 through 2005.

Figure 4-1 shows total attendance figures for the meeting industry during the past 14 years.



**Figure 4-1**  
**Attendance (in Millions)**

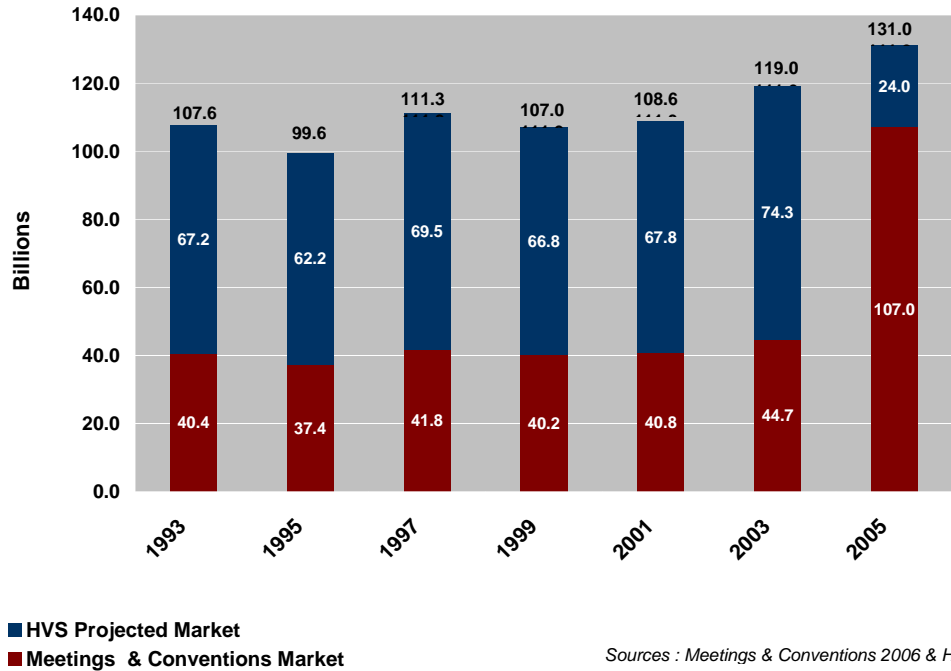


During the 1990s, total attendance in the meetings industry declined from its peak level in the late 1980s. This downward trend appeared to level in 2001 with larger increase in 2003 and 2005. Most of the attendance growth in the current decade has come from the corporate meeting segment.

After the national economic recession of 2001, convention demand actually declined for three years. A recovery in convention business began in 2004, according to our interviews with convention planners and industry experts. Successful Meetings also tracked attendance in its 2005 survey, which supports this conclusion.

Figure 4-2 shows total annual expenditures on meetings and conventions during the past several years.

**Figure 4-2**  
**Total Annual Expenditures (in Billions)**



In 2003 total expenditures at meetings and conventions grew to approximately \$119.0 billion, mainly due to a surge in spending related to corporate meetings. Increases in spending were also seen in 2005 representing roughly a 10.0 percent increase over 2003. Data for 2007 has not yet been released.

One of the reasons the industry generates such large expenditure figures is because many events require travel. In many cases overnight stays are necessary. Therefore, the average length of an event is one of the most important indicators of expenditures.

**Supply Trends**

HVS consultants published two recent studies interpreting historical trends in supply and demand in the industry. Some industry researchers interpreted declining demand in 2002 and 2003 as a sign that the industry was shrinking and headed for a long-term decline. HVS offers an alternative interpretation of an industry that has matured but which can sustain continued growth. One key characteristic of a maturing industry is the prevalence of competition. Communities can no longer simply build convention space and

hope to capture their “fair share” of the market. Rather, the industry will have *winners* and *losers*. Those facilities that are competitively positioned will succeed while others will experience declining demand or become obsolete.

Table 4-2 shows the historical growth in square feet of exhibit space, number of trade and consumer shows, and net square feet of exhibit space used by exhibitors. *Tradeshow Week* data focuses on larger consumer shows, trade shows, and conventions in the United States and Canada with exhibitions that typically occur in convention and exhibition centers.

**Table 4-2**  
**Historical Annual Supply of Exhibit Space**

Year	SF of Exhibit Space (millions)	% Change	Number of Trade & Consumer Shows	% Change	Net Square Feet Used (millions)	% Change
2006	85.1	3.4%	5,000	2.3%	5,230	7.9%
2005	82.3	2.2%	4,889	2.3%	5,012	3.7%
2004	80.5	4.3%	4,778	4.4%	4,834	-0.4%
2003	77.2	6.6%	4,578	5.4%	4,854	-5.3%
2002	72.4	7.1%	4,342	0.2%	5,125	-1.5%
2001	67.6	3.2%	4,333	-6.6%	5,203	3.1%
2000	65.5	3.3%	4,637	3.0%	5,047	3.9%
1999	63.4	0.6%	4,503	4.8%	4,858	5.8%
1998	63.0	0.0%	4,295	-0.9%	4,591	6.8%
1997	63.0	1.6%	4,336	-1.5%	4,299	5.0%
1996	62.0	3.2%	4,400	2.0%	4,094	6.2%
1995	60.1	-0.9%	4,315	0.0%	3,855	4.6%
1994	60.6	5.1%	4,316	3.5%	3,686	5.1%
1993	57.7	3.3%	4,172	2.6%	3,507	0.5%
1992	55.9	2.3%	4,066	4.6%	3,489	-0.6%
1991	54.6	5.0%	3,887	2.7%	3,510	3.6%
1990	52.0	9.8%	3,783	15.0%	3,388	5.3%
1989	47.3	--	3,289	--	3,218	--
CAGR 89-06		3.5%		0.8%		-1.1%

Source: *Tradeshow Week*

Recent industry data supports our view that the industry is mature, but still growing. Significant increases in space utilization occurred in 2005 and 2006, after a three-year period of declining demand. Preliminary indications suggest that space utilization may increase further for year-end 2007. The demand for exhibit space declined between 2001 and 2004, corresponding with a national recession. During this same period a substantial number of

facility expansions and new projects increased the supply of exhibit space at a rate that exceeded the historical supply growth rate. Because development projects are planned and funded many years before their completion, changes in supply generally lag behind key economic indicators. This phenomenon created a booking environment that strongly favored event planners, as facility managers often had to make significant financial concessions in their efforts to attract business from a smaller pool of events with more competition.

Table 4-3 shows new facilities and expansions to existing facilities that are currently under construction.

**Table 4-3**  
**New Facilities and Expansions**

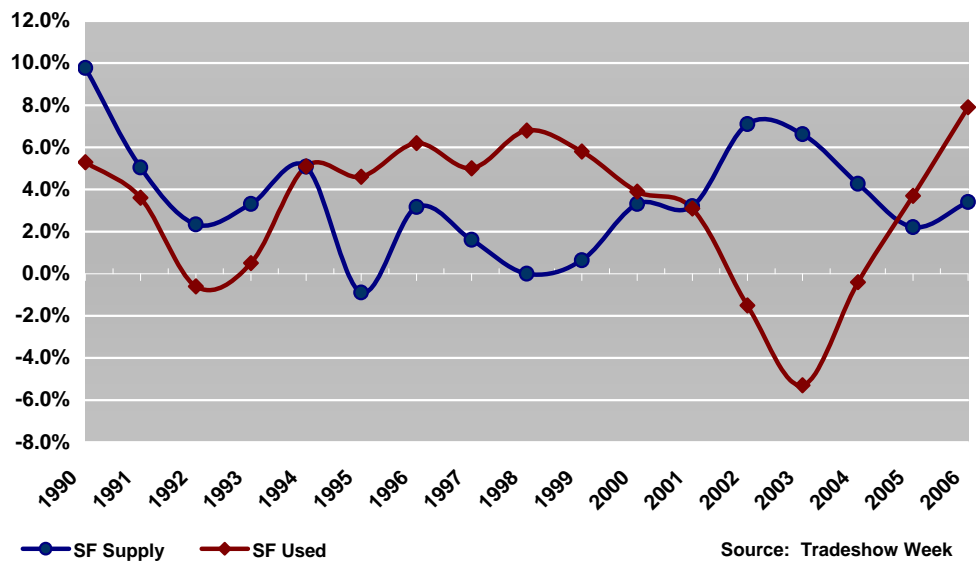
<b>New Construction</b>	<b>Location</b>	<b>Total Exhibit Space Sq.Ft.</b>	<b>Total Meeting Space Sq.Ft.</b>	<b>Opening</b>
Anchorage Civic & Convention Center	Anchorage, Alaska	75,000	11,000	Fall 2008
Bayfront Convention Center	Erie, Pennsylvania	50,000	--	August 2007
Branson Convention Center	Branson, Missouri	47,000	38,000	August 2007
Capital City Convention Center	Jackson, Mississippi	110,000	--	Fall 2008
Expo Imperial	Acapulco, Guerrero	385,000	144,000	November 2007
Gaylord National Resort Convention Center	National Harbor, Maryland	180,000	290,000	2008
Grand Hyatt Las Vegas at The Cosmopolitan Resort & Casino	Las Vegas, Nevada	75,000	92,000	Fall 2008
Hilton Orlando Convention Center	Orlando, Florida	80,000	50,000	2009
Lancaster County Convention Center	Lancaster, Pennsylvania	48,676	22,000	Spring 2008
Montgomery Hotel & Conference Center	Montgomery, Alabama	73,000	30,000	October 2007
Myriad Botanical Resort	Tunica, Mississippi	375,000	--	2008
Raleigh Convention Center	Raleigh, North Carolina	150,000	32,000	Spring 2008
Rosen Shingle Creek	Orlando, Florida	195,000	250,000	2006
Sevierville Events Center at Bridgemont	Sevierville, Tennessee	182,051	--	September 2007
Wilmington Convention Center	Wilmington, North Carolina	36,000	15,000	January 2008
<b>Expansions</b>	<b>Location</b>	<b>Total Exhibit Space Sq.Ft.</b>	<b>Total Meeting Space Sq.Ft.</b>	<b>Opening</b>
Quebec City Trade Show Center	Quebec City, Quebec	125,000	130,000	2008
Indiana Covention Center & RCA Dome	Indianapolis, Indiana	NA	NA	Fall 2010
Jacob K. Javits Convention Center of New York	New York City, New York	1,090,400	340,000	2010
Las Vegas Convention Center	Las Vegas, Nevada	NA	NA	2010
Mississippi Coast Coliseum & Convention Center	Biloxi, Mississippi	209,000	NA	2009
Nashville Convention Center	Nashville, Tennessee	375,000	233,000	2010
Northlands	Edmonton, Alberta	428,000	NA	July 2009
Olympic Stadium	Montreal, Quebec	NA	NA	2008
Pasadena Conference Center	Pasadena, California	99,000	54,000	January 2009
The Peabody Orlando	Orlando, Florida	207,000	NA	Fall 2008
Pennsylvania Convention Center	Philadelphia, Pennsylvania	700,000	162,000	Summer 2009
Reliant Astrodome	Houston, Texas	150,000	NA	2009
Santa Clara Convention Center	Santa Clara, California	125,000	71,910	2008
Toronto Congress Centre	Toronto, Ontario	1,000,000	NA	NA
Tulsa Expo Square	Tulsa, Oklahoma	443,000	4000	September 2007

Source: Tradeshow Week Major Exhibit Hall Directory 2006

There are currently 15 facilities that are under construction in North America and there are 15 facilities that are currently undergoing expansions. The construction of new facilities and the expansion of existing facilities will generate continued growth in the national supply of exhibition space through the rest of this decade.

Figure 4-3 shows the previous data on the total square feet of exhibit space available and the total amount of square feet utilized by the events in the Tradeshow Week Data Book in graphic form.

**Figure 4-3**  
**Annual Percent Change in Sq. Ft. of Exhibit Space and Sq. Ft. of Exhibit Space Used**

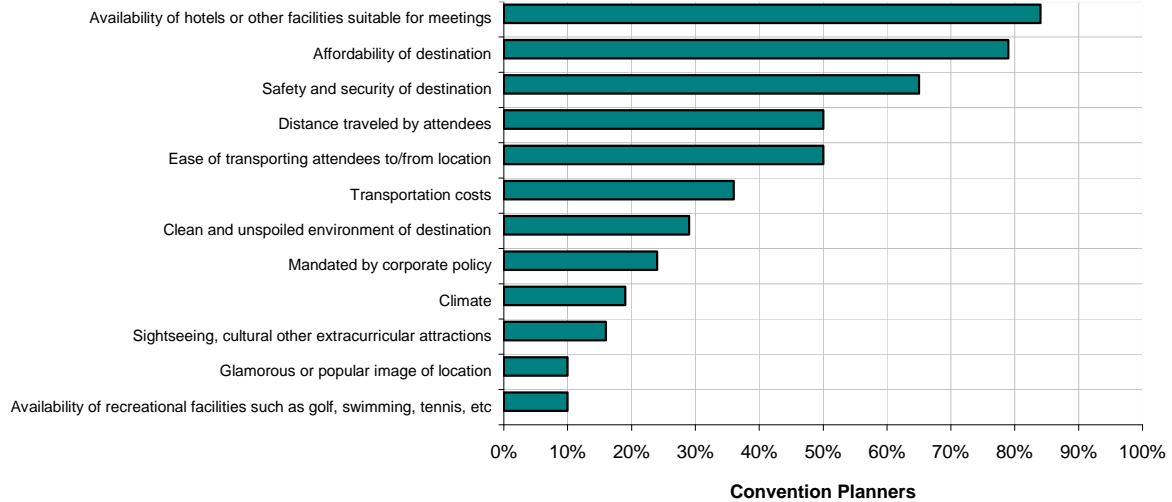


The chart shows that the rate of change in the demand for exhibit space was consistently above the rate of change in supply between 1994 and 2001. During this period several expansions and new convention centers were planned in response to the strong growth in the demand for space. However, the economic downturn helped cause the demand for space to plummet beginning in 2001. Responding to this decline in the demand for space, the rate of increase in the supply began to decline in 2003 however it bounced back in 2004 and 2005. The changes in supply and demand were both approximately 4.0 percent annually in 2006.

**Site Selection Criteria**

The following data is from *Meeting Market Report's* survey asking respondents how important certain factors were in selection of a destination for their major convention. The graph below shows the factors that meeting planners ranked in order of importance for the destination selection process.

**Figure 4-4**  
**Share of Event Planners Citing Factors as “Important”**



Source: ASAE Meeting Association Trends, Meetings and Conventions

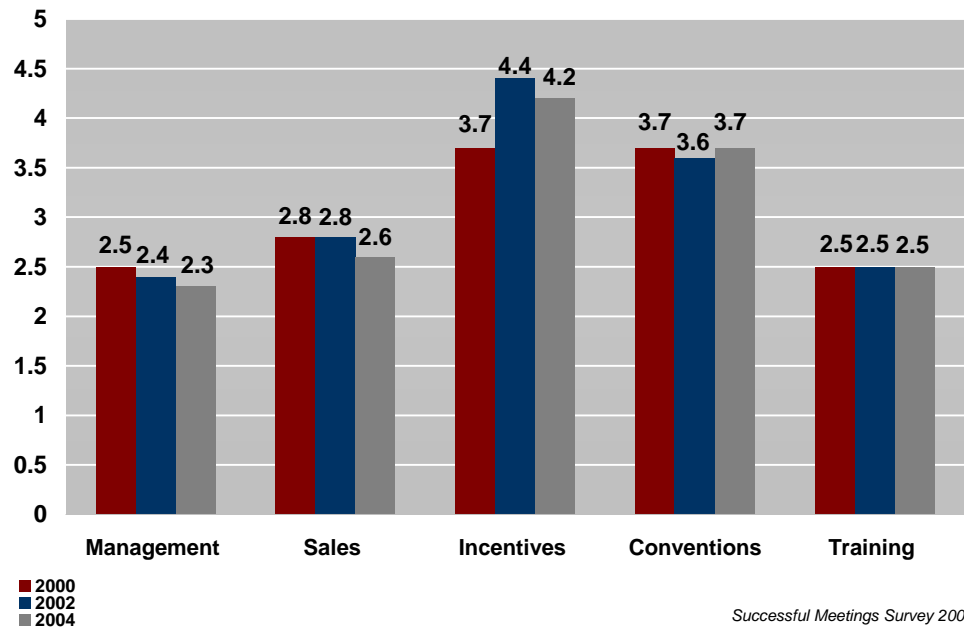
Key criteria for planners included the availability of hotels or other facilities suitable for meetings and affordability of the destination. In addition, ranking high in importance, was safety and security of destination, distance traveled by attendees, and ease of transporting attendees to/from the location. Both the image of the location and the availability of recreational facilities fall least important in determining a destination. Ease of transporting attendees to/from location is one factor where the lack of air availability hurts the Visalia Convention Center’s appeal. While seemingly less important, neighborhood amenities and reputation of destination are still factors in event planners decisions and Visalia knowingly is overlooked sometimes because of these factors.

**Event Characteristics**

Various industry organizations track data on different types of events. Destination Marketing Association International (“DMAI”), formerly know as the International Association of Convention and Visitor Bureaus, conducts research on the distribution of events by sponsoring organization.

Figure 4-5 shows the average number of days that meetings lasted in 2000, 2002, and 2004, as tracked by Successful Meetings.

**Figure 4-5**  
**Average Length in Days for Meetings**



On average, meetings last more than 2.0 days and fewer than 4.5 days. Average meeting lengths have stayed relatively constant for most types of meetings during the past several years. Incentives meetings have the longest average duration, followed by conventions.

Table 4-4 shows the attendance figures by meeting type for the organizations that participated in the 2005 survey.

**Table 4-4**  
**Average Attendance by Meeting Type**

Meeting type	2002	2004	Change
Management	83	63	(20)
Sales	160	161	1
Incentive	117	177	60
Conventions	1,452	1,814	361
Training/ Education	170	128	(42)

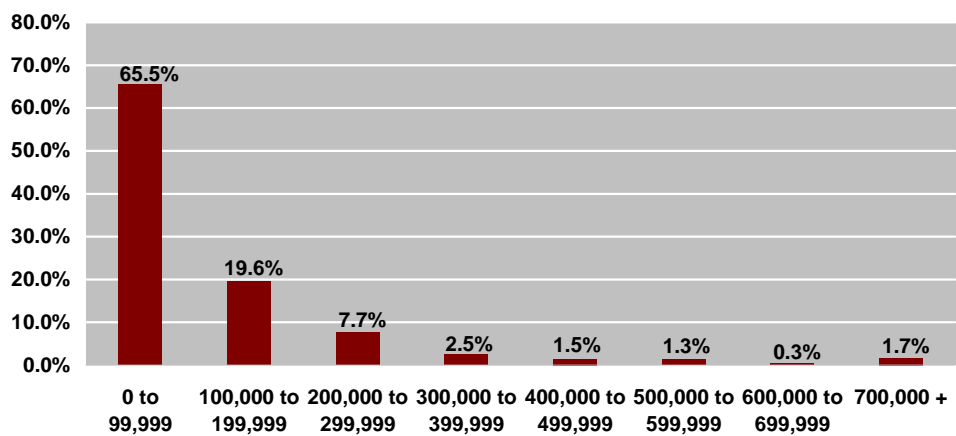
*Source : Successful Meetings Survey 2005*



Conventions saw the biggest increase in attendance followed by incentives meetings. Management and training or education meetings saw declines in average attendance. The decline in average attendance for these events is partially attributable to the increase in the number of management and training and education meetings, as shown in Table 4-4. Event planners are increasingly reporting that organizations are moving to a greater number of specialized meetings with fewer attendees.

Figure 4-6 shows the distribution of events by the amount of exhibit space they require.

**Figure 4-6**  
**Distribution of Events by Amount of Required Exhibit Space**



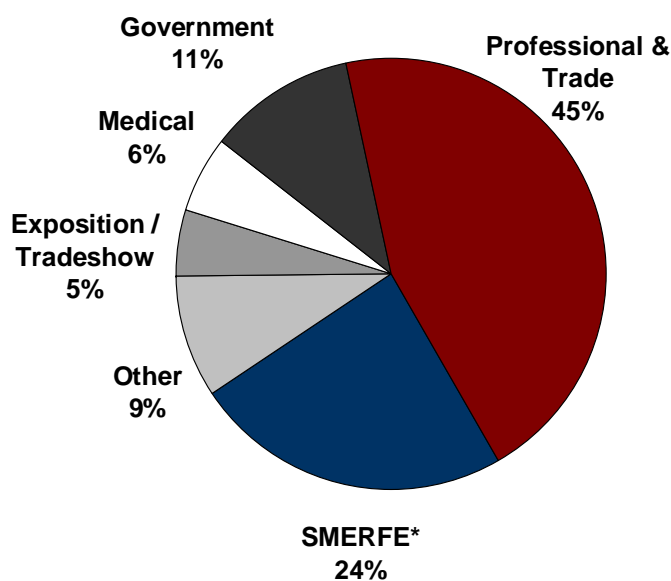
Source: Tradeshow Week Data Book 2006

*Tradeshow Week* annually publishes the *Tradeshow Week Data Book*, containing information on conventions, tradeshow, and consumer shows that require exhibit space. This publication focuses on events that sell at least 5,000 square feet of net exhibit space. Data is reported voluntarily. Therefore, this data should not be construed as a complete list of all exhibition events. However, it is the most comprehensive data source available in the industry.

Among the events *Tradeshow Week* tracks, 78.3 percent use less than 200,000 square feet of exhibit space. This data shows how the number of events decreases rapidly as the amount of exhibit space required increases.

Figure 4-7 shows the distribution of events identified by the DMAI survey. Unfortunately, this survey has not been carried out since 2005. In coming years, the organization will initiate a new survey.

**Figure 4-7**  
**Distribution of Convention Events by Type of Sponsoring Organization**



\* Social, military, educational, religious, fraternal, and ethnic

Source: DMAI Spending Survey

Trade and professional events account for the largest share of events. SMERFE, government, medical, and trade groups account for another 46 percent of events. The other category includes club and corporate events.

Another important factor that must be carefully accounted for by meeting planners is total expense. Organizations spend thousands of dollars on accommodations, meals, facility rentals, event services, speakers, entertainment, transportation, and other expenses related to organizing and managing events.

Table 4-5 shows average expenses for event organizers per delegate per day for 2007.

**Table 4-5**  
**Average Event Expenses (per delegate per day)**

<b>Expenses</b>	<b>2007</b>
Hotel	\$1.35
Food and Beverage	6.23
Exhibition Space Fees	5.15
Services Hired	4.85
Equipment Rental	2.14
Advertising	0.79
Technology Services	0.36
Additional Spaces	0.26
Local Transportation	0.22
Other	1.02
<b>Total</b>	<b>\$22.38</b>

Source: IMPLAN

Food and beverage expenses accounted for the largest expense for all types of meetings followed by exhibition space fees and services hired. Accommodations accounted for only 6.0 percent of all expenditures. Food and beverage expenditures, along with advertising, local transportation, and other, roughly 25 percent of total expenditures, usually occur outside the primary meeting facility in hotels and restaurants. Convention centers typically do not capture all of the expenditures from event planners and attendees, however they do appear to capture a majority.

**Table 4-6**  
**Reported Lead Times for Various Types of Events and Outlook for 2005**

<b>Meeting Type</b>	<b>Average Lead Time (in # of weeks)</b>		
	<b>Overall Average 2004</b>	<b>Corporate</b>	<b>Association</b>
Management	15.4	12.6	19.4
Sales	16.1	14.5	16.4
Incentives	28.3	25.7	34.2
Conventions	44.5	33.6	58.6
Training	20.5	16.6	27.8
<b>Event Planners Predicted Change in Lead Times for 2005</b>			
Shorter	34.5%	33.7%	28.9%
Longer	18.9%	20.6%	18.1%

Source : Successful Meetings Survey 2005

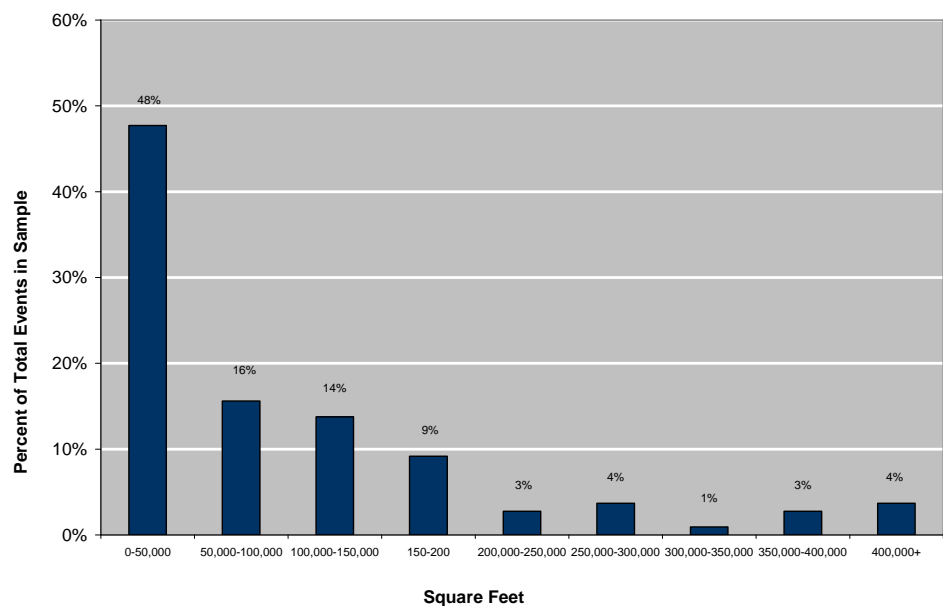
Conventions and incentives meetings have the longest lead times for any type of meetings. Nearly one-third of event planners feel that lead times will become shorter in 2005; conversely, approximately one-fifth of planners feel that lead times will increase. Shorter lead times have implications for events facilities and their efforts to bolster their event bookings. Reduced lead times force event facilities and their sales staffs to be more flexible and creative in pursuing various type of events. The typical 18-month booking window for larger events may no longer apply in certain cases. Booking policies should have the flexibility to adjust to such trends to maintain an ability to respond to changing market conditions.

**Characteristics of Major Exhibit Shows in California**

HVS evaluated event characteristics of major exhibit shows that took place in California. Specifically, we identified 466 major tradeshow, consumer shows, and combination shows that booked exhibition space in California in 2007. We then analyzed the size, seasonality, and type of these shows.

The following chart summarizes the amount of prime exhibit space used for each major exhibit show that took place in California in 2007.

**Figure 4-8**  
**Size Distribution of Major Exhibit Shows in California**

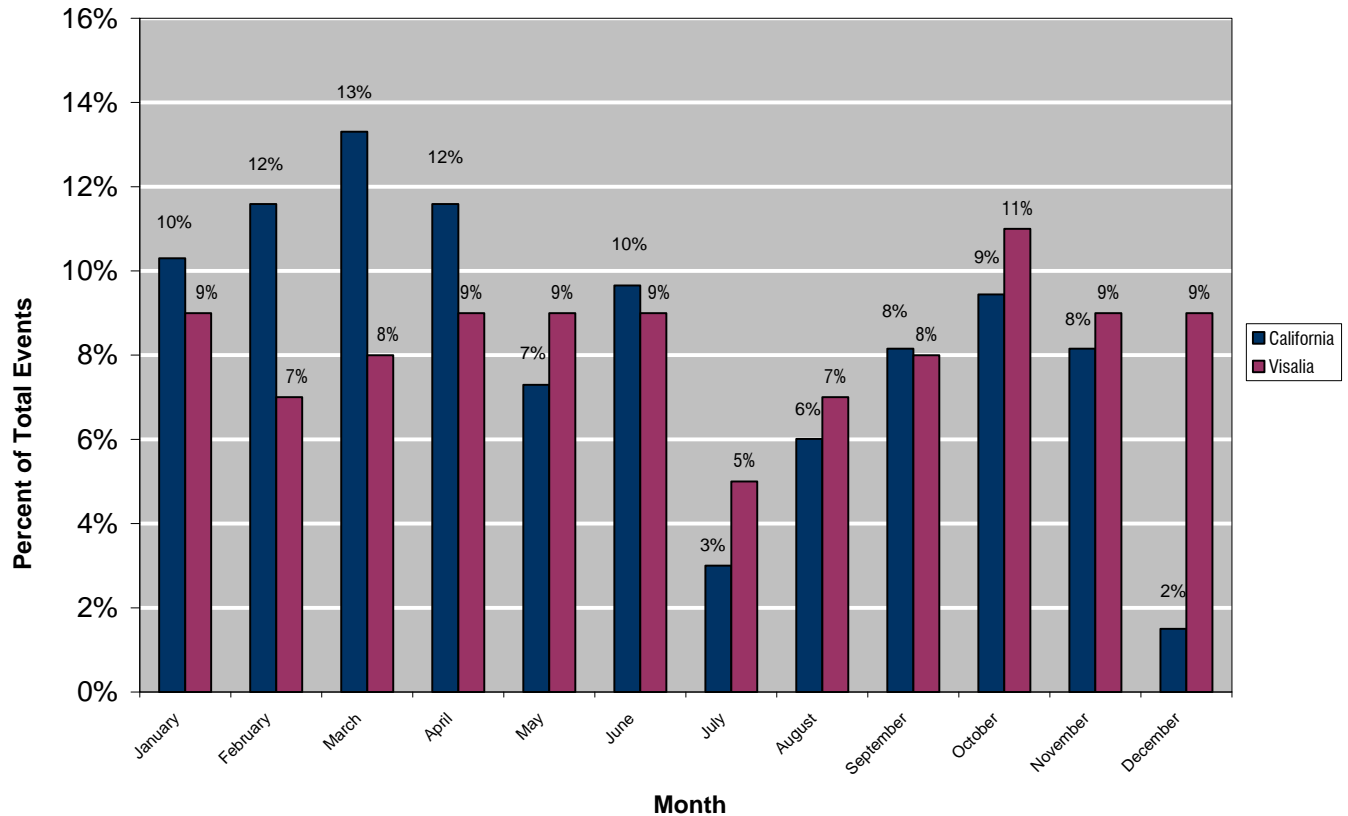


Source: TradeShow Week Major Exhibit Hall Directory 2007

Approximately 48 percent of all major exhibit shows that took place in California in 2007 required 50,000 square feet or less of exhibition space. These groups represent the target market for the Visalia Convention Center. Currently, the Visalia Convention Center has only 31,675 square feet of dedicated exhibit space. Based on a closer inspection of each show, therefore, Visalia's target market is approximately 29 percent of the major shows identified. Although not recommended immediately, a future expansion of the facility's exhibition hall to approximately 50,000 square feet or 100,000 square feet would increase the facility's target market to approximately 48 percent or 64 percent, respectively, of all major exhibit events taking place in the state.

The following chart summarizes the months in which major exhibit shows took place in California in 2007.

**Figure 4-9**  
**Seasonality of Major Exhibit Shows in California**



Source: TradeShow Week Major Exhibit Hall Directory 2007

Consistent with national trends, demand for major exhibit shows in California tends to peak in the spring and fall months. March was the peak month in 2007, with approximately 13 percent of all major exhibit shows in the state planned for that month. February and April also have very strong demand. Demand fell steeply in July, when only three percent of all major exhibit shows were scheduled. A smaller peak occurred in October, when nine percent of shows were scheduled. December is expected to be the slowest month for major exhibit shows in the state. Data from Visalia indicates that the Visalia Convention Center underperformed the California market in late winter and early spring months, while it surpassed the California market in late summer and early winter months. When targeting

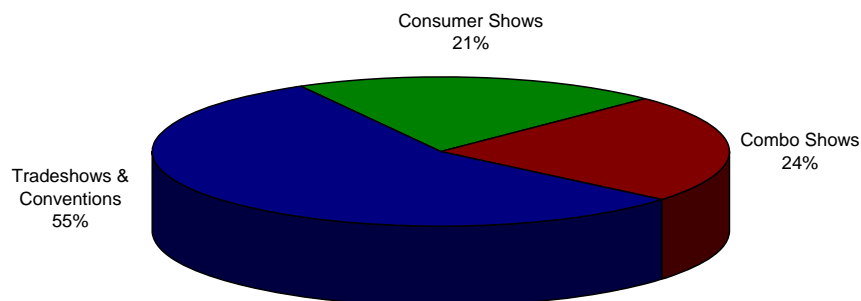
major conventions and tradeshow, Visalia may want to highlight availability in peak months, when event organizers may have difficulty finding suitable venues for their events and the Visalia Convention Center still has room to grow.

The following chart indicates what percentage of the major exhibit shows scheduled in California in 2007 were tradeshow, consumer shows, or combination shows.

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**Figure 4-10**  
**Major Exhibit Show Categories in California**

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Source: TradeShow Week Major Exhibit Hall Directory 2007

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Approximately 55 percent of the major exhibiting shows planned in California during 2007 are conventions and tradeshow. Another 21 percent are consumer shows, open to the public. Approximately 24 percent of the major exhibiting shows planned are combination shows, designed to target both business-to-business transactions as well as consumer transactions. Generally, the conventions and tradeshow are considered the events that

maximize economic impacts for host communities because these events attract most of their delegates from out-of-town. Consumer shows, by contrast, often target local area residents.

### **Emerging Industry Trends**

Over the past few decades, the meeting and convention industry has evolved dramatically from a budding industry to a more mature one that has become an important driver of the national economy. Currently, industry expenditure estimates are over \$40 billion per year. As an established industry, the rapid growth of the last four decades is not likely to persist. However, continued evolution and growth can be expected on a controlled scale. HVS has identified the following emerging industry trends.

- **Supply and Demand Equilibrium** — Since the majority of convention and meeting facilities involve public funding, the expected relationship between supply and demand found in the private sector does not necessarily hold true for the meeting and convention industry. Public entities are motivated to develop event centers because they seek to stimulate local economic activity by attracting new visitors to the community. These public entities are not constrained by the need to achieve a return on investment in the facility. Rather, convention and meeting facilities are considered “loss leaders” for overall expenditures in the local economy. The consequence of this disengagement between the rationale for an increase in supply and the given available demand has the potential to lead to an overbuilt situation, as currently planned new construction and expansions are completed. However, public entities are constrained by limitations on tax resources to support these developments. If event facilities do not produce the expected economic impacts, the justification for increasing public support of convention and meeting facility development will become less politically viable. These political constraints are likely, in the long run, to keep the supply of space commensurate with demand.
- **Quality of Supply** — As the industry has matured and competition among cities has become more intense, meeting planner expectations for quality have increased. For example, proximity of full service hotels to event facilities has become a primary determinant in the decision of whether to locate a meeting at a particular location. Cities lacking suitable hotel properties typically lose business to cities with a superior “hotel package.” Similarly, advanced communications technologies in event centers are now routinely expected.



Furthermore, surveys of meeting planners show that expectations for service quality have become one of the most important site selection criteria. In an oversupplied market, quality expectations are likely to increase in importance.

- **Emergence of “Destination Meeting Resorts”** – Several resort communities have emerged as primary meeting resort destinations, such as Las Vegas and Orlando, among others. These cities have undergone rapid growth in the supply of hotels, resort conference center, and convention center facilities that are quickly absorbed with new business. They have in common a strong tourist appeal, attractive climate, and offer an appealing experience for the event attendee. Their ability to attract a large number of attendees is a prime consideration in site selection. Cities with such strong appeal are likely to continue to be the most successful event destinations in terms of overall number of attendees.
- **Propensity to Travel** — Declining cost of travel (in real terms) and the increase in the propensity to travel has been a primary driver of long-term growth in the meetings industry. Recent events that temporarily reduced the ability and desire to travel clearly demonstrated the importance of travel propensity to the industry. However, in the long-run, expansions in the transportation system and continued innovations that reduce costs and increase the ease of travel are likely to support the growth of the meeting industry.
- **Improved Communications Technology** — During the past decade, industry experts have engaged in a great deal of speculation that improvements in telecommunications technology will supplant the need for face-to-face meeting. To date, there is no evidence that video conferencing or the Internet has become a viable substitute for in-person communication. Society still prefers person-to-person interaction to exchange ideas and information, and to build relationships. To the extent that improvements in communications technology have contributed to overall economic growth, they have more likely fostered the growth of the meetings industry.

## **Implications for Visalia**

Continued growth in the meetings industry depends largely on continued growth of the national and local economies. The economic recession that occurred in 2001 created difficult conditions for most industries, and the events and travel industries were no exception. But demand growth has

resumed in the industry during the past several years. The influx of new exhibit space that opened during the most recent economic downturn has led to an imbalance nationally between the supply of, and demand for, event space. The majority of new space opening during this period was planned in the mid-1990s, when the economy was growing at a rapid pace. Municipalities should be mindful of the realities of economic cycles when planning for new or expanded convention centers.

Current trends in the meetings industry suggest an increase in regional, state, and district events. State associations are increasingly looking toward the development of district meetings and specialized educational programming to keep their members engaged and involved on a more local level. Facility demand in California is highly seasonal. Therefore, when targeting major conventions and tradeshow, Visalia may want to highlight availability in peak months, when event organizers may have difficulty finding suitable venues for their events. With regards to the importance of communications technology advancements, Visalia does have a competitive advantage in that it does offer wireless throughout its entire facility — a feature most convention centers currently cannot offer.

Visalia's current facility is suitable for approximately 29 percent of the major exhibiting shows identified in California. If the city wishes to target a larger proportion of major exhibiting shows, a future expansion of the facility may be warranted. For example, expanding the facility's exhibition hall to approximately 50,000 square feet or 100,000 square feet would increase the facility's target market to approximately 48 percent or 64 percent, respectively, of all major exhibiting events taking place in the state. However, it is uncertain whether this goal is consistent with city policy-makers' current priorities. While more conventions and tradeshow would increase economic impacts, they would likely also increase the need for additional operating subsidies for the Visalia Convention Center. HVS recommends retaining a third party firm to facilitate in the creation of a detailed marketing strategy for the Visalia Convention Center. Alternatively, the formation of a detailed marketing strategy could be done in conjunction with members of the tourist and visitor industry within the City of Visalia to formulate a city-wide marketing strategy in order to increase knowledge of the City as a whole.

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## 5. Survey Results

A thorough analysis of convention center demand potential and the development of facility recommendations rely in part on direct, detailed input from event planners. Event planners play a leading role in selecting event locations and provide valuable insight regarding the overall attractiveness of a market and its convention facilities relative to other potential event locations. HVS conducted a web-based and telephone-based survey of state association event planners located in California. We augmented this survey to include national and regional event planners, especially those serving government, religious, and other groups seeking affordable meeting destinations. Our sample included event planners from two publications — Meeting Planners International and the California State Association Executives Directory.

This survey is not intended to serve as a statistically valid measure for the future demand for the facility, but rather serves as a tool to measure the general interest level in a new convention facility and to determine how event planners view Visalia as a potential location for their events.

HVS designed the survey instrument and conducted all surveys in-house. Surveys were conducted on-line and by telephone. HVS invited 623 event planner professionals to participate in the survey. The survey yielded 67 complete responses after three rounds of surveys. This represents a completion rate of approximately 10.8 percent, which is within a normal response rate range compared to other surveys of this nature that we have conducted in recent years.

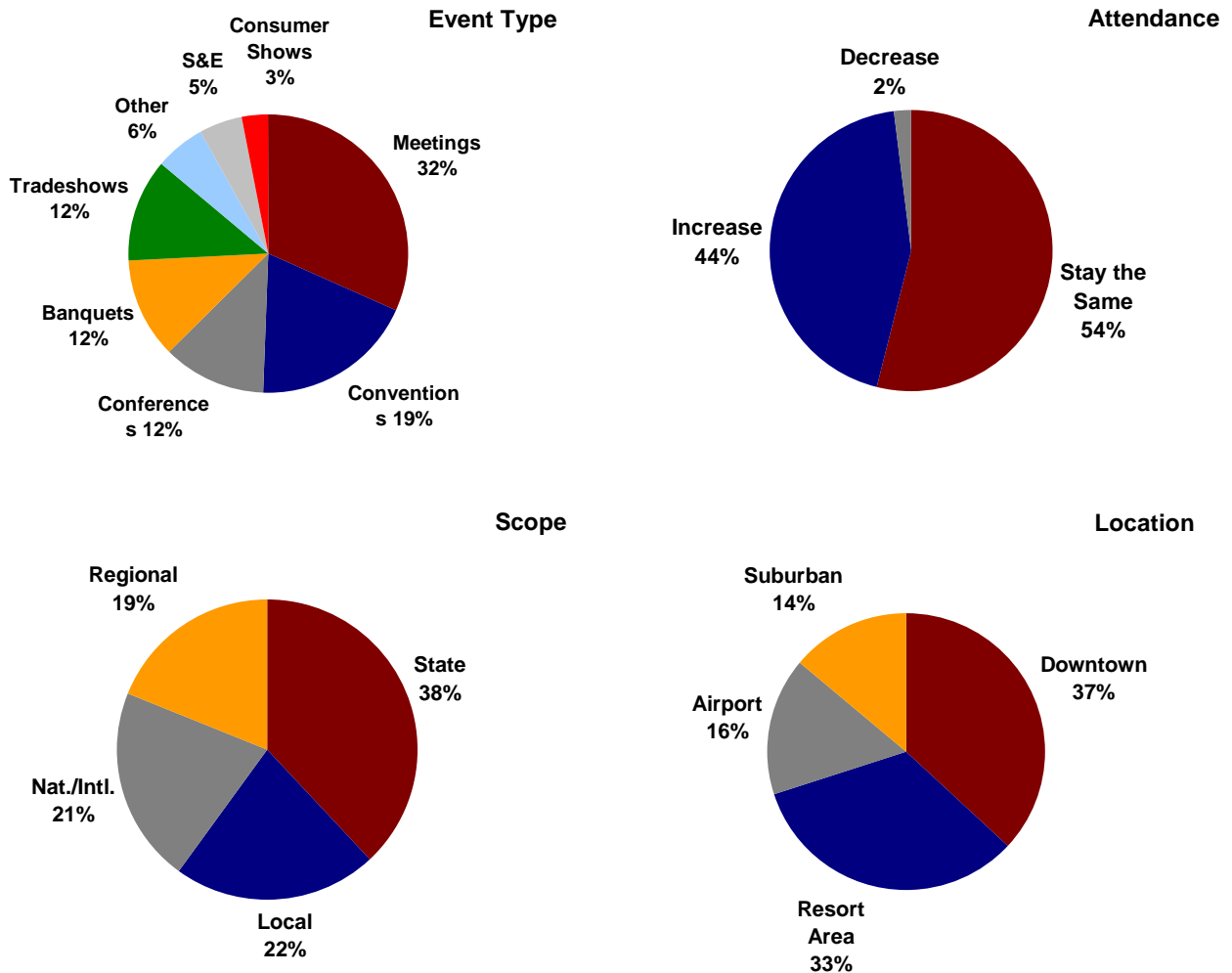
The event planner surveys focus on state association and government groups. Based on our discussions with facility managers and convention and visitor bureau representatives, these segments represent a large portion of the potential target market for the Visalia Convention Center.

Event planners were asked to describe the types of events they plan, as well as the event's general location, geographic scope, and attendance. Their

insights are important because they can help the facility’s management team identify the most likely potential market segments to target in future sales and marketing campaigns.

HVS tabulated and summarized the event data as shown in Figure 5-1.

**Figure 5-1  
Event Characteristics**



Source: HVS Survey

Meetings and conventions are the two most common types of events planned by survey participants, followed by conferences, banquets, and tradeshows.

Survey respondents overwhelmingly prefer downtown/urban and resort locations when looking for facilities to host their events. More than half of the event planners surveyed described their events as statewide or local in scope. HVS asked event planners to forecast future attendance trends during the next five years. The majority of event planners are optimistic: 54 percent expect attendance to remain stable, while 44 percent expect attendance to increase. Only two percent of survey participants expect event attendance to decline in the next five years.

Delegates and attendees that come from out of town are likely to have the greatest impacts on the local economy. Overnight visitors require lodging, which is one of the largest spending categories for most event participants. Therefore, HVS asked event planners to approximate the average number of event attendees, and minimum and preferred peak night room block requirements for their groups, as shown in Table 5-1.

**Table 5-1**  
**Event Attendance and Hotel Room Nights**

	Attendees	Minimum Room Nights	Preferred Room Nights
Low	25	0	0
High	100,000	4,000	5,500
Mean	3,049	476	799
Median	400	250	400

*Source: HVS Survey*

Survey respondents provided attendance and room night figures for their largest events. Those surveyed represent a broad sample of event planners, organizing small local events with 25 attendees to very large functions with around 100,000 attendees. Peak room night demand is dependent on the size and type of the events; as such room night demand ranges from zero to 5,500 preferred rooms. Survey respondents preferred a median of 400 guest rooms for their events. Therefore, Visalia's current supply of convention-quality hotel rooms may represent a limiting factor for many groups planning events in the state and region.

The longer an event lasts, the greater its impact is likely to be for the local economy and host community. HVS asked survey participants to estimate the

total length of the events they plan. The total length of an event includes move-in days, event days, and move-out days.

Table 5-2 summarizes the average length of the events planned by survey participants.

**Table 5-2**  
**Event Length**

	Move-In Days	Event Days	Move-Out Days	Total Length
Low	0.0	1.0	0.0	1.0
High	4.0	5.0	3.0	12.0
Average	1.1	2.8	0.6	4.1

*Source: HVS Survey*

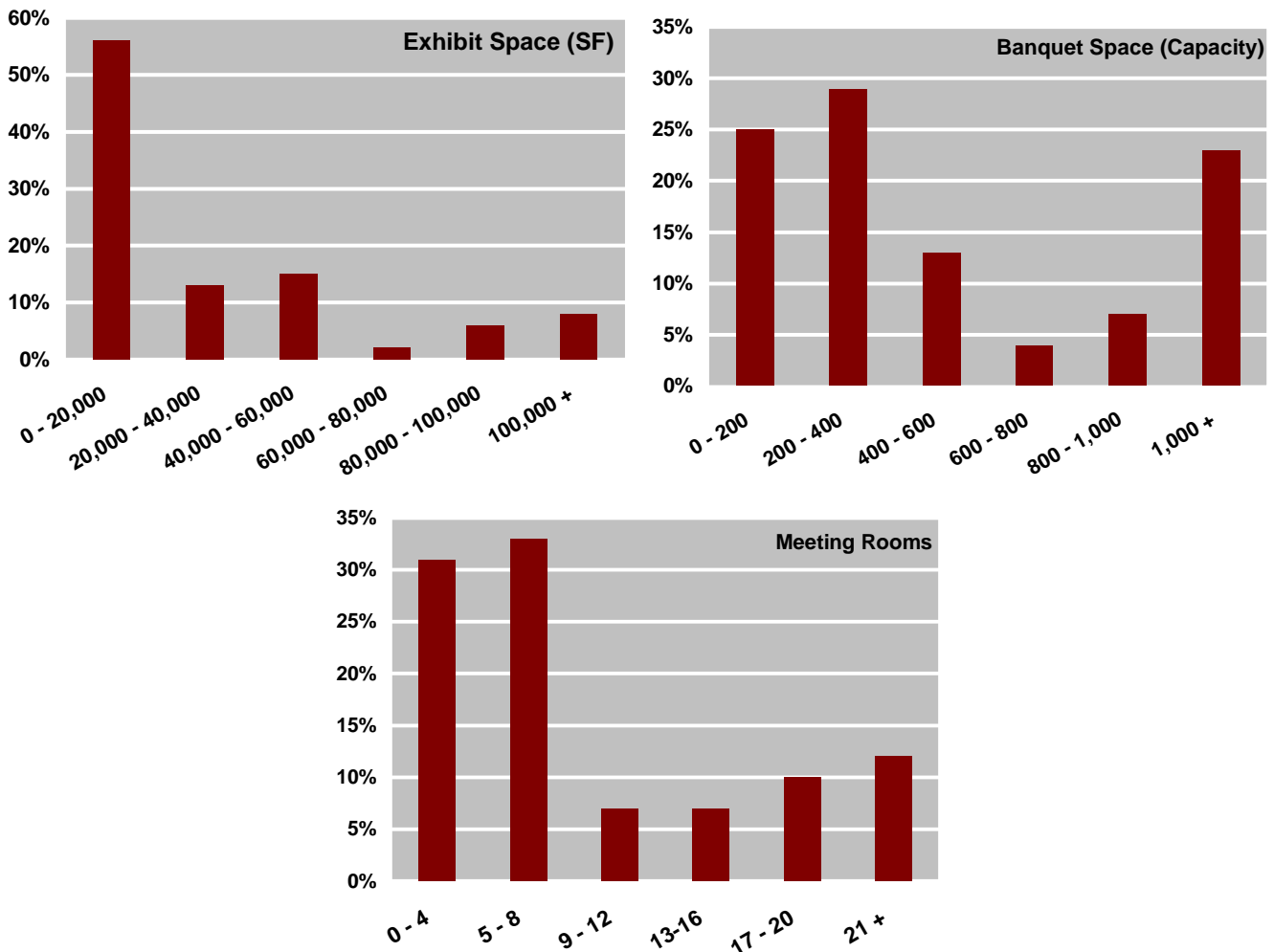
The average event planned by survey respondents lasts a total of about 4.1 days, including move-in and move-out days. Some events do not need move-in and move-out days. Other events may require up to 4.0 move-in days and 3.0 move-out days, depending on how much equipment they have and how elaborate the exhibits are. Some events such as meetings and banquets may last only one day or a part of one day. Most large tradeshows and conventions last multiple days.

## Facility Use

In order to successfully attract specific events it is important to meet the specific facility needs of those events. HVS asked event planners to approximate their facility requirements. We asked survey participants to describe their needs with respect to each of three basic types of event space, including exhibition space, banquet space, and meeting rooms.

Figure 5-2 summarizes the facility space needs of the survey participants, based on recent events they planned.

**Figure 5-2**  
**Facility Space Requirements**



Source: HVS Survey

The majority of event planners surveyed indicated a need for 20,000 square feet or less of exhibition space. An additional 27 percent require between 20,000 and 60,000 square feet of exhibition space. In terms of banquet space, survey respondents split between very large requirements of 1,000 seats or more to smaller requirements of less than 400 seats. The majority of meeting planners required fewer than eight meeting rooms for their events.

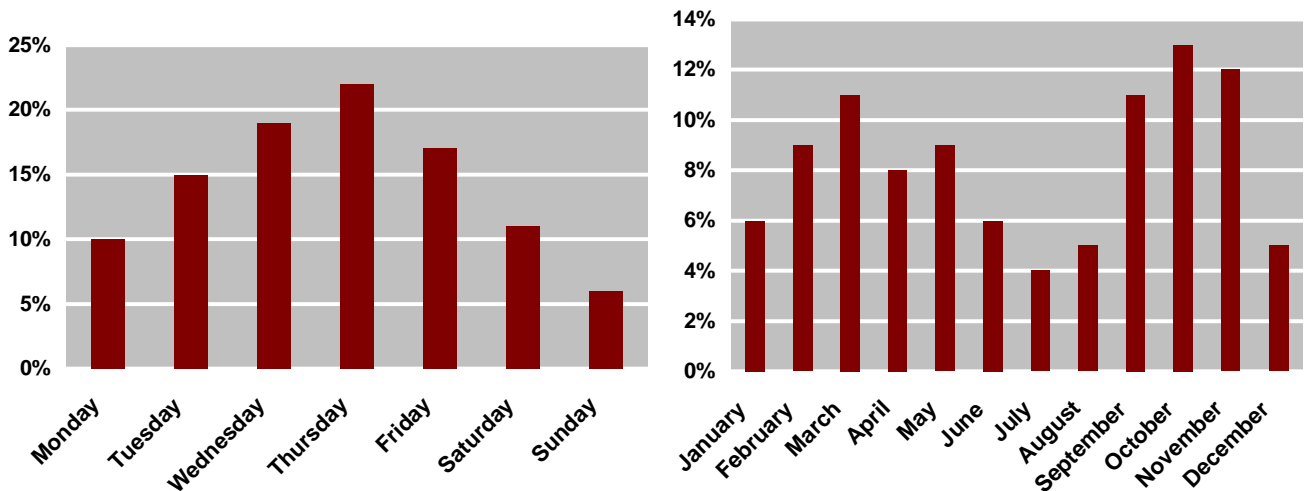
The Visalia Convention Center currently offers approximately 31,675 square feet of exhibition space, which would satisfy the facility requirements of approximately 55 percent of survey respondents. The facility offers banquet seating capacity of 550 in its largest banquet space, which would satisfy facility requirements of approximately 65 to 75 percent of survey respondents. The Visalia Convention Center’s ten breakout meeting rooms, including two boardrooms, would satisfy facility requirements of approximately 30 percent to 60 percent of survey respondents; however the San Joaquin Ballroom can also be utilized as meeting space, with four additional breakout rooms. Therefore, approximately one-half to two-thirds of the survey respondents could be included in the facility’s current target market. Visalia is able to accommodate a wide range of types of events due to its mix of function space offerings providing an advantage over competitors.

**Seasonality**

Survey respondents indicated that their events are typically planned on certain days of the week or months of the year. This creates some cycles in the industry, resulting in distinct weekday and monthly seasonality patterns in most markets.

Figure 5-3 presents the weekly and monthly distribution rates of planned events.

**Figure 5-3**  
**Days of Week and Months of Year in which Events Occur**



Source: HVS Survey



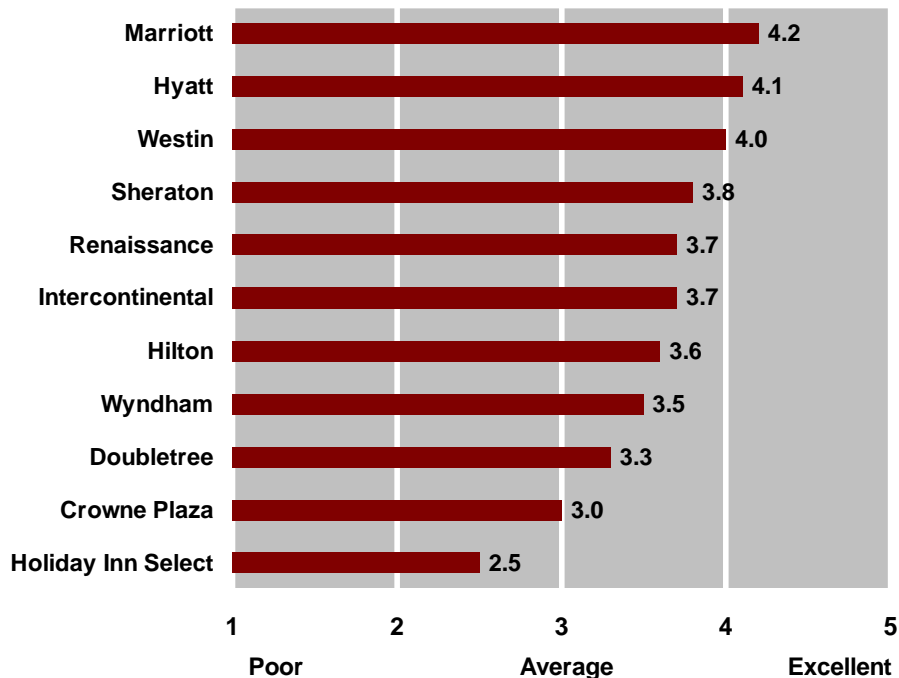
Mid-week represents the most frequently cited days on which event planners wish to book meetings or conventions at facilities such as the Visalia Convention Center. This pattern is typical in the industry. Spring and autumn appear to be the peak demand seasons. This pattern is also typical in the industry.

### **Hotel Brands**

As the convention center industry has become more competitive, many facilities have incorporated headquarters hotels that are physically connected to a community's primary convention space. This has become an important amenity to attract certain events, especially professional conferences, conventions, and tradeshow. Many event planners today will not consider using a convention center unless it has a headquarters hotel. For other event planners it is not as important. HVS asked event planners to rank several major hotel brands.

Figure 5-4 shows how survey participants ranked a selected set of full-service national hotel brands.

**Figure 5-4  
Hotel Brand Ranking**



Source: HVS Survey

The majority of full-service brands were attractive to event planners who participated in our survey. Marriott and Hyatt received the highest rankings while Crowne Plaza and Holiday Inn Select received slightly below average scores. Although the Holiday Inn Select received the lowest score from survey participants, one hidden advantage may be its relatively lower price point compared to some of the brands that received higher rankings from event planners. The presence of the Marriott hotel connected to the Visalia Convention Center should represent a significant competitive advantage for the facility, as it is the highest ranked brand by meeting planners.

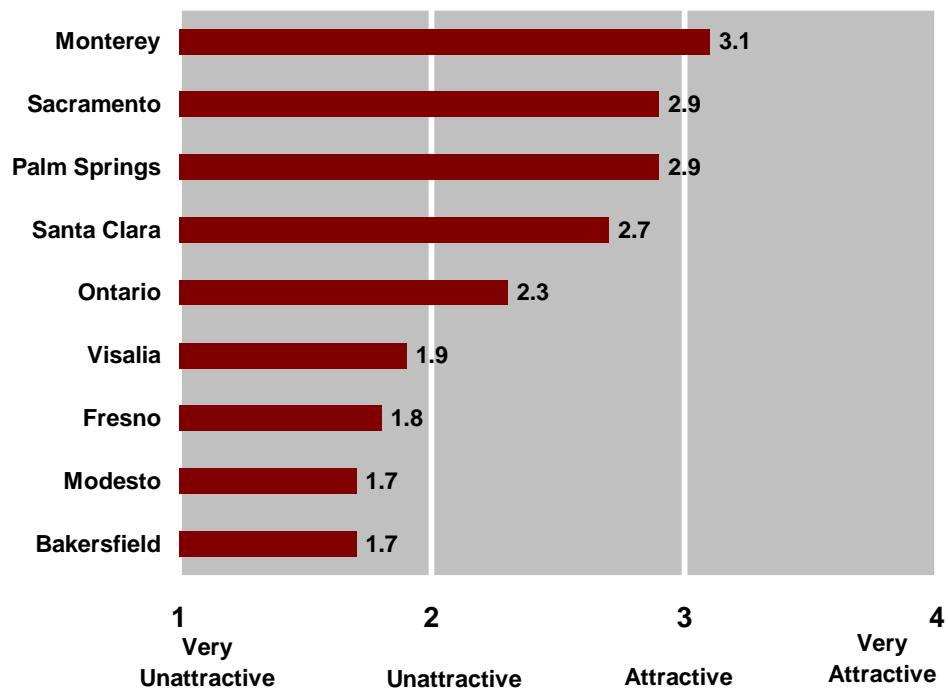
**State and Local  
Competition**

A key criterion for selecting a location for an event is the event planner’s perception of the overall destination appeal of a given community. Because event planners evaluate the success of their events in part based on how many delegates and attendees they draw to their events, it is critical to find communities that will be appealing to their delegates and attendees.

HVS asked event planners to rate the overall relative attractiveness of Visalia and the other selected communities throughout the state, regardless of the quality of the facilities located in each community.

Figure 5-5-5 shows the event planners ratings of selected communities located throughout California.

**Figure 5-5**  
**Competitive Cities**



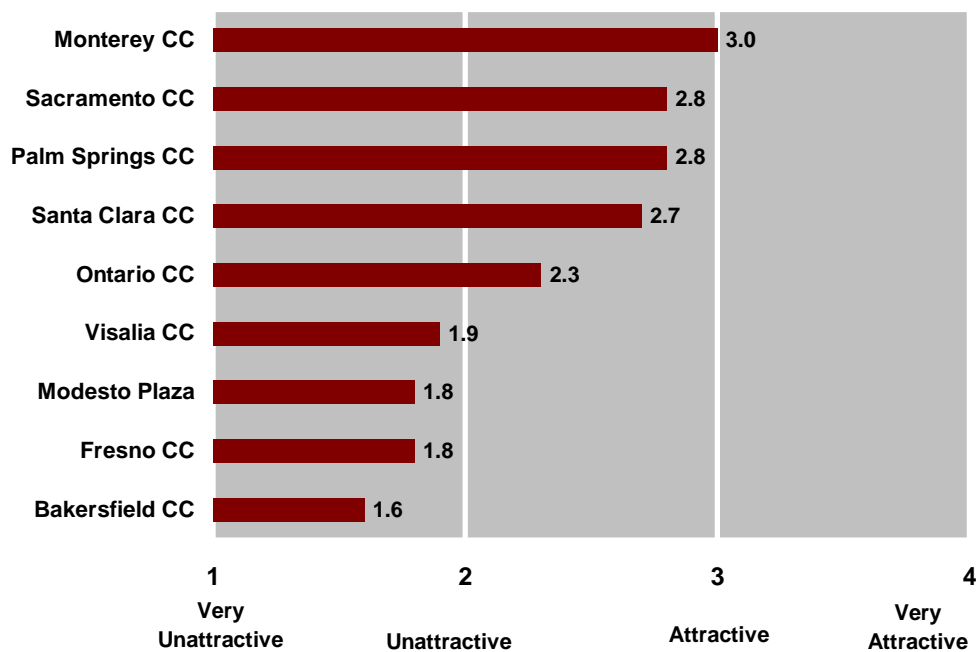
Source: HVS Survey

Survey participants ranked most of the local and regional competition within a fairly narrow range of moderate attractiveness. Visalia ranked in the lower half of this range as an attractive destination for events. Monterey, Sacramento, and Palm Springs received the highest scores. Modesto and Bakersfield received the lowest scores. The above scores refer to perceived destination appeal of the communities themselves, rather than to any specific event facilities that may be located in these communities.

HVS identified nine conference and convention facilities located throughout California. We asked survey participants to rank these facilities according to how attractive the facilities are for the events they plan. This will provide important insight about how event planners rank competing facilities around the state. It will also allow us to gauge how California facilities are perceived by regional and national event planners.

These findings are presented below in Figure 5-6 .

**Figure 5-6**  
**Selected Peer Facilities**



Source: HVS Survey

In ranking convention and conference facilities throughout central California, the combined average rating for nine facilities listed above was a moderately attractive 2.3, suggesting that survey respondents are only somewhat satisfied with the region’s smaller convention and conference facilities. Despite its age, the Monterey Conference Center received the highest ranking, with an average rating of 3.0. The Bakersfield Convention Center received the lowest rating of 1.6. The Visalia Convention Center ranks within the bottom half of the relatively narrow range. This may be the result of factors such as facility

size, meeting planner knowledge or lack of knowledge about the facility, the facility's age, immediate surroundings, and the quantity and quality of nearby accommodations.

HVS asked event planners to identify other facilities where they have booked events in recent years. These responses were not limited to facilities located in the state. Responses could also include resorts and hotel properties, or any other type of facility that meeting planners had recently used for an event.

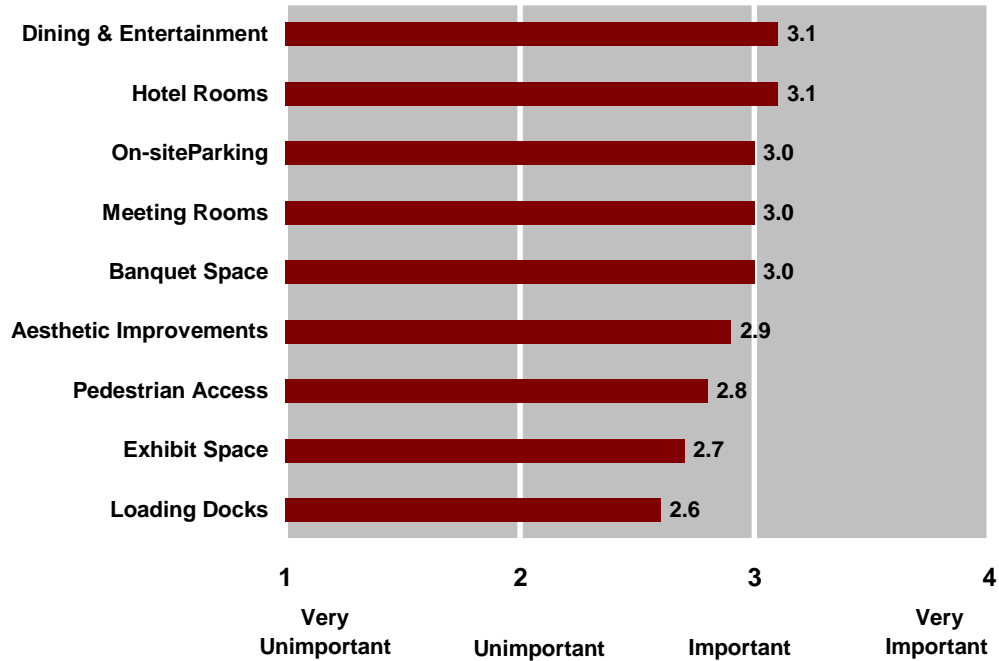
Event planners cited the Sacramento Convention Center more frequently than any other facility. The Monterey Conference Center and the Moscone Center in San Francisco were cited frequently as well. Similarly, Sacramento, Monterey, and San Francisco were the most frequently mentioned cities.

### **Site Selection Criteria**

HVS identified nine key site selection factors that are important to event planners in deciding where to locate an event. We surveyed event planners to determine which of these criteria are considered most important. In many communities the ranking of these criteria can be different than the rankings from national surveys, as shown earlier in the Industry Trends chapter of this report.

The rankings provided by survey participants are presented below in Figure 5-7.

**Figure 5-7  
Selection Criteria**

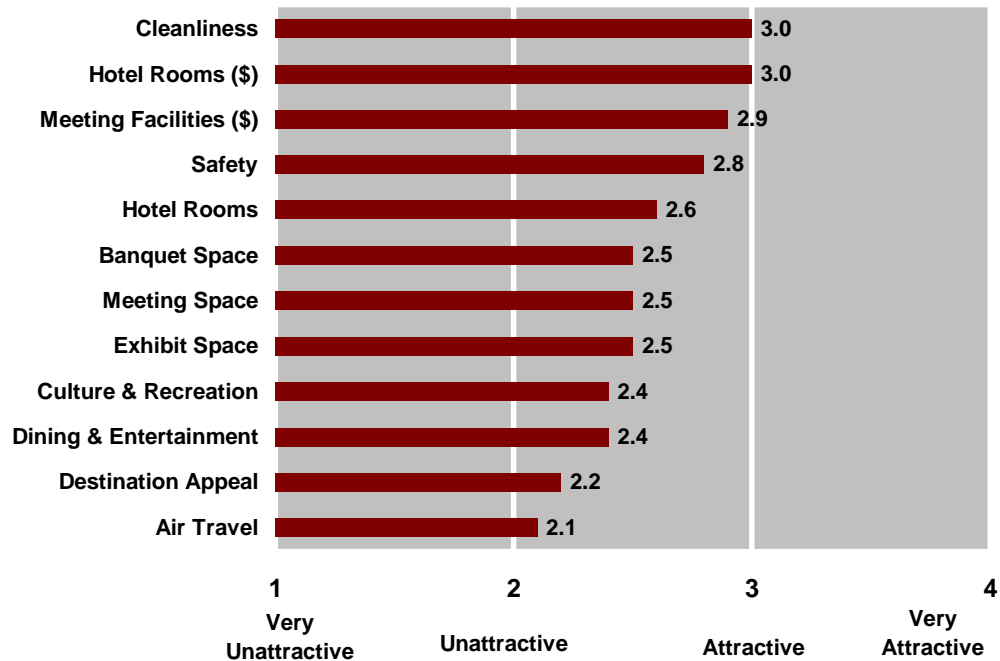


Source: HVS Survey

Survey participants indicate the importance of entertainment and dining options, hotel supply, parking, and meeting and banquet space as key criteria in selecting facilities to host their events. Almost all of these traditional site selection criteria were identified as very important by some or all of the event planners participating in the survey.

Figure 5-8 shows the Visalia Convention Center’s rankings on an expanded list of these basic criteria.

**Figure 5-8**  
**Event Planner Perceptions of Visalia**



Source: HVS Survey

Event planners give Visalia high marks for cleanliness, affordability, and safety. Availability of hotel rooms and event space received only average scores of 2.6 and 2.5 respectively. Event planners consider Visalia’s cultural and recreational amenities, dining options, and entertainment activities to be only mildly attractive. Air Travel ranked lowest among all the selection criteria; this perceived lack of air access may be correlated with the relatively low score for overall destination appeal.

**Knowledge and Interest**

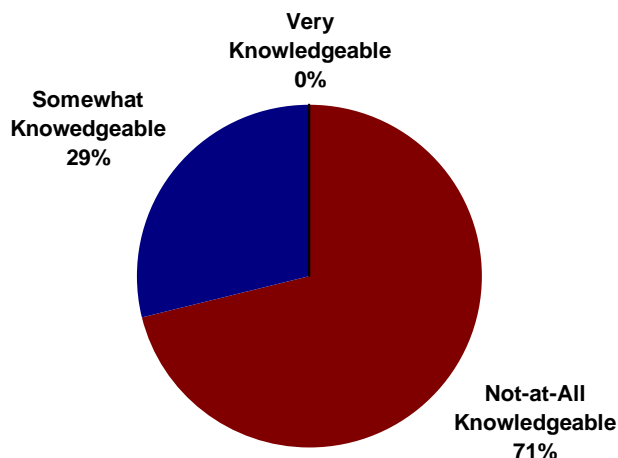
Event planners generally choose locations they are familiar with for their events. If an event planner has little or no knowledge about a community and its convention facilities, they will be hesitant to book an event there until they learn more about it.

Figure 5-9 shows how knowledgeable all survey respondents are about Visalia.

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**Figure 5-9**  
**Knowledge of Visalia**

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Source: HVS Survey

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The majority of survey respondents admitted they were not knowledgeable about Visalia as a destination for meetings and conventions. Only 29 percent of respondents indicated they were “somewhat” knowledgeable about Visalia and zero percent said they are “very” familiar with Visalia. This may represent a significant opportunity to educate event planners about Visalia and the subject convention center. Familiarization tours, direct mailing campaigns, and continued presence at industry tradeshows will be critical in Visalia’s efforts to increase event planners’ knowledge of the destination. Additionally hiring a high networked sales person, integrated into the meeting planner profession, for the Visalia Convention Center or the CVB would increase the ability to inform more event planners of Visalia’s offerings. Focusing on selling to state associations should also increase the knowledge of Visalia as a convention city in the state.

### **Interest in Visalia**

One of the most critical questions we asked in our survey is whether event planners are interested in holding an event at the Visalia Convention Center sometime in the future. The results from this question, when weighed against our experience of conducting similar surveys all across the country, can be an



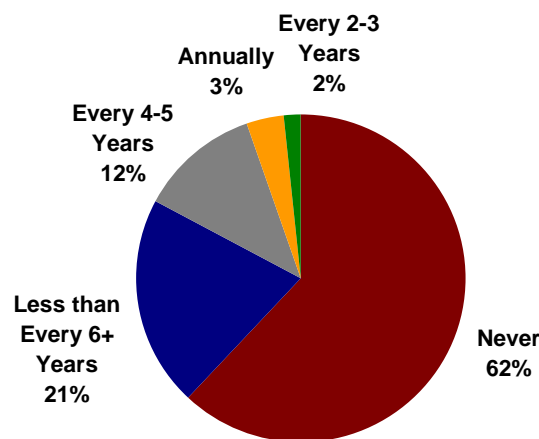
important determining factor in evaluating future demand potential for a convention center.

Figure 5-10 presents the findings from this question; they will be crucial in determining a realistic projection of future demand.

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**Figure 5-10**  
**Interest level in Holding Events at Visalia Convention Center**

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Source: HVS Survey

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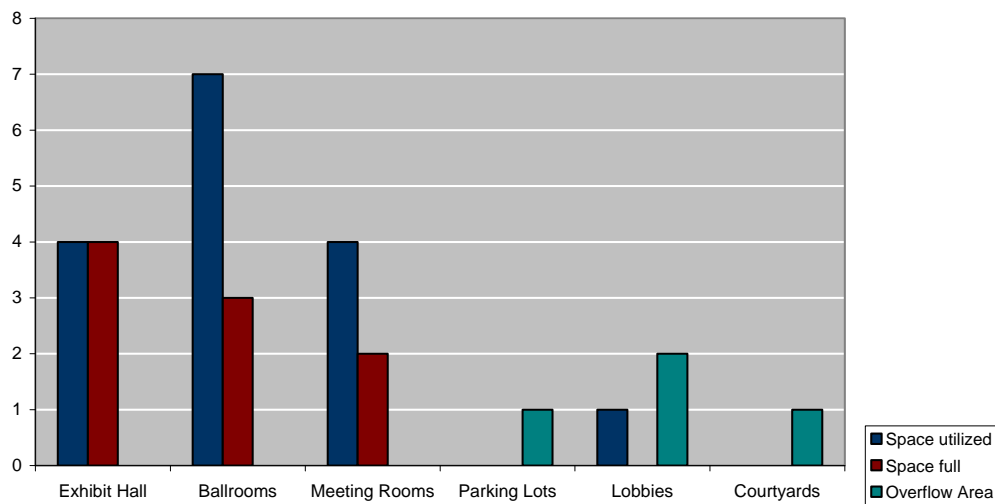
The results of this survey indicate that only about five percent of survey participants currently have an interest in booking events in Visalia as part of a one-year, two-year, or three-year rotation. An additional 33 percent of respondents have an interest in occasionally rotating an event to Visalia. But the majority (62 percent) of respondents does not have an interest in booking events in Visalia. These findings may be a negative indicator for demand potential at the Visalia Convention Center. Alternatively, they may reflect meeting planners' lack of knowledge about Visalia as a possible destination for meetings and conventions, as discussed previously, which can be addressed through sales and marketing. A significant portion of the 62 percent may also already have contracts with particular venues, while some events are particular to a certain city. This number should not be interpreted as a definitive 62 percent of event planners will never come to the Visalia

**Key Informant Interviews**

Convention Center, but rather it should be interpreted that there is significant room for Visalia to grow in terms of sales, marketing and overall awareness.

HVS interviewed a smaller number of event planners in one-on-one telephone interviews. These key informants, event planners that have hosted large consumer shows or conventions at the Visalia Convention Center in the past year, helped us augment our survey findings. We asked these event planners several questions relating to their use of the Visalia Convention Center, especially regarding their facility requirements and their satisfaction with the Visalia Convention Center.

**Figure 5-11**  
**Facility Utilization and Overflow Areas**



Source: Key Informant Interviews

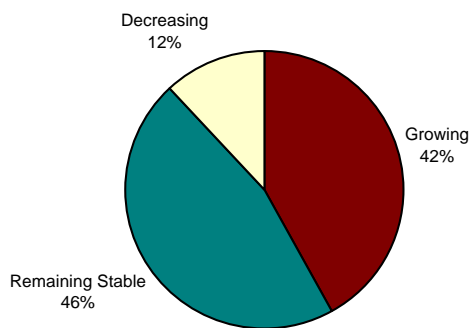
Roughly half of the key informants interviewed host consumer shows at the Visalia Convention Center, while the other half hosts conferences or meetings at the VCC. Four informants reported using the exhibit hall and seven reported using ballroom space, with a significant portion of these informants utilizing both for their shows. Four key informants reported using meeting rooms as well, while one reported using at least one lobby for registration purposes. All event planners who use the exhibit hall reportedly use the entire hall, while less than half of event planners reported using all available ballroom space. Four key informants reported that they use additional areas

for overflows. Two of which reported using the lobbies for additional exhibit space. The following graph illustrates key informant responses to whether their show is growing, diminishing, or staying constant.

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**Figure 5-12**  
**Size of Event**

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*Source: Key Informant Interviews*

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While all of the key informants who use the exhibit hall indicated that their events fill the entire exhibit hall, 46 percent of all event planners reported the size of their event is not growing, while 42 percent reported their event was growing and 12 percent reported the size of their event was decreasing. With most event planners reporting the size of their event as not growing, three informants reported it would like more space for their next event, although they did not find it necessary. One informant said their show would most likely need more space within three to five years, while one reported that if current event growth rates continue, they would need additional space in five or more years. A majority of informants reported that the type of space currently being used for overflow is sufficient and that having to use this overflow space would not cause them to stop hosting their event at the VCC.

While most events utilize a large portion of available function space at the VCC, a majority of these events will not be requiring additional space in the near future, although if event sizes, due to better economic situations, begin to experience large growth in the future, an expansion might be necessary to accommodate events currently hosted at the VCC.

**Table 5-3**  
**Strengths and Weaknesses of Visalia and the Visalia Convention Center**

Visalia	
+	-
Amenities in Downtown	Lacks Nightlife
Small Town Feel	Lacks Entertainment
Business Environment	Self Limiting
Hotels In the Area	Lacks Nearby Air Service
Visalia Convention Center	
+	-
Good Service	Loading Docks
Convenience	Escalating Costs
Accessibility	Poor Lighting in Lobby
Staff	Small Courtyards
High Quality Venues	Size

*Source: Key Informant Interviews*

HVS questioned informants as to what they thought were the strengths and weaknesses of Visalia and the Visalia Convention Center. The table above illustrates the results. All informants reported that downtown amenities, including hotels, restaurants, and retail outlets were the biggest advantages for Visalia. Others remarked that the business environment and the small town, unique feel of Visalia is a large draw. Although informants like Visalia's downtown amenities, many remarked that entertainment and nightlife in Visalia is minimal. Additionally, informants remarked the city is somewhat self-limiting with its small population and thus cannot offer as much as some large cities.

All informants reported that the staff and service of the VCC were the biggest draws, while they were also very happy with the convenience and accessibility of the VCC. A number of informants also remarked on the high quality of the venues within the VCC. A number of informants found escalating costs to be the most pressing disadvantage of the VCC, while all of these informants are event planners within Tulare County. Event planners from outside Tulare County typically find the Visalia Convention Center's prices competitive with other convention centers in the State of California. They also noted smaller issues their events had experienced such as poor loading dock accessibility, poor lighting in the Lobby, and small and

unappealing courtyards. Size was also noted as a negative attribute by a few informants.

HVS also questioned informants if they had considered hosting their events at any other venues besides the VCC. In addition, we asked them if they had previously hosted their events elsewhere and how the VCC compared to these facilities. A majority of informants stated that they wanted to host their event in Visalia for convenience to their exhibitors and visitors, and saw no other feasible option within the City of Visalia. Others reported having always had their events at the VCC and with the adequate space and service they had received, they saw no reason to look elsewhere. It should be mentioned however, that most of these informants were local (within the county and city) planners.

One informant mentioned that she had previously held her event at the Radisson in Visalia and was unhappy with the quality of their facilities and found the VCC a better host for her events. One informant also considered Fresno as an alternative host city, but decided that past experiences and relationships with the VCC were enough to convince him to return to the VCC the following year. One informant will consider looking at the Holiday Inn as an option, while another has considered looking at fairgrounds for outdoor space, but prefers hosting the event at a high quality convention center, the VCC, instead.

## **Conclusion**

Although the overall size and layout of the Visalia Convention Center currently meets the facility requirements cited by a majority of event planners, there are several factors currently limiting demand for the facility. The limited supply of convention-quality hotel rooms in the area is a limiting factor, although the Marriott hotel itself represents a competitive advantage for the convention center. Cleanliness, safety, and affordability are key advantages that Visalia currently enjoys; however, event planners cite dining and entertainment options and air service as limiting factors, while key informants cite attractiveness as a weakness. One of the most significant findings of the survey is the general lack of knowledge among event planners about Visalia as a possible destination for meetings and conventions. With local planners reporting satisfaction with the size, quality, and service at the VCC, the demand the VCC is currently not capturing may be mainly due to lack of knowledge rather than lack of quality or space. The lack of knowledge about the community and its convention center led to relatively low overall interest levels in using the Visalia Convention Center. Therefore, HVS

recommends a more aggressive campaign to educate meeting and event planners about Visalia and the Visalia Convention Center.

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## **6. Facility Program Review**

HVS utilized the information from our market research, event planner surveys, management interviews, analysis of comparable facilities, and knowledge of the convention industry to determine whether an expansion of the Visalia Convention Center is needed and to provide facility recommendations. Currently, the Visalia Convention Center is adequate in size to serve a broad range of event types. HVS does not recommend a facility expansion at this time; however, an expansion may be warranted in the future as Visalia continues to grow rapidly and develop its supporting tourism infrastructure. Therefore, HVS bases demand projections and financial projections on a development scenario that reflects a potential facility expansion in the medium-run. For planning purposes, we assume an expansion will take place in 2015; however, we recommend additional feasibility testing prior to such an expansion.

Overall, the Visalia Convention Center is in good condition and basic systems appear to be in good working order. Moreover, the size and configuration of space is currently suitable for a broad range of events. The primary drawback of the facility, at present, is that its interior design and quality of finishes are not consistent with the quality of finishes and design of the connected Marriott headquarters hotel. Although these two buildings have different owners and operators, HVS suggests that many customers will not recognize those distinctions. User groups generally prefer more uniformity and consistency in such integrated hotel and convention center developments. Therefore, HVS recommends a near-term plan to redesign and update the interior of the Visalia Convention Center.

This section identifies and discusses several major areas within the Visalia Convention Center. HVS reviews the adequacy of each function space in the facility. Throughout this section, we offer recommendations pertaining to near-term and long-term planning. HVS recommends the continual implementation of the City transferring \$300,000 from the general fund to the capital improvement fund on an annual basis, to prevent the facility from losing ground to competitors.

**Existing Facility Program**

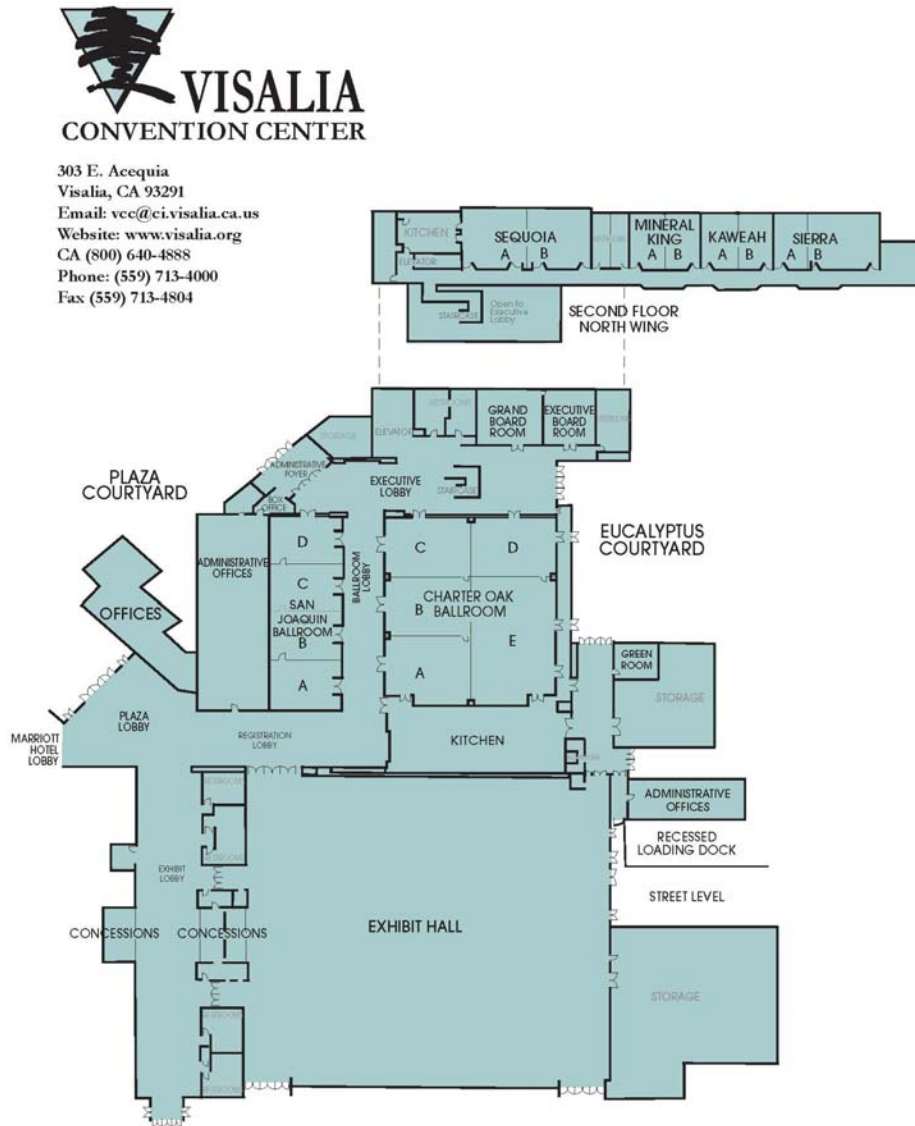
The Visalia Convention Center was originally built in 1972. In the early 1990s the facility closed for a major remodeling project. It reopened in September 1991. No major renovation or expansion has occurred since 1991. In, the City purchased new telescopic seating for use in the exhibit hall; the new seating should allow for increased capacity to host concerts and other entertainment events at the convention center. This investment reaches beyond purely entertainment shows as the VCC has already booked two non-entertainment events that require telescopic seating. Additionally the VCC expects the new telescopic seating will entice events that bring in 1,000 plus room nights. The City of Visalia owns and operates the convention center, which is connected to the Marriott hotel. The adjoined hotel offers 195 guest rooms throughout eight floors. The hotel also has three small meeting rooms, which offer a total of 2,348 square feet of meeting space managed by the hotel operator.

HVS toured the convention center during the field work period of this study. The tour allowed us to evaluate the interior and exterior of the convention center, all primary rentable function spaces, the catering kitchen, loading areas, and support spaces located throughout the facility.

Figure 6-1 shows the current floor plan of the Visalia Convention Center.



**Figure 6-1**  
**Floor Plans of Visalia Convention Center**



Sources: Visalia Convention Center

The Visalia Convention Center currently offers a small exhibit hall and a large, divisible ballroom on either side of a full-service catering kitchen that can be used to provide food service to both function areas. A smaller, divisible ballroom is located adjacent to both the exhibit hall and the grand ballroom. Two outdoor courtyards extend eastward and westward beyond the main lobby area located just north of the ballrooms. A small block of breakout meeting rooms is available along the northernmost wing of the convention center. A lobby area located on the west side of the building provides direct access to the connected Marriott hotel. Leased office space, administrative offices, and restrooms are located near this lobby. Additional administrative offices, storage rooms, and loading areas are located on the east side of the exhibit hall.

Based on our review of facility operational data and input from management, the convention center adequately serves the current demand for convention and meeting space in Visalia. An expansion of function space may be needed in the long-term; however near-term needs appear to be met adequately by the facility. Any future facility expansion should be capable of accommodating a wide array of events, which include small meetings, small and mid-sized conventions and tradeshow, multi-day consumer shows, assemblies, sporting competitions, banquets, and various civic functions that can require the simultaneous use of exhibition, banquet, and meeting spaces. Given the demand for various configurations and types of space, HVS recommends that any future development of additional space should offer the flexibility required by current and potential users. The overall character and quality level of the facility should be consistent with the connected Marriott headquarters hotel and should present a welcoming atmosphere for delegates, exhibitors, and attendees.

The following table summarizes the facility's existing building program at the Visalia Convention Center.

**Table 6-1**  
**Convention Center Facility Program (Existing)**

Name of Area	Size Square Feet	Capacity Estimates				Exhibit Booths
		Banquet	Theater	Classroom	U-Shape	
Main Exhibit Hall	31,675	2,000	3,146	1,350		158
Charter Oak Ballroom	8,316	550	800	480		42
Charter Oak A	1,386	88	130	80	36	
Charter Oak B	1,386	88	130	80	36	
Charter Oak C	1,386	88	130	80	36	
Charter Oak D	1,386	88	130	80	36	
Charter Oak E	2,772	175	275	118	58	
San Joaquin Ballroom	3,536	224	400	192		
San Joaquin A	884	56	100	48	30	
San Joaquin B	884	56	100	48	30	
San Joaquin C	884	56	100	48	30	
San Joaquin D	884	56	100	48	30	
Meeting Rooms						
Sequoia A	1,088		100	48	32	
Sequoia B	1,088		100	48	32	
Mineral King A	558		50	27	20	
Mineral King B	558		50	27	20	
Kaweah A	558		50	27	20	
Kaweah B	558		50	27	20	
Sierra A	558		50	27	20	
Sierra B	1,147		100	48	32	
Special-Purpose Rooms						
Grand Board Room	992		Conference Configuration for 20 People			
Executive Board Room	589		Conference Configuration for 12 People			
<b>Total Function Space</b>	<b>51,221</b>					<b>200</b>

Sources: HVS, Visalia Convention Center

The existing convention center offers nearly 32,000 square feet of prime exhibit space. The largest ballroom currently offers approximately 8,300 square feet. A smaller ballroom, with 3,500 square feet, is suitable for small banquets; the space is also divisible and can be used as breakout meeting rooms. Eight additional breakout meeting rooms and two fully-appointed boardrooms are located in the north wing of the facility.

Based on our market research, survey findings, interviews with management and user groups, an analysis of comparable facilities, and our knowledge of the industry, HVS recommends no expansion of the Visalia Convention

Center in the near-term. For long-term planning considerations, HVS provides a discussion of a potential expansion scenario later in this section.

## Facility Issues

The Visalia Convention Center has served the greater Visalia area well over the past sixteen years, since it reopened in 1991. Management has also done a good job in maintaining the facility and attracting an increasing volume of business to the facility. This section will evaluate various types of space and facility concerns based on our tour of the convention center, interviews with facility managers, and feedback from industry participants and facility users.

Picture 6-1 shows the main entrance of the Visalia Convention Center.

**Picture 6-1**  
**Visalia Convention Center**



*Source: HVS International*

Despite its size, attributes, and management, the convention center's presence in downtown Visalia is somewhat limited due to the design, façade, and signage features. The outdoor courtyard, landscaping, and sculpture features provide an attractive surrounding for the convention center's

entrance. However, HVS recommends redesigning the entrance and façade of the building to maximize the facility's presence and identity as one of downtown Visalia's main attractions and anchors.

## **Overall Size and Configuration**

With approximately 32,000 square feet of dedicated exhibition space, the Visalia Convention Center is positioned as a small, regional convention center suitable for state and local conventions, consumer shows, small regional tradeshow, a variety of local meetings and banquets, festivals, civic events, reunions, assemblies, and small sports and entertainment events.

The limited size of the convention center puts Visalia at a competitive disadvantage when competing for larger statewide or national conventions. However, event planners for these larger events generally prefer locations with more extensive tourism infrastructure. So, these large events do not represent the best target market for the Visalia Convention Center currently. Instead, the facility has focused on smaller local and regional shows that are attracted to Visalia on the basis of unique community attributes, convenience for drive-in attendees, central location in the state, safety, cleanliness, and overall affordability.

A facility must meet certain minimum size thresholds to be included in national industry publications, such as Tradeshow Week's Directory of Major Exhibit Halls. Tradeshow Week defines a "major exhibit hall" as a facility that offers a minimum of 25,000 square feet of dedicated exhibition space in addition to banquet and meeting rooms. The Visalia Convention Center currently qualifies for inclusion in Tradeshow Week's annual publication of major exhibit halls and benefits from this publicity. A future expansion of the convention center would lift it into a different tier of recognition among industry professionals and meeting planners if it offers between 60,000 to 100,000 square feet of exhibition space. This could represent a significant marketing benefit for Visalia if demand continues to increase and industry growth continues.

The ratio of meeting room and banquet space to exhibition space is currently acceptable. Current meeting and banquet space ratios slightly exceed industry standards, which generally indicate a ratio of at least 1:2 for meeting and banquet space compared to dedicated exhibit space at this type of facility.

## **Exhibition Space**

The exhibit hall at the Visalia Convention Center is consistent with that of a small regional convention center. Exhibiting patterns typically require a layout that accommodates 10-foot-by-10-foot booths and a 10-foot aisle. This

produces a natural floor plan pattern that increases in increments of 30-foot-by-30-foot grids. Convention center expansions, therefore, often occur in rough increments of approximately 30,000 square feet. HVS estimates that the existing exhibit hall is suitable for roughly one-third of exhibiting events that take place in California; a future expansion to 60,000 square feet could make the facility eligible to host roughly one-half of exhibition events in the state.

Picture 6-2 shows the exhibition hall in the Visalia Convention Center.

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**Picture 6-2**  
**Exhibit Hall**



*Source: Visalia Convention Center*

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Consumer shows that utilize the Visalia Convention Center on an annual basis, such as the Midtown Sports Show and the Visalia Home Expo, and shows that book multiple events in a given year, such as the R/V Outlet Show, demonstrate the potential for future expansion of the exhibition space at the Visalia Convention Center. However, these shows derive much of their attendance and revenue from local consumers; therefore, their economic impacts are limited.

Higher impact conference and convention groups, such as the California Pistachio Commission and the Association of Southern California Handweavers, do not require additional exhibit space at this time. However, the exhibit hall sometimes has to serve multiple functions, such as a general assembly space, large banquet and entertainment hall, and exhibiting. A future expansion, with a larger grand ballroom, could allow for these separate functions to take place in separate spaces of the facility. This could reduce the labor costs for several large events that otherwise would have to setup and tear down different room configurations multiple times during a single event. A future expansion could also reduce move-in and move-out times required for these events, thereby making the facility more operationally efficient.

New telescopic seating in the exhibit hall is a competitive advantage for the Visalia Convention Center. Such seating increases the facility's ability to host large assemblies, live entertainment, amateur sports competitions, and local civic or educational ceremonies.

The lack of soundproofing in the exhibit hall has not become a critical concern in part because the exhibit hall is too small to be divisible for simultaneous exhibition events. If the city expands the exhibit hall, however, soundproof dividers will be important for being able to utilize function spaces in a variety of configurations.

## **Banquet Space**

The Charter Oak Ballroom at the Visalia Convention Center is the largest dedicated banquet hall in the Visalia market area. Its size, high quality finishes and divisibility are among its key attributes that provide a competitive advantage in the local market area. High ceilings also allow the ballroom to be utilized as an overflow exhibition hall for certain events such as the Sysco Mini Food Show. The ballroom is also divisible, making it possible to use for breakout meetings. Although the ballroom is flexible, it is most frequently used for banquets.

The ballroom offers approximately 8,300 square feet of multi-purpose banquet space. This space is divisible into five smaller banquet rooms that can serve almost any type of small or medium-sized banquet function. However, large banquet events need to use the exhibit hall if seating requirements exceed approximately 550 people. The Charter Oak Ballroom is large enough to satisfy demand for about two-thirds of the meeting planners included in our survey.

Picture 6-3 shows the Charter Oak Ballroom at the Visalia Convention Center.



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**Picture 6-3**  
**Grand Ballroom**



*Source: HVS International*

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The Charter Oak Ballroom is good for serving local banquet demand. However, convention and tradeshow groups that utilize the adjacent Marriott hotel are not always satisfied with the décor and level of finish provided in the ballroom. The lighting, carpeting, wall cover, and overall quality of finish in the ballroom do not match those available in the Marriott hotel. This can create a sense of inconsistency and it makes the convention center feel like an inferior gathering place if delegates and attendees are arriving from the Marriott hotel. Therefore, HVS recommends upgrading the lighting, carpeting, wall cover, and overall quality of finish in the ballroom and throughout the pre-function areas of the convention center.

A smaller junior ballroom, the San Joaquin Ballroom, offers approximately 3,500 square feet of additional banquet space. It is suitable for small banquet functions of up to about 225 people. This ballroom is not contiguous with the Charter Oak Ballroom; therefore, these two ballrooms cannot be connected to



create a larger grand ballroom. The San Joaquin Ballroom is divisible into four spaces that can also function as breakout meeting rooms.

The adjacent Marriott hotel does not have its own ballroom, unlike larger convention headquarters hotels. This limits the ability to service different groups simultaneously during peak banquet demand periods. HVS recommends that any expansion of the convention center should include the development of an additional ballroom either in the convention center or in the adjoining headquarters hotel.

### **Meeting Rooms**

There are four meeting rooms at the convention center. They are all located on the second floor of the north wing of the facility. Each of the meeting rooms is divisible in two, offering a total of eight smaller meeting rooms. A variety of configurations offer meeting spaces of about 558 square feet up to approximately 2,175 square feet. These rooms are consistent in size with industry standards.

Two boardrooms are on the main floor of the north wing below the meeting rooms. The boardrooms offer 589 square feet and 992 square feet, respectively. They are fully appointed with executive chairs and conference tables.

Picture 6-4 shows the meeting space at the Visalia Convention Center.

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**Picture 6-4**  
**Meeting Rooms**



*Source: Visalia Convention Center*

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The dimensions and divisibility of the meeting rooms represent an advantage for the Visalia Convention Center. However, the décor is not consistent with modern convention center standards for furniture, fixtures, and equipment. While the VCC is well taken care of, it is outdated in appearance and thus we recommend renovation with experienced input from a professional design team. HVS recommends a modernization effort to replace wall cover and lighting fixtures, as well as some chairs and tables, to bring the quality of finish and overall décor of the meeting rooms more in line with the adjacent Marriott hotel. The carpet has been recently replaced.

Meeting planners indicated a wide variety of needs for meeting rooms, ranging in seating capacity from roughly 20 people to 150 people. In a variety of configurations the existing meeting rooms can accommodate almost any capacity in the range required by meeting planners. However, the overall amount of space is not adequate for some of the mid-sized and larger conventions and tradeshow that take place in California. The current supply of meeting space would be adequate for roughly two-thirds of the event planners participating in our survey. Any future expansion of the convention center should include additional breakout meeting rooms. We recommend a block of rooms with approximately 7,000 square feet of additional meeting space.

**Loading Areas**

Picture 6-5 shows the main loading area at the Visalia Convention Center.

**Picture 6-5**  
**Loading Area**



Loading and unloading are not currently a major problem at the convention center. Two loading docks are located adjacent to the exhibit hall. An additional loading area allows direct access for trucks and vehicles onto the exhibit floor, which can enhance the efficiency of move-in and move-out periods for most exhibiting shows.

Although loading is not currently a problem at this venue, it is a common problem at many convention centers that offer larger exhibit halls. In many convention centers the limitations associated with the facility's loading areas limit efficient move-in and move-out as well as the ability to accommodate simultaneous events. If the Visalia Convention Center expands, additional loading areas should be planned. Industry standards generally indicate approximately one loading dock or door per 10,000 square feet of exhibition space available. The loading area should be designed to accommodate trailers, making it easy to accommodate large deliveries. Direct access is needed to the exhibition areas to continue ensuring the efficiency of move-in and move-out

activities during large events. The layout of the loading area should be conducive to accommodating multiple vehicles.

The other potential challenge an expanded facility would face with respect to loading is the movement of items inside the facility. For instance, when large displays or other items are loaded into the facility from one end of the building it is important to minimize the degree to which they must pass through other function areas, where other events may be occurring, to reach their destination. This movement of items through other event areas could create significant disturbances for events occurring in the facility if the exhibit hall is expanded to be large enough to serve two unrelated exhibiting events simultaneously. Careful consideration of where to locate new loading areas will be necessary to address these potential future problems.

### **Support/Storage Space**

The supply and functionality of storage and back-of-house support space appears adequate to meet the needs of the facility's most frequent users. Storage space is adequate for exhibitors at consumer shows, conventions, and tradeshows. As is typical of convention centers, additional support and storage space could be utilized if it were available. If a major expansion takes place, there may be some strain on the existing supply of support and storage space during peak demand periods when multiple exhibiting events are concurrently booked.

One of the facility's two primary indoor storage areas is shown in Picture 6-6.

**Picture 6-6**  
**Storage Area**



There are two main storage areas in the existing convention center. The storage area pictured above is enclosed in a secured brick room. It currently serves as storage space for furniture, equipment, seasonal decorations, and other items stored by facility management. The other main storage area can be used for tables, chairs, and food-service equipment generally needed for banquet events. Alternatively, the storage areas could also provide a secured space for valuable items that event organizers or exhibitors may need to store prior to, or during, events.

If the facility increases its use as a performance venue, there will be a need for additional storage and staging support space. One “green room” is currently available for performers requiring a secluded preparation area. Additional existing space for dressing rooms for performers is very limited. A room across from the exhibit hall can serve this function if needed. But the expectations among performers concerning the amount and quality of space that should be available at a performance venue have increased significantly over the past 25 years. Most traveling productions would require more

backstage space than the facility currently offers. The sets of many of today's most popular traveling productions are too large to fit into the available space at the Visalia Convention Center and thus they are currently utilizing meeting and ballroom space within the VCC. Many of these shows require 30 to 50 feet of depth backstage plus multiple rooms for performers, which the current facility cannot offer in any configuration. These elaborate support space requirements are one reason why HVS does not recommend this type of event as a primary component of the facility's target market. Traveling productions are typically not a target market for well-designed convention centers. A number of smaller concerts and entertainment shows that are more flexible concerning their space needs will continue to be a potential segment of demand growth for the facility.

**Pedestrian Access and Internal Flow**

Current pedestrian access and the internal control of pedestrian movements are adequate for a small convention center. However, the primary pedestrian corridor and entrance design may need to be modified if an expansion occurs in the future. A primary entrance to the convention center serves meeting participants and guests attending shows. The overall accessibility of the main foyer could be improved if a future expansion takes place; it does not currently present a convenient entrance route relative to the primary parking and drop off areas. A secondary access route is available via the headquarters hotel, which offers convenient access for guests staying overnight as well as employees whose offices are located along the corridor that connects the convention center to the hotel.

Picture 6-7 shows the lobby space at the Visalia Convention Center.

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**Picture 6-7**  
**Lobby Space**

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Once inside the facility, attendees can congregate in the large lobby spaces and foyer of the convention center or proceed to the pre-function area for registration. Currently there is adequate lobby and pre-function space for the facility. Proportional increases should be planned if an expansion takes place at a future date. An additional entrance may also be needed, especially if a second, larger ballroom is developed. Ideally, attendees at one event would not have to cross through other event areas and the primary points of ingress and egress would be separate on days when multiple events are held simultaneously.



HVS recommends cosmetic improvements to the lobby and foyer areas. To maximize the facility's appeal to potential new conference and convention groups, it will be important to provide a consistent quality of function and pre-function space. Ideally, the upgrades would be consistent with the adjoined headquarters hotel.

**Office Space**

The convention center provides office space for its own sales and administrative staff. Additional leased office space is located on the west portion of the building. Office space is currently adequate. However, HVS recommends recruiting additional professional staff for the convention sales team in the near-term. Moreover, a future expansion of the convention center would lead to additional staffing needs, thereby increasing the amount of office space required to continue operating the facility efficiently.

**Event Services**

The Visalia Convention Center offers a full range of catering services as well as a variety of basic business and event services. These services include audio-visual equipment rentals and services, banquet-related set-up equipment and services, and some meeting room equipment and services.

Table 6-2 itemizes several of the most commonly requested service items as well as standard charges for these items. Some prices may be negotiable depending on the overall size of an event and the amount of additional lodging and food services required by each group.

**Table 6-2**  
**List of Event Services and Equipment**

Description	Price (\$)	Description	Price (\$)
AV Connection Fee	25.00	Deluxe Booth	73.95
Audio/Visual Technican Fee	35.00	Basic Booth	51.95
Microphone- Wired	25.75	Deluxe Table Bvooth	36.95
Microphone- Wireless Lavalier	51.50	Basic Table Booth	12.95
Microphone- Wireless Hand Held	51.50	Pipe and Drape	2.50
Projector (Overhead) w/Std Screen/Cart	59.00	Display Table	15.00
Projector Slide w/ Std Screen/Cart	59.99	Skirts	23.50
Projector- Wireless	73.00	Tableclothes	3.25
Projection Screen (std) 8' by 8'	30.50	Linens	0.21
Projection Screen 10' by 10' w/riser	61.00	Booth Eletric 120V/20 Amps	34.50
Projection Screen 10.5' by 14'	87.00	Dance Floor (3 x 3 sections)	3.45
Projection Screen 10.5' by 14' - hung	199.00	Flipchart-pad, 2 markers	26.25
Dress Kit for 10.5' by 14' or 9' by 12' screen	87.00	Forklift w/operator	46.00
VCR or DVD Player and Monitor	90.00	Risers/Staging	27.00
Video Projector (LCD)- 3000 Lumens	199.00	Spotlight w/operator	176.00
Video Projector (LCD)- 1700 Lumens	120.00	Starlight- Exhibit Hall	175.00
Video Projector (LCD)- 700 Lumens	120.00	Piano (7" Grand)	200.00
Cassette Player or CD Player	47.00	Piano (Upright)	90.00
Laser Pointer	35.00	Piano Tuning (on request)	110.00
Telephone or Data Line	67.00	Marker Board	13.35
Speaker Phone w/ Phone Line	87.00	Easel	13.35
Wireless High Speed Internet	7.95	City Business License	20.00
Extension Cord Rental	10.50	Multi-Plug Outlet Rental	12.75

Source: Visalia Convention Center

Convention center management provides these standard services, but they also advertise a willingness to provide additional services as needed or requested by customers. A majority of comparable venues outsourced many of their event services, namely the audio-visual department. Because of higher costs associated with this or for productivity reasons, the majority of event services are significantly higher priced than at the Visalia Convention Center, with the exception of the River Center Convention Center, which showed lower fees across the board with all event services in-house. An LCD projector for competitive facilities runs between \$280 and \$400 at competitive facilities, while the most expensive projector at the Visalia Convention Center is priced at \$199. A wireless microphone at competitive facilities is priced between \$45 and \$95, while an easel goes for \$15 to \$17. The Visalia Convention Center falls in at the bottom of the range for event services fees. This presents itself as an opportunity for improving the Visalia's Convention Center revenue by slightly increasing the price on some or all of the event services fees within the next few years.

**Restrooms**

The Visalia Convention Center currently has an adequate supply of restrooms throughout the facility. There are two sets of restrooms adjacent to the exhibit hall. An additional set of men's and women's restrooms is located near the meeting rooms on the main level of the north wing; another set of restrooms is located on the second floor of the north wing. According to interviews with management, the location and size of restrooms has been adequate. However, restrooms can be converted into all men's or all women's to increase flexibility.

**Parking**

Parking is a shared concern among facility managers and some event planners that HVS interviewed. It is a primary concern especially during consumer shows, entertainment events, or large assemblies.

Because such events attract large numbers of attendees at the same specified time, and because vehicular access is the only way to reach the convention center, there can occasionally be congestion and crowding in the surface parking lots that serve the hotel and convention center. The Visalia Convention Center retains a competitive advantage with regards to parking, as the City offers 2,400 free parking spaces located in garages, on streets and in parking lots throughout downtown Visalia. Any expansion plans should include plans for additional surface or structured parking.

Picture 6-8 shows the public parking lot adjacent to the Visalia Convention Center.

**Picture 6-8**  
**Structured Parking at Convention Center**



Currently the convention center and hotel are served by a surface parking lot that surrounds both facilities as well as a nearby parking structure owned by the City.

Any significant expansion of the convention center or hotel would require additional parking spaces. This could be accomplished by acquiring additional land near the site for use as surface parking. Alternatively, a parking structure may be needed to accommodate parking demand at the two facilities.

Some event facilities around the country utilize a shuttle system and one or more off-site parking lots to accommodate facility users during peak demand periods. This option should be considered for the Visalia Convention Center. However, on-site parking is a competitive advantage for facilities of this nature. Therefore, some method of expanding on-site parking capacity will likely be the preferred option to address future increases in parking demand if the convention center and hotel expand.

## **Marriott Convention Headquarters Hotel**

As the convention industry matures, the presence of headquarters hotels connected to convention centers has become more essential for effective sales and marketing of these facilities. Based on several years of survey data in dozens of markets around the country, it is evident that meeting planners strongly prefer full-service, nationally branded hotel properties.

The following picture shows the Marriott convention headquarters hotel, which is physically connected to the Visalia Convention Center.

**Picture 6-9**  
**Marriott Convention Headquarters Hotel**



The presence of a full-service Marriott headquarters hotel connected to the Visalia Convention Center is an important competitive advantage for the facility. Sales and marketing efforts, supported by Marriott's national sales office, may also help to educate meeting planners about the community. The hotel specifically identifies the Visalia Convention Center as a hotel feature on its website. Perhaps when Marriott next updates the website, the site could list the Visalia Convention Center as a "hotel highlight" as well.

**Expansion Scenario**

Based on our market research, survey findings, interviews with management and user groups, an analysis of comparable facilities, and our knowledge of the industry, HVS recommends no expansion of the Visalia Convention Center in the near-term. However, a future expansion may be warranted to allow existing user groups to grow their shows and to attract larger events to Visalia in the future. HVS recommends that the Visalia Convention Center retain possession of the City Hall East plot for a future expansion. The recommended facility program for a future expansion would depend on updated information related to lost business reports, emerging trends in the convention industry, and the City's goals for the facility. Assuming continued growth of the local market area and the industry, HVS suggests that a future expansion project should consider the expansion or addition of a larger exhibition space, bringing the total amount of contiguous prime exhibit space to approximately 60,000 square feet. We also suggest the development of a new grand ballroom of approximately 20,000 square feet, with adequate divisibility to use the ballroom for multiple smaller banquets simultaneously. We would also recommend consideration of an additional block of breakout meeting rooms, bringing the total meeting room space to approximately 12,000 square feet.

The following table summarizes the facility's potential future building program at the Visalia Convention Center.

**Table 6-3**  
**Convention Center Facility Program (Expanded)**

Name of Area	Size Square Feet	Capacity Estimates				Exhibit Booths
		Banquet	Theater	Classroom	U-Shape	
Exhibit Halls	60,675	4,045	6,742			303
New Hall A	15,000	1,000	1,667			75
New Hall B	14,000	933	1,556			70
Existing Exhibit Hall	31,675	2,112	3,519			158
Combined Grand/Charter Ballroom	20,316	1,354	2,257	847	423	102
New Grand Ballroom	12,000	800	1,333	500	250	60
Charter Oak Ballroom	8,316	554	924	347	173	42
Charter Oak A	1,386	92	154	58	29	7
Charter Oak B	1,386	92	154	58	29	7
Charter Oak C	1,386	92	154	58	29	7
Charter Oak D	1,386	92	154	58	29	7
Charter Oak E	2,772	185	308	116	58	14
San Joaquin Ballroom	3,536	236	393	147	74	18
San Joaquin A	884	59	98	37	18	4
San Joaquin B	884	59	98	37	18	4
San Joaquin C	884	59	98	37	18	4
San Joaquin D	884	59	98	37	18	4
<b>New Meeting Room Block</b>						
Room A	1,200		133	50	25	
Room B	1,200		133	50	25	
Room C	1,000		111	42	21	
Room D	1,000		111	42	21	
Room E	800		89	33	17	
Room F	800		89	33	17	
<b>Existing Meeting Rooms</b>						
Sequoia A	1,088		121	45	23	
Sequoia B	1,088		121	45	23	
Mineral King A	558		62	23	12	
Mineral King B	558		62	23	12	
Kaweah A	558		62	23	12	
Kaweah B	558		62	23	12	
Sierra A	558		62	23	12	
Sierra B	1,147		121	45	23	
<b>Special-Purpose Rooms</b>						
Grand Board Room	992		Conference Configuration for 20 People			
Executive Board Room	589		Conference Configuration for 12 People			
Total Function Space (Existing)	51,221					
Total Function Space (Recommended)	98,221					

The long-term recommended facility program should also be considered in conjunction with the development of an additional headquarters hotel or an expansion of the existing Marriott. Although we have not conducted a market study pertaining to the headquarters hotel, we recommend that an expansion of the convention-quality hotel supply should take place simultaneously or prior to the expansion of the convention center to ensure that larger room blocks will be available when the expanded convention center opens.

**Implications for Visalia**

The Visalia Convention Center currently provides adequate space for a broad range of meetings, banquets, conventions, tradeshow, entertainment events, and consumer shows taking place in the area. Several facility improvements during the next five to ten years would augment the guest experience and allow the facility to continue serving a high volume of local, statewide, and regional events. A major facility expansion is not warranted at this time. However, long-term planning is important for ongoing success at a facility of this type. Therefore, HVS recommends the City of Visalia should plan for future development of additional convention space and hotel properties within the immediate vicinity of the existing center. Any new development should augment convention demand and should be implemented with the consideration of long-term expansion of the Visalia Convention Center, so as to not land lock the current facility. We have provided a recommended long-term facility program in this section to guide such planning efforts by the City.



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## 7. Operational Review

### Introduction

In this section HVS analyzes the current ownership and management structure of the Visalia Convention Center as well as several key operating procedures and policies implemented by the City. This section also provides a discussion of current marketing and funding strategies, which may affect the facility's performance level.

### Ownership

The City of Visalia currently owns the convention center. The City paid for the construction of the original convention center in 1972 and a major renovation in 1991 as well as certain furniture, fixtures, and equipment. The City used general obligation bonds to finance the project. The source of repayment for these bonds is the City's general fund, which receives revenue from the transient occupancy tax collected from hotels and motels in Visalia.

Most convention and event centers in the United States are publicly owned. Municipal ownership is the most common ownership arrangement for these facilities. Many communities have established quasi-governmental or non-profit authorities to own their convention facilities on behalf of the local government. For example, the Metropolitan Entertainment & Convention Authority ("MECA") owns the Qwest Centre in Omaha, Nebraska. A small number of public facilities have county or state ownership.

Very few convention centers are privately owned without public partnerships. Those that are privately owned generally consist of relatively inexpensive buildings such as the Rock Financial Showplace in Novi, Michigan, which focuses almost exclusively on booking consumer shows, or they are convention facilities combined with a major hotel development. For example, each of the Gaylord resort properties offers several hundred thousand square feet of dedicated exhibit space and several hundred hotel guestrooms all within a single property.

The primary benefit of the current ownership arrangement is that the City maintains control of decisions related to the following points:

- Future site development
- Continued presence of a convention center
- Maintenance and capital improvements to the facility
- Operating strategy for the convention center

The primary risk associated with the current ownership arrangement concerns ongoing investments in the convention center. To remain competitive, the facility will likely require ongoing capital improvements. In the long-run, it may require major improvements such as an expansion of the exhibit hall and the development of more meeting rooms. Moreover, the City bears the risks associated with financial operating losses at the facility.

## **Management**

The City of Visalia currently manages the convention center. The current leadership consists of a General Manager, a Lead Sales Representative, and Operations Superintendent. This is somewhat similar to the more traditional leadership structure that would consist of a General Manager, Director of Sales, Food and Beverage Manager, and an Event Services Manager. These positions correspond with the typical management arrangement for a convention center of this size. Food and beverage services are currently outsourced to local catering companies.

The primary benefit of the current management arrangement is that the City maintains control of decisions related to the following points:

- Staffing levels and qualifications
- Training and customer service requirements
- Marketing priorities
- Booking policies
- Repair and maintenance schedules
- Capital improvements

The primary risks associated with the current management arrangement include potential difficulties related to the following points:

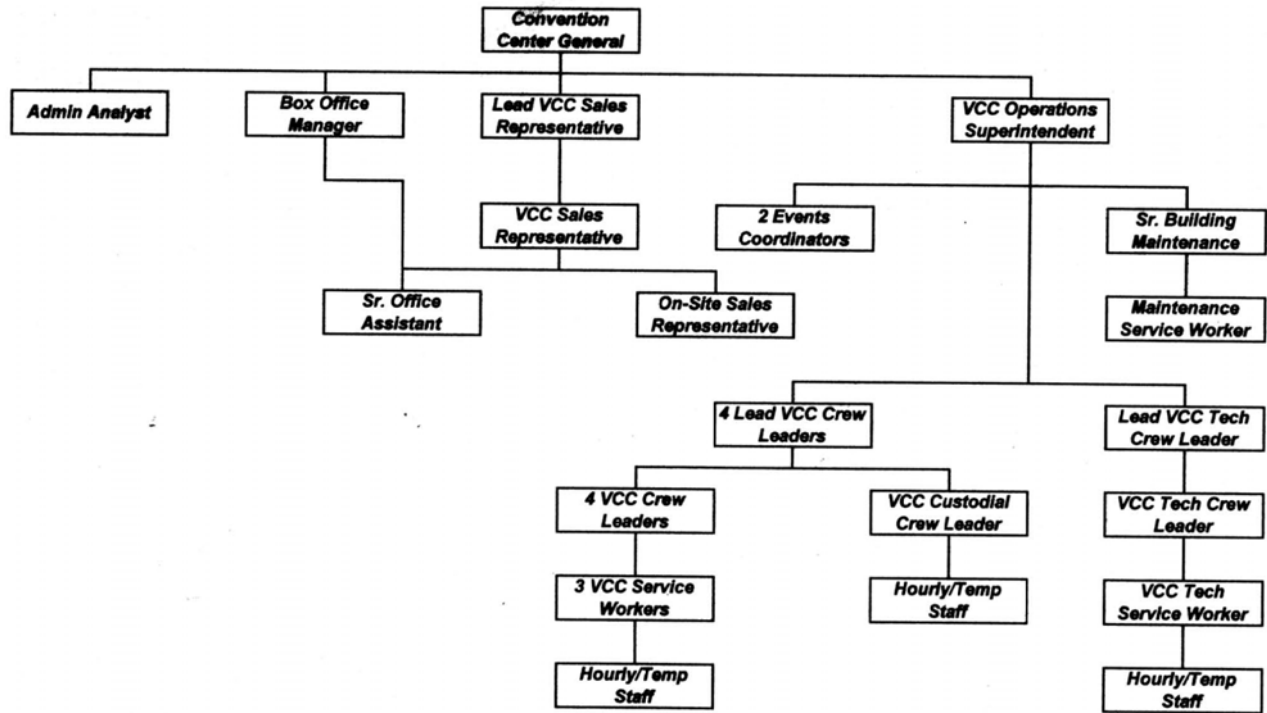
- Replacing expert management if key personnel leave
- Coordinating operations between the convention center and hotels
- Financial operating risks associated with operating losses
- Inability to incentivize the sales team, due to public employee compensations rules

Outsourcing the facility's food and beverage services may represent a significant loss of potential revenue for the facility. Simultaneously, it may represent a significant reduction in the need for catering staff and operating expenses related to food and beverage services. Dedicating catering could increase the percentage of food and beverage from 16 percent to 20 percent, which would improve financials.

### **Staffing**

The following organizational chart indicates the staffing arrangement for the Visalia Convention Center.

**Chart 7-1  
Staff Organizational Chart**



One of the key advantages of this type of staffing structure is its cost effectiveness. A relatively limited number of senior management positions help to reduce overall personnel and labor expenses. Moreover, the key food and beverage management positions are outsourced.

One of the key disadvantages of this staffing structure is the lack of emphasis on sales and marketing. A larger sales department would likely include three or more specialized sales managers or directors – with experience in the event planning industry – to target and work with event planners to bring their events to the subject property. Despite the limited resources dedicated to sales and marketing, the convention center has demonstrated success in attracting several new shows during the past year, including the California Women in Agriculture Conference, the Mid Pacific Water Users’ Conference, and the Association of Southern California Handweavers’ annual convention. These are high-impact events that require substantial room blocks at local hotels over multi-day event periods.

## Reporting Policies

Communication is critical between the city officials, day-to-day managers of the facility, and the general public. It is common practice for facility managers to provide annual reports to officials in charge of guiding public policy decisions related to convention centers.

The current management team provides such reporting on a monthly basis; HVS recommends the production of an annual report, with annual summary and comparison charts. Specifically, HVS recommends that the annual reports should include, at a minimum, a description of events and attendance at the convention center as well as a description of operating revenues and expenses associated with managing the convention center. At least three years of historical annual data should be included in the annual report for comparison purposes.

Based on our knowledge of industry standards, HVS suggests that the most common types of information typically available to a municipal owner of a regional convention center include the following items:

- Historical records of events, organized by event type
- Historical records of attendance, organized by event type
- Lost business data reports, organized by year
- Customer service survey responses
- Historical records of all operating revenues and expenses associated with the convention center, organized by year
- Organizational chart depicting staffing structure for the convention center
- Historical records of room night generation
- Marketing plan, expressing future booking goals and an approach to achieve those goals
- Annual estimates of the economic and fiscal impacts generated by the convention center

Facility managers currently collect and report all of this data, with the exception of lost business data and economic impact estimates. HVS recommends implementing a plan to estimate lost business on an annual basis. We recommend estimating economic impacts on an annual, or periodic, basis. HVS also recommends presenting summaries of all the preceding data points in an annual report document that can be distributed to city officials. Implementation of this annual comprehensive reporting process may enable the City to better communicate the overall success and importance of the Visalia Convention Center to the general public. In most communities this is a collaborative process that helps to ensure continued public support of the convention industry and public investment in convention related assets and marketing organizations.

### **Business and Marketing Plan**

The senior management team at the Visalia Convention Center has developed the current business and marketing plan for the second year of a two-year budget cycle. The plan reflects increased expectations with respect to several key performance measures at the facility. The following points summarize the goals of the current plan:

- Increase overall facility occupancy rates from 35 percent in fiscal year 2006 up to 42 percent in fiscal year 2007. HVS suggests that the proposed goal is within a range experienced by successful convention centers nationally.
- Increase the total number of events hosted at the convention center to 1,368 for fiscal year 2008. This represents continued increases in event demand. In fiscal year 2004 there were 635 events hosted at the convention center. Each year since has experienced a significant increase in event demand.
- Increase operating revenue to \$2,043,000 in fiscal year 2008, compared to \$1,964,000 in fiscal year 2007.
- Decrease the required general fund subsidy from 28 percent of all operating expenses down to 24 percent of operating expenses. As currently expressed, the subsidy percentage could be reduced by increasing overall operating expenses. Therefore, HVS recommends expressing the general fund subsidy in terms of nominal dollars rather than as a percentage of overall expenses. The targeted general fund

subsidy for fiscal year 2008 is \$843,000 compared to \$866,000 in fiscal year 2007 and \$1,029,000 in fiscal year 2006.

- Corporate Sales Manager's annual sales goal is approximately \$983,000 in revenue for the facility. Corporate Sales Manager's annual hotel room revenue booking goal is \$130,000 for fiscal year 2008.
- Convention Sales Manager's annual sales goal is approximately \$805,000 in revenue for the facility. The Convention Sales Manager's annual hotel room revenue booking goal is \$1,170,000 for fiscal year 2008. HVS suggests that the convention center revenue goal and the hotel revenue goals may be competing goals. The convention center revenue may need to provide incentives to the groups that have the greatest hotel room night demand. This would reduce revenue to the convention center while increasing revenue to hotels. Such a trade-off often makes sense in communities where convention center operating losses are subsidized by hotel tax revenues or transient occupancy taxes ("TOT").
- The Corporate Sales Manager and the Convention Sales Manager will each spend a minimum of one day per week making sales calls; they will submit call lists each week summarizing the results of each sales call.
- Sales staff will attend a minimum of three tradeshow in Sacramento and two CalSAE tradeshow in Southern California during fiscal year 2008. The goal is aimed at establishing an identity within the state, which is clearly needed based on survey data presented earlier in this report.
- Sales staff will establish a new direct e-mail campaign to target associations and tradeshow organizers that hold events on the west coast. Incentives will be offered to event planners. HVS survey data indicates that efforts such as this are needed to increase meeting planner knowledge about Visalia as a meeting and convention destination.
- A newly implemented occupancy timeframes strategy at the convention center will allow the sales team to book multiple events throughout the day at the facility. The change allows spaces to be booked for morning and evening events, with a quick conversion of

the space between these unrelated events. This strategy should allow for increased utilization of the convention center during peak demand periods.

- Sponsorship sales efforts are currently focused on identifying potential sponsorship partnerships that would contribute funds to the convention center. Sponsorship funds could be associated with implementation of new technology in the convention center, naming rights for the facility, and additional branding or advertising opportunities throughout the facility. This would be very advantageous for the convention center and should be considered of high importance.
- Convention center managers and hospitality industry representatives are currently discussing options for discounting citywide conventions in an effort to attract more high-impact events to the community. Communities focused on maximizing the economic impacts generated by their convention centers often accept increased net operating losses in exchange for attracting high-impact events that generate substantial demand for hotel room blocks and other types of visitor spending at local businesses. However, if the strategy is to maximize net operating losses for the Visalia Convention Center, then the VCC and CVB sales force should target high revenue events above high-impact events. For the community to acquire a better understanding of the real desired outcome and the booking and sales strategies that align with this outcome, there needs to be some form of a public education plan.
- Website enhancements will allow potential facility users to submit event profiles to convention center sales staff in an efficient manner. This will speed up response times. Website enhancements will also allow meeting planners to learn more about the Visalia Convention Center without navigating through a general City of Visalia website.

The business and marketing plan presented for fiscal year 2008 represents a positive outlook for the facility and the industry. It also identifies several key improvements in sales and marketing efforts that should lead to increased revenue and event demand at the facility, assuming economic conditions and industry trends remain positive.



### **Professional Services Agreement with CVB**

The City of Visalia has entered into a contract with the Visalia Convention and Visitors' Bureau ("CVB") to provide marketing and sales services intended to generate and enhance tourism and convention business for Visalia. The annual contract fee amount is \$239,000. In exchange for this fee, the CVB agrees to provide the following services:

- Generate a minimum of \$4.5 million in qualified leads for new conventions, which result in a minimum of \$350,000 in new booked convention business.
- Maintain a proposal database and use it to track the status and value of potential new convention business.
- Process and track requests for proposals from meeting planners and convention organizers for any citywide leads.
- Provide quarterly reporting on leads and sales efforts.
- Offer full range of convention-related services, such as organizing housing, arranging tours, planning spousal activities, and fulfilling other special requests by convention organizers.
- Establish a tourism committee, which will develop a targeted plan to increase tourism to the Sequoia Region.
- Develop an overall tourism marketing plan for the City; and collaborate with regional partners to develop a regional tourism marketing plan.
- Implement a membership program to raise funds; maintain membership database.
- Participate in tradeshow and marketing trips that will aim to educate meeting planners and event organizers about Visalia and generate new convention and meeting business for the city. The CVB will provide a return-on-investment analysis for each tradeshow and trip in quarterly and annual reports.

- Develop and distribute visitor guides, information brochures, and other advertising content that will promote the City as a destination for conventions, tours, and visitation.
- Update the CVB website and report on website traffic trends.
- Create a system to track tourism through coordination of hotel records, 800 calls, and responses to advertising.
- Establish and stock a Visitor Information Center, which will be open to the public during normal business hours, and which will provide visitors with information about the convention center and tourism attractions in the community and region.

HVS suggests that the current professional services agreement provides an essential basic foundation for a successful sales and marketing effort for the Visalia Convention Center. The CVB's current funding is relatively low compared to other communities with successful convention centers, where CVB budgets can often exceed \$1.0 million annually, as shown in a previous section of this report. Among most convention centers across the United States, it is atypical to have sales and marketing delegated to staff only within the convention center. CVB's are commonly created or expanded to assist in sales and marketing, and they are usually, and more likely, enabled to be more successful with increased funding. Thus, HVS recommends some increased funding for the CVB. Increased funding should enable the CVB to assist significantly with marketing and sales for the City of Visalia and the Visalia Convention Center, and should allow for performance measurements to be implemented for the CVB, as is currently done with marketing and sales staff at the Visalia Convention Center.

Specifically, we recommend funding to hire additional senior sales managers, all of whom should have extensive experience working with the California Society of Association Executives or similar target markets for the Visalia Convention Center. We suggest that additional sales staff be provided with incentives or additional compensation for reaching room night goals.

### **Funding Sources**

The City of Visalia provides investments from the City's general fund to subsidize financial shortfalls resulting from convention center operations and the CVB. Although it is common for municipal governments to provide funding to cover operating losses at most convention centers, it is somewhat

uncommon to fund these investments from a city's general fund. In most communities a municipal owner will provide operating subsidies or marketing funds that directly support a convention center's operations. But these funds are generally provided through a revenue source tied specifically to tourism and convention business, such as a transient occupancy tax, or some other tourism-related tax. The justification for this type of funding arrangement is that the entities being taxed, such as hotels or restaurants, are also the entities that benefit most from economic activity induced by the convention center.

Moreover, most communities that have a convention center also have a local convention and visitors' bureau, or CVB, which receives funding from a similar source as the convention center. The CVBs act as the primary marketing organizations for their respective convention facilities. As is the case in Visalia, CVB organizations also typically generate revenues through membership dues, private contributions, grant-seeking, and other fund-raising efforts. These funds cover costs associated both with selling and marketing the convention center, but also marketing the community generally as a visitor destination.

Under the more typical funding arrangement, where dedicated tourism tax collections are ear-marked for convention center operations and CVB funding, the CVB and the convention center both have a direct interest in attracting out-of-town meetings and conventions that benefit local hotels, restaurants, and tourism-related industries. By attracting these groups to town, which in turn spend money at local businesses, they also help to strengthen their own base of funding.

### **Customer Feedback**

Some of the best-run convention centers have developed customer feedback programs similar to corporate programs run by large hotel chains. The Visalia Convention Center collects customer feedback. Upon completion of every event, facility managers mail a thank you letter and customer feedback survey to each event organizer. Feedback is organized and summarized each month and reported to city council members.

Based on interviews with management, the convention center receives approximately ten to 15 completed surveys, on average, each month. These surveys indicate that approximately 96 percent of clients are satisfied with the facility and service received during their events. Employees receive recognition when clients mention specific staff members. Staff members or

the General Manager follow up with clients any time negative feedback is recorded. Management found it difficult to summarize the complaints, but indicated that these comments generally revolve around set-up issues or food issues with the facility's caterers.

HVS recommends development of formal categories for complaints and negative feedback. This would allow data to be tracked and summarized more easily for reporting and planning purposes. If complaints related to catering represent a growing or substantial problem, then HVS would recommend consideration of utilizing an in-house catering department or an exclusive catering contract with a single food and beverage service provider.

### **Convention Center Booking Guidelines**

Currently, booking guidelines for the Visalia Convention Center favor multi-day conferences and conventions, with the type of the event taking priority over the type of organization. These events must utilize hotel guestrooms and multiple event spaces within the convention center. Such events are given booking priority from 18 months or further in advance of the event. Entertainment events and consumer shows are given some booking priority and are allowed to book available dates within a 15-month booking period. Banquets and small meetings have the lowest priority, as they generally do not generate significant economic impacts for the community. The current booking guidelines are relatively common for a facility of this type.

It is common to have a formal booking policy developed with input from the owning municipality. The most common arrangement provides the local area CVB with booking priority for the convention center for any date at least 18 months in the future and beyond. Any dates within the 18-month booking window can then be sold by the convention center sales team, generally open to any potential user group on a first-come, first-served basis. The primary intent of such a booking policy is to maximize the likelihood of attracting high-impact conventions, tradeshow, and conferences from out of town by giving them booking priority. Opening up the schedule inside the 18-month booking window, however, allows a facility to fill in empty dates with lower-impact events in an effort to maximize revenue for the facility. The 18-month booking window allows most communities to strike a balance between the twin goals of maximizing economic impacts from high-impact groups and maximizing revenue by filling empty dates with paying tenants.

The current management structure is relatively consistent with this type of booking policy, except that convention center sales professionals also focus

sales efforts on the high-impact events. Moreover, current management has a proven track record of successfully booking an increasing volume of business, including high-impact events, at the convention center.

Although it may be useful to consider a change in the current booking policy, HVS does not recommend a major change at this time. Moreover, HVS suggests defining high-priority events in terms of total hotel room nights required and hotel room requirements on the event's peak night. Event length and facility utilization should be secondary considerations, which could also be part of the definition of high-priority events.

### **Shared Use Agreement with Hotel**

A shared use agreement regulates and encourages general cooperation between the convention center and the headquarters hotel with respect to marketing and event sales. The agreement provides guidance for determining how to charge clients for facility use. The agreement also provides guidance on discounting facility rental rates for certain high-impact events as well as a formula for which operation will bear the cost of such discounts.

Since both the hotel and convention center have sales teams that actively attempt to sell both the convention space and hotel rooms, there must be significant coordination between these two operations. To ensure prompt response times for prospective customer groups, the shared use agreement indicates that internal booking confirmations must be addressed within two business days. This ensures that the sales team working with the prospective client will be able to respond in a timely manner regarding availability and pricing regarding both hotel rooms and convention space.

HVS recommends continued coordination between the hotel and convention center sales teams. The shared use agreement should be updated periodically, based on input from sales managers at both facilities. HVS suggests that formal and informal interaction between the two sales teams will continue to enhance the overall performance of each facility and the quality of customer service provided. It is important that the two sales teams share a common commitment to group customers that increasingly are becoming customers of both the convention center and the hotel. Feedback from sales managers at each facility should be collected regularly and confidentially. This feedback should be given a high priority in determining possible revisions to the shared use agreement. This process should occur at least once per year formally. Additional, informal measures for collecting and encouraging feedback could augment the effectiveness of the agreement.

**Measuring Success**

Municipalities that own convention centers or similar assets can have different goals for investing in them. In most communities, however, the top priorities or reasons for investing in convention centers are related to generating out-of-town visitation that will induce new spending in the host community, thereby supporting and enhancing the local economy.

One of the most common problems community leaders and elected officials often face concerning investments in public convention assets is communicating to the public how the facility benefits the community and how successful it is. The following items are potential activities that HVS often recommends to cities that wish to measure the success of their convention centers.

**Economic Impact Analysis**

Municipal facility owners often attempt to estimate economic impacts generated by their convention centers as one measure of the return on public investment. Economic impact estimates attempt to measure the new spending and associated rounds of indirect and induced spending generated by groups that utilize a convention center. It is important to measure only those impacts that otherwise would not occur in the community but for the presence of the convention center. A later section of this report provides an estimate of the economic impacts generated by the Visalia Convention Center.

**Fiscal Impact Analysis**

Similarly, public owners often attempt to estimate fiscal, or tax revenue, impacts generated by public convention centers. The most common type of tax revenue generated by convention delegates is from hotel and motel taxes. However, additional revenues may derive from sales taxes, automobile rental taxes, airport taxes, restaurant taxes, and other state or local taxes that visitors pay while attending a convention.

**Lost Business Analysis**

CVB organizations and convention center operators often track lost business that considered bringing an event to the community, but decided not to for some reason. The Visalia CVB and the Visalia Convention Center currently track lost business. However, it may be advantageous for both entities to formulate an identical lost business reporting methodology so they can compare data in a consistent manner. It is critically important to include

questions about the *reasons* why each piece of lost business decided not to come to Visalia.

### Historical Demand Analysis

Events and attendance are the two primary measures of event demand at most convention centers. The Visalia Convention Center collects detailed data to evaluate the number of events and total attendance taking place at the convention center each month and year. Facility managers present this data in quarterly and annual reports. HVS recommends continued analysis of events and attendance at the facility; historical demand data is summarized and evaluated in a later section of this report.

### Implications for Visalia

In general, the ownership, management, and marketing structures in place for the Visalia Convention Center are common and advantageous. The current management arrangement offers the highest level of control to the City. However, it also exposes the City to substantial risks, in the form of operating losses, which is a common risk accepted by many facility owners.

Depending on the City's ultimate priorities and the relative ranking of those priorities, the facility may benefit from changes to the operating strategy. Therefore, HVS recommends that the City of Visalia establish a convention center advisory council to determine what the convention center's primary goals should be and how those goals fit with the City's overall convention and tourism industry objectives. In most communities convention centers are focused on one of the following items as the facility's primary goal:

- 1) Maximizing economic impacts to the local economy,
- 2) Minimizing operating subsidies or investments required from the public sector, or
- 3) Creating a space suitable for hosting locally-oriented events deemed essential for the cultural development of a community.

Communities may attempt to achieve all of these goals, to some degree. However, these goals can require different operating, funding, and marketing strategies in many cases.

If the community's top priority for the convention center is to maximize economic impacts, then HVS recommends reorganizing the funding

mechanism for the convention center and the CVB in a manner that is more transparently tied to tourism-related taxes. For example, we would recommend funding convention center operating losses and a portion of the CVB's marketing budget directly from the transient occupancy tax ("TOT"), or other similar tourism-related taxes. This transparency would help to clarify that the primary goal of the convention center and CVB is to generate additional room nights for local hotels as well as new spending at other local businesses. In this case, if the convention center can implement a strategy that would increase TOT revenues while also increasing operating losses at the convention center, the strategy may be justified if the incremental increases in TOT revenues outweigh the incremental shortfalls experienced at the convention center.

If the community's top priority for the convention center is to minimize operating losses, then HVS recommends continued operation of the facility in much the same manner as it is currently operated. However, sales and marketing strategies should shift toward consumer show events, which can pay higher rental rates, rather than tradeshow and state association conventions, which often require substantial incentives or waived facility rental fees. Additionally, the City should target a higher volume of events that require food and beverage services, such as banquets and meetings. The City could also consider taking food and beverage services in-house and becoming the exclusive catering agency for the facility.

If the community's top priority for the convention center is to create a suitable space for local events, then HVS recommends establishing a different booking policy to explicitly provide booking priority for such events. The City should remain in control of booking and facility management.



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## 8. Demand Analysis

This section includes demand projections for two scenarios at the Visalia Convention Center. The first scenario assumes no major building expansion takes place; however, we assume various marketing and operational recommendations are implemented, as discussed throughout this report. The second scenario assumes an expansion of the convention center, as considered in the Facility Program Review section of this report.

HVS forecasts stabilized demand in the near-term for approximately 1,300 to 1,400 events, with annual attendance of approximately 204,000 people. In the long-term, if the facility is expanded, HVS projects demand potential for about 1,700 events, with annual attendance of roughly 309,000 people.

Throughout this section, HVS evaluates historical convention center demand and provides annual projections of events and attendance for a ten-year projection period. HVS conducted the following tasks to assess demand potential for this project:

- Analyzed historical event demand data from the existing Visalia Convention Center;
- Evaluated qualitative and quantitative demand indicators, including survey data, for the Visalia Convention Center; and
- Generated event demand projections for each of two possible convention center scenarios.

### **Historic Event Demand**

The two most important measures of demand at most public assembly facilities are events and attendance. The Visalia Convention Center currently hosts a variety of events including conventions, tradeshow, consumer shows, sports tournaments, meetings, banquets, and assemblies. The current management team maintains a detailed database of prior events, including attendance estimates for each event. HVS worked with convention center

management to review the events and attendance data from the past five years.

A careful evaluation of historical demand will provide a basis for understanding potential future demand at the facility. HVS has organized event demand into the following basic event categories. These seven event categories are generally consistent with event demand tracking at national and regional convention centers throughout the United States.

- **Conventions and Tradeshows** – exhibiting events that require the use of exhibition, banquet, and meeting spaces. These are typically multi-day events that focus on the exchange of information or products between delegates. Many conventions and tradeshows also utilize banquet and meeting spaces. Tradeshows events typically are closed to the public and focus on business exchanges between industry buyers and suppliers.
- **Consumer Shows** – exhibiting events that require the use of exhibition space. Some consumer shows utilize a small amount of meeting space as well. These events are open to the public and generally charge an admission fee. Consumer shows generally are focused on the exchange of goods or services between vendors and local consumers.
- **Conferences** – non-exhibiting events that require banquet and meeting or conference rooms. These events are similar to conventions, except that they do not require dedicated exhibition space for a large number of vendors.
- **Meetings** – non-exhibiting events that utilize meeting rooms. These are typically small, single-day events that require one or more meeting rooms for training, strategy sessions, or educational purposes.
- **Banquets** – non-exhibiting events that utilize ballrooms or other banquet space to host a meal function. These events generally last a few hours and require the use of a catering kitchen and food service staff. Examples include dinners, fundraisers, and wedding receptions.
- **Entertainment** – non-exhibiting events that utilize an exhibition hall or multi-purpose ballroom for music, art, comedy, or other entertainment or performance uses. Examples include concerts, family

shows, comedy acts, festivals, and circus events. We also include sporting events in this category.

- **Other** – non-exhibiting events that utilize either an exhibition hall or a multi-purpose banquet space, often for civic or community purposes. This category could also include religious assemblies or graduation ceremonies.

Conventions, tradeshow and conferences often represent an opportunity to generate substantial economic impacts for a community because they attract delegates and exhibitors from out of town. Consumer shows and entertainment shows are generally geared toward serving the local resident population. They can enhance a community's sense of identity, increase the quality of life for local residents, and generate activity in the neighborhood where the host facility is located. These events typically generate small to moderate levels of economic impacts for a community. Banquets and meetings also serve local social groups, institutions, and corporations. Consequently, they tend to generate only modest economic impacts. However, these events can be profitable for the facility, especially if food and beverage services operate efficiently.

Table 8-1 shows historical event demand and attendance estimates for the Visalia Convention Center during the last five complete operating years.

**Table 8-1  
Historical Event Demand & Attendance**

Events	FY 2002-2003	FY 2003-2004	FY 2004-2005	FY 2005-2006	FY 2006-2007	FY 2007-2008	CAGR ('03-'08)	Average Annual
Banquets	132	122	142	152	169	132	0.00%	142
Conferences	24	27	27	37	35	43	12.37%	32
Consumer Shows	15	24	30	18	29	24	9.86%	23
Conventions/Tradeshows	10	9	7	9	6	9	-2.09%	8
Entertainment Events	24	20	17	19	22	21	-2.64%	21
Meetings	526	433	562	783	1,110	1,416	21.90%	805
Other	15	10	7	20	34	55	29.67%	24
<b>Total</b>	<b>746</b>	<b>645</b>	<b>792</b>	<b>1,038</b>	<b>1,405</b>	<b>1,700</b>	<b>17.91%</b>	<b>1,054</b>
<b>Average Attendance</b>								
Banquets	324	312	299	265	239	294	-1.92%	289
Conferences	698	499	454	1,125	486	515	-5.90%	630
Consumer Shows	2,075	1,673	1,840	1,116	1,057	1,268	-9.38%	1,505
Conventions/Tradeshows	1,028	2,409	1,154	678	900	1,649	9.91%	1,303
Entertainment Events	1,592	1,715	1,741	1,553	1,371	1,621	0.36%	1,599
Meetings	66	72	102	79	57	47	-6.56%	71
Other	346	170	73	18	9	9	-51.80%	104
<b>Attendance</b>								
Banquets	42,755	38,057	42,523	40,276	40,413	38,850	-1.90%	40,479
Conferences	16,740	13,470	12,265	41,640	17,005	22,151	5.76%	20,545
Consumer Shows	31,120	40,160	55,205	20,095	30,640	30,430	-0.45%	34,608
Conventions/Tradeshows	10,282	21,680	8,080	6,100	5,400	14,845	7.62%	11,065
Entertainment Events	38,200	34,300	29,600	29,500	30,170	34,050	-2.27%	32,637
Meetings	34,632	31,259	57,472	61,549	63,056	65,908	13.73%	52,313
Other	5,195	1,700	510	365	314	484	-37.79%	1,428
<b>Total Attendance</b>	<b>178,924</b>	<b>180,626</b>	<b>205,655</b>	<b>199,525</b>	<b>186,998</b>	<b>206,718</b>	<b>2.93%</b>	<b>193,074</b>

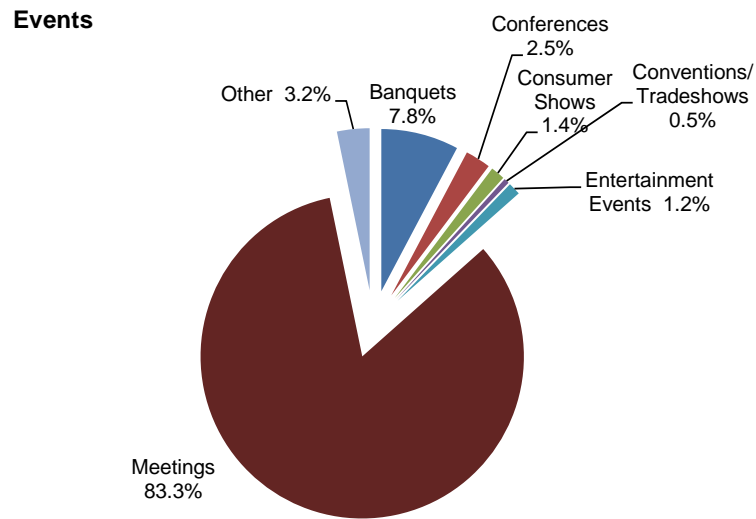
Source: Visalia Convention Center

During the past five years the Visalia Convention Center has hosted, on average, 1,050 events annually. This represents an annual attendance of approximately 193,000 people each year. Meetings and banquets account for the greatest number of events and attendees. In fiscal year 2007/08 the Visalia Convention Center will host approximately 1,416 meetings and 132 banquets. The facility also hosts a modest number of exhibiting events, including conventions, tradeshows, and consumer shows. In fiscal year 2007/08 the facility will host 24 consumer shows and nine conventions/tradeshows. It should be noted that between 750 and 850 of the total meetings to be held in fiscal year 2007/08 are from the University of Phoenix, which is currently looking for a permanent home for these events.

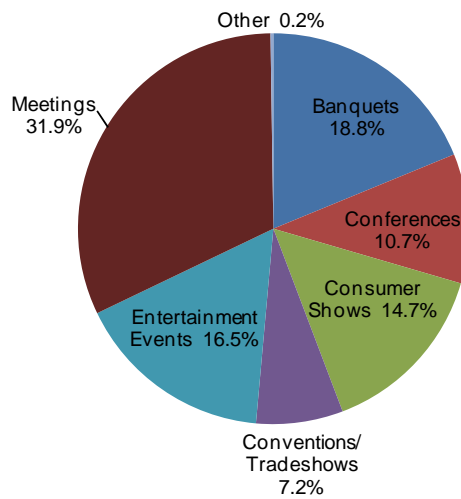
During the past four years, the overall number of events has increased while the average size per event has declined in most categories. Overall attendance spiked in fiscal year 2004/05, mainly as the result of several large consumer shows such as the La Bomba Car Show and Paul Evert's RV Country Show. The data indicate continued growth in the overall number of banquets, conferences, consumer shows, and meetings. The number of conventions and tradeshow has stabilized or declined. The number of entertainment shows has also stabilized. During the same period we have seen a decline in the average event size in every category. In fiscal year 2007/08 average attendance in conventions and tradeshow increased significantly, along with attendance at entertainment events.

Figure 8-1 provides a summary of which event categories generated the highest levels of event demand and attendance in fiscal year 2006/07.

**Figure 8-1  
Demand Segments**



**Attendance**



Source: Visalia Convention Center

Meetings and banquets represent the largest sources of demand for the Visalia Convention Center. Convention business is quite limited, reflecting the difficulty in attracting such events without offering substantial financial incentives, such as reduced or waived rental fees. As we shall see in a later section of this report, meeting and event planners around the state are relatively unknowledgeable about Visalia as a possible convention and meeting destination. HVS recommends considering the establishment of an incentives fund if the community wishes to focus more on the convention and tradeshow segment of the industry. We also recommend an augmented marketing and sales campaign to educate meeting planners about the Visalia Convention Center. An increasing Transient Occupancy Tax ("TOT") could be utilized to fund additional incentives for strengthening sales efforts and augment the economic impact at the Visalia Convention Center.

## **Demand Indicators**

HVS makes demand projections based on key findings in our market research, trends in the industry, event planner surveys and interviews, a review of historical performance data, and our analysis of comparable projects in other markets. We have designed a demand matrix to help summarize how the Visalia Convention Center scores with respect to several important demand indicators considered in this study.

Demand indicators can be classified into five broad categories as follows:

- Market Area Factors,
- Industry Trends,
- Sales and Management Approach,
- Meeting Planner Perceptions, and
- Facility Competitiveness.

Figure 8-2 summarizes 35 key evaluation factors that have implications for demand potential at the Visalia Convention Center. The table indicates whether each factor is likely to have a positive, neutral, or negative effect on demand at the Visalia Convention Center.

**Figure 8-2**  
**Summary Matrix of Demand Indicators**

Indicator	Implication for Event Demand			Result / Comment
	High	Medium	Low	
<b>Market Area Factors</b>				
Demographic Trends		★		Significant population growth, household incomes below average
Corporate Presence			★	Limited corporate presence in local area
Tourism Infrastructure		★		Numerous activities/attractions, limited supply of full-service hotels
Transportation Infrastructure		★		Excellent highway and road transportation; limited air service
Local Competition	★			Very limited competition in Visalia
Regional Competition			★	Extensive inventory of competition throughout California and region
<b>Industry Trends</b>				
Demand Trends	★			Strong rebound in industry demand during past four years
Supply Trends			★	Substantial supply growth nationally and regionally
Emerging Industry Trends			★	Destination markets experience relatively greater success
Travel Trends	★			Industry growing; travel budgets increasing; travel trends up
National Economic Trends		★		Strong GDP growth; federal budget deficits; credit tightening
<b>Sales and Management Approach</b>				
Staff Organization		★		Staff organization is typical; limits personnel expenses
Sales Staff Level			★	Current size of sales staff may limit potential for convention sales
Booking Policies		★		Booking policy favors conventions; should tie directly to roomnights
Integration of Services		★		Most services in-house; catering outsourced; hotel separate
Historical Performance	★			Demand is strong and increasing; but not many conventions
Marketing Resources			★	Marketing resources are not as high as comparable cities
<b>Meeting Planner Perceptions</b>				
Ability to Attract Attendees			★	Meeting planners give below average score
Destination Appeal			★	Meeting planners give below average score
Dining & Entertainment		★		Meeting planners give average score
Hotel Room Rates	★			Meeting planners consider hotel rates attractive
Quality of Hotel Rooms		★		Quality is good; but few full-service hotels
Perceived Safety	★			Meeting planners give above average score
Perceived Cleanliness	★			Meeting planners give above average score
Meeting Planner Knowledge of Visalia			★	Knowledge is very limited
<b>Facility Competitiveness</b>				
Building Condition and Quality			★	Finishes and appearance not consistent with headquarters hotel
Overall Size of Facility		★		Size currently adequate; may need expansion to target tradeshow
Ability to Service Simultaneous Events			★	Size and layout allows for only limited simultaneous use
Mix of Spaces		★		Mix of spaces is appropriate and consistent with industry standards
Convention Services	★			Convention services are good; however catering is not exclusive
Parking	★			Surface and structured parking can accommodate most events
Travel Costs		★		Travel costs in area are modest; air service can be expensive
Rental Rates		★		Although rental rates are not high; incentives are limited
Hotel Supply		★		Adjacent hotel supply is an advantage, but citywide is limited
Headquarters Hotel Brand	★			Meeting planners give highest score to Marriott brand

Source: HVS

Based on 35 key demand indicators, Visalia demonstrates some potential for attracting additional event demand. In particular, there is potential for growth in demand for conventions, tradeshow, and consumer shows. There



may also be demand for some additional sports tournaments each year at the convention center if an expansion takes place. Ten of the summarized factors are likely to have positive implications for demand at the convention center. Fourteen factors are likely to have neutral implications for demand. Eleven factors are likely to have negative implications for demand. Certain negative factors, such as supply growth in the industry and strong regional competition, cannot be addressed locally. But other factors that are currently negative, such as marketing resources and facility conditions, could be addressed in the future with or without a major expansion of the convention center.

### **Demand Projections**

The information revealed in the market overview, industry trends review, analysis of comparable facilities, key informant interviews, and event planner surveys indicates that the Visalia Convention Center currently does not require an expansion, although facility renovations are warranted. In the long-term, the development of an expanded convention center in Visalia could allow continued growth in the number of events as well as increases in the average event size, especially for conventions, consumer shows, sporting events, and tradeshow.

HVS projected event demand for the proposed convention center under both scenarios. This analysis assumes that any facility expansion would be developed in conjunction with an additional headquarters hotel at the subject site as well as a proportionate increase in available parking spaces on-site or nearby.

Table 8-2 shows the stabilized annual number of events and attendance, by event type, projected for the Visalia Convention Center during the next ten years, assuming an expansion takes place in 2015.

**Table 8-2**  
**Demand Projection of Events and Attendance**

	Stabilized								Expansion		Stabilized
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<b>Number of Events</b>											
Banquets	130	130	130	130	130	130	130	142	154	154	
Conferences	40	40	40	40	40	40	40	44	48	48	
Consumer Shows	20	20	20	20	20	20	20	24	24	24	
Convention & Trade Shows	10	10	10	10	10	10	10	10	15	20	
Entertainment Events	20	20	20	20	20	20	20	22	22	22	
Meetings*	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,562	1,704	1,775	
Other	60	60	60	60	60	60	60	66	66	66	
<b>Total</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,870</b>	<b>2,033</b>	<b>2,109</b>	
<b>Estimate of Average Attendance</b>											
Banquets	300	300	300	300	300	300	300	300	300	300	
Conferences	540	540	540	540	540	540	540	687	687	687	
Consumer Shows	1,300	1,300	1,300	1,300	1,300	1,300	1,300	2,364	2,364	2,364	
Convention & Trade Shows	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	
Entertainment Events	1,600	1,600	1,600	1,600	1,600	1,600	1,600	2,571	2,571	2,571	
Meetings*	50	50	50	50	50	50	50	50	50	50	
Other	15	15	15	15	15	15	15	15	15	15	
<b>Estimate of Total Attendance</b>											
Banquets	39,000	39,000	39,000	39,000	39,000	39,000	39,000	42,600	46,200	46,200	
Conferences	21,600	21,600	21,600	21,600	21,600	21,600	21,600	30,239	32,988	32,988	
Consumer Shows	26,000	26,000	26,000	26,000	26,000	26,000	26,000	56,725	56,725	56,725	
Convention & Trade Shows	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	24,000	32,000	
Entertainment Events	32,000	32,000	32,000	32,000	32,000	32,000	32,000	56,570	56,570	56,570	
Meetings*	71,000	71,000	71,000	71,000	71,000	71,000	71,000	78,100	85,200	88,750	
Other	900	900	900	900	900	900	900	990	990	990	
<b>Total</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>281,224</b>	<b>302,673</b>	<b>314,223</b>	

\*HVS assumes that the Visalia Convention Center will be able to retain the University of Phoenix classes, or otherwise, will be able to find demand to compensate for the loss of these events

These projections assume the implementation of various operational recommendations made throughout this report in conjunction with a facility expansion in 2015, as discussed in an earlier section of this report. In the near-term, event demand is projected to stabilize at about 1,700 events annually; attendance is expected to stabilize at approximately 206,500 people annually. After the proposed expansion, event demand is projected to reach approximately 2,109 events annually; HVS projects a stabilized attendance level of approximately 314,223 people. As indicated in the table, HVS assumes that the Visalia Convention Center will be able to retain University of Phoenix classes, which currently account for roughly half of all meetings, or, alternatively, will be able to draw in more meeting demand to fill this void.

With these projections HVS is not attempting to predict the forecast of events and attendance for any given year within the next ten years. Our projections

are best understood as an average demand level for the next ten-year period. While any particular year may achieve significantly lower or higher demand results, our forecasts indicate long-term demand trends of the Visalia Convention Center. We expect the existing facility to experience stabilizing demand in the near-term and declining demand in the long-term, as is typical of most convention centers after a period of stabilized demand.

As the industry stands today, a facility cannot simply expect to attract a fair share of business relative to its size in the overall supply of exhibit space. Rather, a convention center's performance is more likely to depend on its competitive advantages, relative to its peers. New facilities are most likely to succeed when positioned competitively with respect to market conditions, management, pricing, technology, booking policies, location, amenities, destination appeal, and existing tourism infrastructure. But many other facilities will not succeed as the industry matures. To be successful in the industry today, it is more important now than ever to engage in on-going long term investment to secure competitive advantages and demand for the future.

HVS projects event demand by providing estimates of both the number of events and the average attendance in each event category. The following discussion outlines demand projections for each of the relevant event categories shown above.

**Banquets** – As demand stabilizes at the Visalia Convention Center, HVS expects the facility will continue to host approximately 130 banquets annually, with an annual event size of approximately 300 attendees in this category. An expanded convention center with additional ballroom space would be expected to compete for a larger share of local area banquet events. The level of finishes and services at a facility would dictate how well it competes for certain types of banquets. Annual government and SMERF banquets are often price sensitive and require large ballrooms. Large local and regional corporate banquets can require a high level of finishes in an upscale atmosphere. Smaller corporate banquets, wedding receptions, and private parties usually require smaller ballrooms with attractive finishes and extensive services. The subject facility currently has the flexibility to serve a range of banquet clients. If the facility expands, HVS estimates demand potential would increase to approximately 154 catered banquet events each year, with the same average events size of approximately 300 attendees.

**Conferences** – On average, during the past five years the Visalia Convention Center has hosted 40 conferences annually. Although this demand can be cyclical and fluctuates from year to year, we anticipate a similar level of demand in the near future. The average size of these events has been decreasing somewhat in recent years; so, we estimate stabilized average attendance of about 540 people per conference. Conferences do not require dedicated exhibition space, but they often require meeting rooms and conference rooms of various sizes as well as banquet space for general sessions and meals. An eventual expansion should address future needs for additional meeting, conference, and banquet rooms. An expanded facility would alleviate the problem of scheduling conflicts that can lead to lost business during seasons of peak demand. With additional banquet, meeting, and conference rooms, HVS estimates the expanded convention center could capture demand for up to 48 conferences each year, with an increased average attendance of approximately 690 people.

**Consumer Shows** – Consumer show demand has been increasing in recent years and the Visalia Convention Center is an attractive venue for such shows. Therefore, HVS projects stabilized demand for approximately 20 consumer shows annually, with an average attendance of about 1,300 people per show. An expanded convention center would compete favorably with other regional facilities for consumer shows. With a substantial increase in its offering of exhibition space, the facility would be able to greatly increase its average show size. HVS projects event demand for between 20 and 30 consumer shows annually if the facility is expanded. We project an increased average attendance per show of about 2,400 people. Good highway access makes this an attractive location for consumer shows traveling between large populations in Fresno and the surrounding Sequoia Region. The subject convention center is the only facility in Visalia that is capable of hosting large consumer shows. Although consumer shows are not traditionally viewed as high-impact events, these events may be able to generate some economic impacts for Visalia if they can draw from the larger metropolitan area and surrounding communities throughout Central California. Moreover, these shows can often generate substantial revenue for the host facility.

**Conventions/Tradeshows** – HVS projects stabilized event demand at the convention center of about ten conventions and tradeshows, with an average attendance of approximately 1,600 attendees. A facility expansion and corresponding increases in sales and marketing resources would increase demand potential to approximately 20 conventions and tradeshows. Additional exhibition space will not, in and of itself, generate additional

convention demand. HVS recommends a simultaneous effort to augment sales in that market segment. Moreover, an expansion of the adjacent hotel supply and parking would be needed to maximize the facility's capacity to attract conventions and tradeshow if an expansion occurs. Any expansion of the convention center should take place in conjunction with an expansion of the adjacent hotel supply – especially full-service hotel rooms, as they are preferred by convention delegates.

**Entertainment** – The Visalia Convention Center does not have a dedicated performance theater. Nonetheless, the facility hosts entertainment events, such as concerts and festivals on a consistent basis. Moreover, the facility has recently invested in telescopic seating for the exhibit hall, which will increase the facility's ability to host entertainment events. HVS projects stabilized demand for approximately 20 entertainment events each year, with an average attendance of approximately 1,600 people. With a facility expansion, the convention center would be able to target somewhat larger entertainment events, including sports competitions, such as volleyball tournaments, cheerleading competitions, and martial arts championships. With more exhibition space, HVS estimates the facility could attract approximately 22 events in this category, with an average attendance of approximately 2,570 people. Concert promoters and entertainment industry representatives have demonstrated some ability to hold successful events in Visalia. The location is especially advantageous for concerts traveling along Interstate 5 between the Los Angeles market and the San Francisco Bay area. An expanded convention center development will increase availability of booking dates and seating capacity, thereby increasing our demand projections in this event category.

**Meetings** – Meeting demand has increased substantially during the past four years as management has augmented sales and marketing efforts at the Visalia Convention Center. HVS projects stabilized event demand at the convention center of about 1,420 meetings, with an average attendance of approximately 50 people. As indicated in the table, HVS assumes that the Visalia Convention Center will be able to retain University of Phoenix classes, which currently account for roughly half of all meetings, or, alternatively, will be able to draw in more meeting demand to fill this void. HVS assumes that the Development of additional convention and meeting space in Visalia would allow the City to serve more local and regional demand for corporate, educational, government, and other meeting functions. With a substantially larger block of meeting rooms, there would be limited scheduling conflicts and demand would grow somewhat in Visalia; however, the corporate base is limited in the immediate market area. The expanded convention center

would be suitable for a variety of local corporate, government, and social meetings. Moreover, as the largest and most modern meeting facility in the area, the subject could attract meetings from the broader regional area. Therefore, if the facility is expanded, HVS projects demand for approximately 1,600 to 1,800 meetings in a stable year of operation, with average meeting attendance of about 50 people.

**Other Events** – The Visalia Convention Center currently hosts a small number of civic events and other gatherings that do not easily fit into one of the previous event categories. HVS assumes this will continue, representing a modest level of event demand. Many of these events received discounted rental fees and, therefore, do not represent a significant financial or economic impact for the convention center.

### **Implications for Visalia**

As competitive supply increases nationally and statewide, we expect the existing facility to experience stabilizing demand in the near-term and declining demand in the long-term, as is typical of most convention centers after a period of stabilized demand. The proposed expansion project, in the long-term, would likely offset this downward pressure that may begin sometime in the next ten years. An expansion would enhance the subject facility's position in the local market and it would help Visalia augment its efforts to market the community as a destination for meetings, conventions, tradeshow, and consumer shows. It could help to reposition the Visalia Convention Center as a regional convention center, enabling it to attract a larger number of high-impact tradeshow and conventions. However, the Fresno Convention Center currently serves as a major regional competitor and will continue to do so. At this time, HVS does not recommend a facility expansion for the Visalia Convention Center. Instead, we recommend focusing on increasing marketing and sales efforts in the near-term; making medium-term improvements and renovations to the convention center to bring its quality and finish in line with the adjacent headquarters hotel; and planning for potential expansion of the convention center in the long-term. A successful expansion would likely require the development of an additional full-service headquarters hotel as well as increased parking capacity.

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## 9. Financial Operations

### Introduction

In this section HVS analyzes the financial operations of the Visalia Convention Center. Financial operations are measured by various line items of revenues and expenses, discussed throughout this section. For the purpose of this analysis, HVS assumes the City of Visalia will continue to own and operate the convention center. A review of the advantages and disadvantages of various ownership and operating arrangements appears in a prior section of this report.

Most stand-alone convention facilities require ongoing annual public subsidies for operations, maintenance, marketing, and debt service. The convention center in Visalia requires similar annual public investments and will continue to require such investments for the foreseeable future. HVS assumes continued competent and professional facility management for the purposes of our financial analysis. Later in this section HVS shows a ten-year projection of financial operations for the convention center.

HVS also considers a future expansion scenario, which would involve a major renovation of the convention center and the development of an additional exhibit hall, banquet space, and meeting rooms. For the purpose of this analysis, HVS assumes the expansion project would be reflected in financial operations of the facility beginning in the year 2015; however, we advise further market research in the years leading up to 2015 to determine the exact date and scope of a future expansion project and to test the expansion project's feasibility at that later date.

### Convention Center Operating Model

HVS uses a proprietary financial operating model to forecast revenue and expenses at convention centers. This model quantifies the key variables and operating ratios that determine revenue potential and expenses for small and mid-sized convention centers. HVS analyzes both fixed and variable components of revenues and expenses. Variable components of expenses are estimated based on the level of anticipated convention center demand, as projected earlier in this report. The model projects fixed expenses based on

our knowledge of the project and the industry, as well as historical operating data from the Visalia Convention Center.

The convention center industry does not use a standardized set of accounting principles for reporting financial operations. Convention center operators employ a variety of accounting methods. Financial statements from different convention centers organize revenue and expenses differently. However, a few major revenue and expense categories are common to most convention facilities. HVS developed a financial operating model that organizes financial operations according to these primary revenue and expense categories. Therefore, our financial operating projections may differ somewhat from historical financial operating statements for any particular convention center operating throughout California and other regional locations.

The HVS convention center model estimates individual revenue and expense items for each of several major financial operating categories. HVS assumes financial operations will stabilize, in conjunction with demand, during the third complete year of operation after an opening or expansion. Thereafter, the model assumes an annual inflation rate of 3.0 percent, unless indicated otherwise, which applies both to revenue and expenses. A description of individual revenue and expense items appears in the following summary.

## **Revenues**

There are five major projected revenue categories for the Visalia Convention Center. These include meeting space rentals, food and beverage sales, equipment rentals, event services, and other revenue. The HVS model uses a series of revenue assumptions that are based on attendance or the projected utilization levels of function space to estimate revenue. Therefore, assumptions for different revenue line items will vary by event type and size. A summary of the relevant revenue categories follows.

**Meeting Space Rentals** - reflect the rental revenue the facility receives from clients that reserve one or more function area in the facility. Convention centers typically charge event planners either a fixed daily fee per meeting room or a rate based on occupied gross square feet ("GSF") of space per day. Smaller facilities often charge more fixed daily rental fees. Larger facilities with exhibit space tend to charge more GSF fees. Although the Visalia Convention Center currently charges fixed daily rates for most events, we convert these fees into GSF fees for certain event categories for the purposes of our future-year financial projections. Event space revenue can also be tied to revenue from ticket sales for certain entertainment functions. Not all events pay directly for the use of function space. In many cases, a facility will waive



the space rental charges if an event generates a certain threshold of food and beverage revenue. For this reason, in many facilities, some banquets do not generate space rental revenue. In this report, HVS breaks out space rental from meetings and banquets separately.

Although not common in most large exhibition centers, some facilities sell complete meeting packages (“CMPs”) or daily meeting packages (“DMPs”) instead of renting space. CMPs and DMPs include meeting space rental fees, food and beverage service charges, equipment rental fees and event services charges all in a bundled fee based on total attendance at the event. In Visalia, we assume management will use a combination of fee structures that reflect fixed daily rentals as well as GSF fees.

**Food and Beverage** - includes charges for food and beverage services, including catering services, coffee breaks, snacks and concession sales. Most events that utilize convention center function space arrange for food service for their attendees during events. The Visalia Convention Center features an on-site full-service catering kitchen; however, event planners currently are free to contract with various catering companies to provide food services for each event. Historically, this has limited the facility’s ability to generate substantial revenues from its catering kitchen through food and beverage services. HVS recommends the facility consider using a professional catering operator with exclusive rights to manage all food service operations at the convention center; this would allow the facility to negotiate a more favorable revenue sharing contract. Alternatively, the facility could internalize the food and beverage service function; this could increase revenues for the facility, but it would also require additional personnel with catering management experience. Most conventions, conferences, and tradeshows generate demand for multiple meals during the course of these multi-day events. Meetings and banquets generally include a single meal or refreshment services. Concessions operate during consumer shows, entertainment events, and most civic functions.

**Equipment Rental** - includes fees charged for the use of various types of equipment that the facility provides for different events. Such rentals could include audio and visual equipment, computers, dance floors, forklifts, tables, chairs, podiums, other furniture and various items required for specific events. Audio-visual equipment can often represent a large portion of total equipment rental revenue. In Visalia, the recent purchase of telescopic seating for the exhibit hall represents another potential source of equipment rental revenue. HVS financial models estimate equipment rental revenue based on

the number and size of events expected to take place at the convention center. Therefore, this line item varies with the level of activity projected at the facility in each given year.

**Event Service Charges** - include the fees charged to tenants for services that could include business services, audio and video technical assistance, set-up and take down of function spaces, cleaning services, security services, electricity and other utilities, commissions from decorators, and other services provided by third-party contractors at events. All events use utilities. Many events also require audio, video, communications, and Internet services. Banquets and other upscale events can often require elaborate decorating services. Almost all events require cleaning services; cleaning of common areas may be complimentary for most events while cleaning services offered to individual exhibitors can represent a significant source of revenue. Service charges vary by type of event. Some of these services may be included in the rental charges for using the facility, but others will be add-on service charges.

**Other Revenue** - includes income from sponsorships, vending revenue, merchandise sales, interest earnings, and other miscellaneous sources of revenue not included in the preceding categories. For the purpose of this report, we assume there will be no charge for on-site parking at the convention center. However, many urban facilities charge parking fees and generate significant revenues from this source. If management decides to implement parking charges that the facility would collect, we could include this revenue as a separate category or incorporate it into the "Other" category.

The following table shows the operating income assumptions for the proposed convention center by type of event.

**Table 9-1**  
**Operating Income Assumptions by Type of Event in 2007 Dollars**

Event Type	Exhibit Space per GSFD	Other Space Rental per Event	Food & Beverage per Attendee	Equipment Rental per GSFD	Event Services per GSFD	Other per Fixed Amt
Banquets	\$0.00	\$750.00	\$15.00	\$0.00	\$0.00	\$0.00
Conferences	0.10	0.00	20.00	0.04	0.01	0.00
Consumer Shows	0.12	0.00	0.50	0.04	0.01	0.00
Convention & Trade Shows	0.10	0.00	32.00	0.04	0.01	0.00
Entertainment Events	0.12	0.00	1.00	0.10	0.01	0.00
Meetings	0.00	180.00	4.00	0.02	0.00	0.00
Other	0.00	0.00	0.50	0.02	0.01	95,000

*GSFD = gross square foot day*

*Source: HVS*

The HVS model assumes that the proposed convention center will waive or discount the space rental fee for some banquets, as is common in the industry for events that generate substantial amounts of food and beverage revenue. Other events are expected to pay a flat rent or a rent based on the amount of space they utilize. Food and beverage revenues are expected to range between a low of \$.50 per capita at consumer shows and a high of \$32.00 per capita at multi-day conventions and tradeshow, which could include two or more meals over multiple days. Equipment rentals and event service fees are expected to generate substantial amounts of revenue for the facility. We assume this will be closely tied to the amount of space each group utilizes. Equipment rental revenue will vary depending on whether an event requires tables, chairs, staging, telescopic seating, sound equipment, and video equipment. For the purpose of this study, we assume parking fees will not accrue to the convention center, but parking fees may become a potential source of revenue in the future.

## Expenses

The HVS model includes assumptions for fixed and variable components of operating expenses. The variable expenses depend on the level of event activity in the facility, measured by occupied gross square foot days or as a percentage of operating revenue. Certain expenses are considered variable operating expenses if they increase and decrease with activity at the center. Fixed components of expenses do not vary with facility utilization; the convention center incurs these fixed expenses regardless of whether the facility is heavily utilized.

Non-operating expenses such as depreciation and building insurance do not fluctuate with day-to-day changes in the operations of the facility. These non-operating expenses are essentially unchanged regardless of how much business takes place at the convention center. Instead, non-operating expenses generally are part of an annual budget or multi-year contract. We assume the convention center will not have property tax expenses because it will be a public facility. A summary of the relevant expense categories follows.

**Personnel** - expenses cover the salaries, wages, benefits, and related expenses for full-time and part-time employees at the facility. HVS assumes the convention center will continue to operate with its existing mix of full-time professionals and part-time employees. Food and beverage personnel expenses are not included in this category, as they will likely be part of a contract with a professional food service provider. If the expansion takes place in 2015, then we assume the facility will hire one additional sales manager and two additional event coordinators. Because the Visalia Convention Center is a publicly owned and operated venue, hiring rules and health insurance costs lead to high personnel expenses. However, the lack of a management fee expense more than offsets this cost.

**Food and Beverage** - represents the costs associated with providing food service to events at the convention center. This includes the cost of goods sold, overhead, and labor expenses for food service employees. The food service costs vary with the level of food and beverage sales. For the purposes of this report, HVS assumes a professional, third-party catering company will manage all food and beverage services at the convention center. The convention center's share of overall food and beverage expenses will be commensurate with overall food and beverage revenue generated at the convention center. HVS assumes total food and beverage related expenses would equal 80 percent of gross food and beverage revenues.

**Marketing** - includes the direct costs to the facility operator associated with advertising and promoting the facility, excluding payroll expenses for sales and marketing employees at the facility. Marketing expenses can include direct marketing, promotional discounts, professional marketing services, and other expenses incurred to market the facility. A strong sales and marketing effort is a critical component of operating a successful convention center. HVS assumes the sales and marketing effort for the convention center will be part of a broader community sales and marketing effort that may be funded through a convention and visitors' bureau or a similar organization. HVS

assumes a \$50,000 increase in the marketing budget, in addition to ongoing increases with inflation, if the facility expansion takes place in 2015.

**Contract Services** – expenses in this category cover costs associated with repair and maintenance that is outsourced or requires specialized third-party expertise. Examples include linen and cleaning services, security, special equipment repairs and other operations or maintenance services contracted to third-party providers by the operator. HVS assumes the fixed component of contract services will increase by a factor of 1.20 if the proposed expansion takes place in 2015.

**Professional Services** - these expenses include the costs associated with legal and accounting services. This category would also include any consulting fees or expenses related to financial advisory services or any other professional services provided by a third party. HVS assumes no increases will be necessary for professional services, even with an expansion.

**Repair and Maintenance** - includes both routine and one-time expenses for maintaining the convention center and repairing damaged or worn-out equipment. This includes the costs of operating and maintaining equipment rented to facility tenants. Small equipment purchases and certain building supplies are also included in this expense category. Although our projections show relatively stable expenses in this category, it is likely that these costs will fluctuate substantially from year to year, depending on the condition of equipment and the level of facility use. Moreover, we do not include most long-term capital maintenance expenses in this category. HVS recommends the establishment of a capital reserve fund to provide for major capital improvements and long-term maintenance projects at the convention center. HVS assumes the fixed component of repair and maintenance expenses will increase by a factor of 1.50 if the proposed expansion takes place in 2015.

**Supplies** - these costs reflect all expenditures on office supplies, computer supplies, cleaning supplies, and other small items generally required for the successful operation of the convention center. Most large supply items or purchases required for the proper maintenance and repair of the facility would be categorized in the Repair and Maintenance category. Therefore, this is a relatively small expense category in most convention centers. HVS assumes the fixed component of supply-related expenses will increase by a factor of 2.00 if the proposed expansion takes place in 2015.

**Utilities** - these expenses include gas, electricity, telecommunications, and water charges paid by the facility. The convention center operator can pass through many of these expenses to facility users as “event services” fees, but the ability to do so may depend on the price-sensitivity of customer groups and the facility’s negotiating leverage. Moreover, some utility use is necessary even when the facility is not being utilized. HVS assumes the fixed component of utility-related expenses will increase by a factor of 2.00 if the proposed expansion takes place in 2015.

**Miscellaneous** - includes expenses that are not easily categorized and may not recur on a regular basis. These could include expenses such as special training expenses, special equipment or supplies, automobile related expenses, costs associated with debt collections, or relocation expenses. Other examples include office machines, postage, freight, travel expenses, credit card fees, bank fees, entertainment expenses, dues and subscriptions, warehouse services, and certain printing services. HVS assumes no increases will be necessary for miscellaneous expenses, even with an expansion.

**Inter City Allocations** - this item represents the convention center’s portion of shared costs taken on by various municipal departments of government, which directly or indirectly support the operations of the convention center in Visalia. The convention center pays for these services through an allocation fee that is determined each year. Building insurance is included in this expense category.

**Management Fee** – Since the Visalia Convention Center is public there is no management fee expense.

**Depreciation** - Many convention centers do not include depreciation in their financial statements. We include it as a non-operating expense that reflects the wear and tear on the building and the reduction in the facility’s value due to a decreasing economic life of the building. For the purpose of this study, we increase depreciation with inflation.

**Capital and Maintenance Reserve** - HVS recommends the establishment of a reserve fund to pay for regular improvements to the convention center. During the next ten years of operation, key spending categories are likely to include technology, carpeting, roofing, meeting room renovations, and other miscellaneous improvements. Buildings of this type generally require greater investments the older they become. Therefore, HVS suggests setting a capital reserve budget that is equivalent to 4.0 percent of gross revenues. As the

facility continues to age, the City can draw on these funds to make the necessary capital and maintenance improvements likely to be required to keep the facility competitive. Add the \$300,000 from earlier chapter.

The following table shows a summary of the expense assumptions that include fixed components and variable components based either on facility utilization rates or as a percentage of total revenue or category revenue.

**Table 9-2**  
**Summary of Expense Assumptions in 2006 Dollars**

<b>Expenditure</b>	<b>Variable Expense Component</b>	<b>Fixed Expense Component</b>
<b>Operating Expense</b>		
Personnel	10.0% of Total Revenue	\$1,200,000
Administrative		\$481,000
Food & Beverage	80.0% of Line Item	
Marketing	6.0% of Total Revenue	\$120,000
Contract Services	1.0% of Total Revenue	\$65,000
Professional Services		\$20,000
Repair & Maintenance	2.0% of Total Revenue	\$80,000
Supplies	3.0% of Total Revenue	\$75,000
Utilities	3.0% of Total Revenue	\$160,000
Box Office		\$194,000
Miscellaneous	2.0% of Total Revenue	\$200,000
<b>Non-Operating Expense</b>		
Inter City Allocations		\$110,000
Management Fee		
Depreciation		\$450,000
Capital Reserve	4.0% of Total Revenue	

Source: HVS

Personnel costs typically represent one of the largest expense categories for convention centers of this type. Utilities, repair and maintenance costs, and marketing costs are typically among the next largest operating expense categories. Management fees do not apply; however, the facility does incur significant administrative costs. Insurance premiums are included in Inter City Allocations. Property taxes do not apply because the convention center is publicly owned. HVS recommends the establishment of a capital reserve fund.

**Financial Projections**

The following table displays projected financial operations for the facility over a ten-year period.



**Table 9-3**  
**Financial Operating Projections**

	Stabilized							Expansion		Stabilized
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>REVENUE</b>										
Exhibit Space Rental	\$1,093,000	\$1,126,000	\$1,160,000	\$1,194,000	\$1,230,000	\$1,267,000	\$1,305,000	\$1,512,000	\$1,697,000	\$1,859,000
Other Space Rental	328,000	337,000	347,000	358,000	369,000	380,000	391,000	442,000	496,000	524,000
Food & Beverage	318,000	327,000	336,000	347,000	357,000	368,000	378,000	459,000	536,000	587,000
Equipment Rental	533,000	549,000	565,000	582,000	600,000	618,000	636,000	730,000	811,000	881,000
Event Services	184,000	189,000	195,000	201,000	207,000	213,000	220,000	240,000	261,000	280,000
Other	98,000	101,000	104,000	107,000	110,000	113,000	117,000	120,000	124,000	128,000
<b>Total</b>	<b>\$2,456,000</b>	<b>\$2,528,000</b>	<b>\$2,603,000</b>	<b>\$2,682,000</b>	<b>\$2,763,000</b>	<b>\$2,846,000</b>	<b>\$2,930,000</b>	<b>\$3,383,000</b>	<b>\$3,801,000</b>	<b>\$4,131,000</b>
<b>OPERATING EXPENSES</b>										
Personnel	\$1,618,000	\$1,667,000	\$1,717,000	\$1,768,000	\$1,821,000	\$1,876,000	\$1,932,000	\$2,269,000	\$2,394,000	\$2,502,000
Administrative	495,000	510,000	526,000	541,000	558,000	574,000	592,000	609,000	628,000	646,000
Marketing	353,000	363,000	374,000	386,000	397,000	409,000	421,000	536,000	586,000	625,000
Contract Services	105,000	108,000	112,000	115,000	118,000	122,000	126,000	152,000	162,000	171,000
Professional Services	21,000	21,000	22,000	23,000	23,000	24,000	25,000	25,000	26,000	27,000
Repair & Maintenance	159,000	164,000	169,000	174,000	179,000	184,000	190,000	259,000	278,000	293,000
Supplies	192,000	198,000	204,000	210,000	216,000	222,000	229,000	350,000	378,000	400,000
Utilities	279,000	288,000	296,000	305,000	315,000	324,000	334,000	565,000	600,000	628,000
Box Office	200,000	206,000	212,000	218,000	225,000	232,000	239,000	246,000	253,000	261,000
Miscellaneous	282,000	291,000	300,000	309,000	318,000	327,000	337,000	360,000	382,000	401,000
<b>Total</b>	<b>\$3,704,000</b>	<b>\$3,816,000</b>	<b>\$3,932,000</b>	<b>\$4,049,000</b>	<b>\$4,170,000</b>	<b>\$4,294,000</b>	<b>\$4,425,000</b>	<b>\$5,371,000</b>	<b>\$5,687,000</b>	<b>\$5,954,000</b>
<b>NET OPERATING INCOME</b>	<b>(\$1,248,000)</b>	<b>(\$1,288,000)</b>	<b>(\$1,329,000)</b>	<b>(\$1,367,000)</b>	<b>(\$1,407,000)</b>	<b>(\$1,448,000)</b>	<b>(\$1,495,000)</b>	<b>(\$1,988,000)</b>	<b>(\$1,886,000)</b>	<b>(\$1,823,000)</b>
<b>NON-OPERATING INCOME</b>										
Transfers & Refunds	\$1,873,000	\$1,929,000	\$1,987,000	\$2,046,000	\$2,108,000	\$2,171,000	\$2,236,000	\$2,303,000	\$2,372,000	\$2,443,000
<b>Total</b>	<b>\$1,873,000</b>	<b>\$1,929,000</b>	<b>\$1,987,000</b>	<b>\$2,046,000</b>	<b>\$2,108,000</b>	<b>\$2,171,000</b>	<b>\$2,236,000</b>	<b>\$2,303,000</b>	<b>\$2,372,000</b>	<b>\$2,443,000</b>
<b>NON-OPERATING EXPENSES</b>										
Inter City Allocations	\$113,000	\$117,000	\$120,000	\$124,000	\$128,000	\$131,000	\$135,000	\$139,000	\$144,000	\$148,000
Management Fee	0	0	0	0	0	0	0	0	0	0
Depreciation	464,000	477,000	492,000	506,000	522,000	537,000	553,000	570,000	587,000	605,000
Capital Reserve	142,000	146,000	150,000	155,000	159,000	164,000	169,000	199,000	227,000	248,000
<b>Total</b>	<b>\$718,000</b>	<b>\$740,000</b>	<b>\$762,000</b>	<b>\$785,000</b>	<b>\$809,000</b>	<b>\$833,000</b>	<b>\$858,000</b>	<b>\$909,000</b>	<b>\$958,000</b>	<b>\$1,001,000</b>
<b>NET INCOME</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>(\$474,000)</b>	<b>(\$349,000)</b>	<b>(\$253,000)</b>

\*The food and beverage revenue line item represents the net revenue

The financial projections shown in the previous table reflect an overall operating deficit that is stable in real dollars; increases are due to inflation through 2014. Then the proposed expansion is expected to increase operating losses by approximately \$300,000 in a stable operating year. This is typical for public facilities of this nature, as facility expansions are typically justified primarily based on anticipated economic impacts such facilities could generate for the local community.

HVS financial projections are intended to show the expected levels of revenue and expenses over a ten-year period. Projections show smooth growth over time. However, the nature of convention booking, meeting planning, and other group event demand is not always smooth. Business can be affected by local and national economic factors that are not predictable. Convention and tradeshow booking is often cyclical, based on rotation patterns and association booking policies. Therefore, HVS recommends interpreting the financial projections over a multi-year period rather than relying on projections for any one specific year.

Moreover, financial performance of the facility may fluctuate substantially during the first few years of operations after an expansion, before demand stabilizes. HVS assumes demand will stabilize in the third complete operating year after the expansion; this is the last year shown in the projections. Total revenue is expected to increase substantially for the first three years of operation after the expansion, until demand stabilizes. For the purposes of this report, HVS assumes the convention center expansion will open in 2015; however, we recommend that facility managers collect detailed "lost business" reports during the next several years to help guide any future decisions about the potential for a major convention center expansion. HVS also suggests that additional feasibility testing should take place prior to such an expansion, as the near-term outlook does not currently warrant an expansion of the center.

### **Implications for Visalia**

Consistent with historical trends in Visalia and convention center trends around the country, facility expenses are expected to exceed revenue in each of the ten years presented in the HVS financial analysis. Demand is expected to reach a stabilized level this year at the convention center. Thereafter, demand potential is anticipated to be flat; if ongoing facility improvements are not made, demand will likely begin to decline as competition increases. Although a facility expansion is not recommended at this time, we recommend the city begin planning for longer-term expansion plans now. For the purpose of this report, we assume a future expansion will be completed in

2015. The expansion can be expected to increase revenues; however, expenses will also increase and may increase more than revenues, leading to an increased need for ongoing public investment. The reason the operating losses could increase during an expansion reflect the fact that most expansions are intended to lure a larger number of higher-impact events, such as conferences, conventions, and tradeshow to the community. These high-impact event categories generally are more expensive to host, but they lead to the largest economic impacts for the local community. As is typical for this type of facility, HVS concludes that the Visalia Convention Center will require ongoing investments from public funding sources. This public investment could be offset by potential economic and fiscal impacts that result from attracting convention groups to Visalia. The following section of this report provides estimates of the economic impacts generated by the Visalia Convention Center.

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## 10. Economic Impact Analysis

In many communities, the potential for increased positive economic impacts provides the primary rationale for public investment in convention centers. When attendees come from outside the area and spend significant amounts of money during shows and meetings, they inject new money into the local economy. These industry participants may further generate economic impacts as tourists both before and after events. The economic impacts discussed in this section include those impacts that resulted from activity at the Visalia Convention Center (“VCC”) in 2007.

### Sources of Economic Impact

HVS identified four different categories of direct spending that creates economic impact for the Visalia. These five impact categories derive from the following sources:

- **Overnight delegates** – participants, other than event organizers and exhibitors, who attend convention center events and require paid lodging.
- **Daytrip delegates** – participants, other than event organizers and exhibitors, who attend convention center events and do not require paid lodging.
- **Event organizers** – individuals, associations, or other organizations that plan, sponsor, organize and coordinate events that take place at the convention center.
- **Exhibitors** – individuals or companies that rent exhibition space, typically from event organizers, to display information or products at convention center events. Exhibitors typically are present at conventions, tradeshow and consumer shows.

These four different categories of people spend money that enters the local economy. Some of this spending would not have occurred if the convention

center were not operating. Therefore, each category generates some level of *new* spending for the local economy.

The following table summarizes our calculations and assumptions that determine our estimate of net new room nights generated by the convention center in 2008.

**Table 10-1**  
**Net New Room Nights**

Event Category	Attendance	Lodging %	Overnight Delegates	Length of Stay	Room Nights	Net New %	Net New Room Nights
Banquets	44,000	5%	2,200	1.0	2,200	10.0%	220
Conferences	16,500	25%	4,125	2.0	8,250	100.0%	8,250
Consumer Shows	27,500	2%	550	1.0	550	100.0%	550
Convention & Trade Shows	7,200	40%	2,880	3.5	10,080	100.0%	10,080
Entertainment Events	42,000	2%	840	1.0	840	20.0%	168
Meetings	66,000	5%	3,300	1.0	3,300	5.0%	165
Other	400	1%	4	1.0	4	5.0%	0
<b>TOTALS</b>	<b>203,600</b>		<b>13,899</b>		<b>25,224</b>		<b>19,433</b>

The VCC keeps detailed attendance and event length data for each of the defined event types. Moreover, HVS determined the number of net new room nights generated by conventions and tradeshow, as shown in the previous section of this report. HVS assumes the net new room nights are generated by approximately 10.0 percent of total attendees of banquets who require lodging, 100 percent of total attendees at conferences who require lodging, 100.0 percent of total attendees at consumer shows who require lodging, 100.0 percent of total attendees at convention and trade shows who require lodging, 5.0 percent of total attendees at meetings who require lodging, and 5.0 percent of total attendees at other events who require lodging— all defined as overnight delegates.

The overnight delegates stay multiple days, as shown by the average length of stay column in the preceding table. Multiplying the number of overnight delegates by the average length of stay produces an estimate of room night demand generated by these overnight delegates. Because the estimate of room night demand is significantly higher than the net new room nights estimated in our previous regression analysis, HVS concludes that either (1) the assumption about the percentage of attendees requiring lodging is far too high or (2) a substantial percentage of the room nights generated represents displacement of other potential room night guests who might have stayed in the City of Visalia if these guest rooms had not been sold to convention and tradeshow delegates. Taking these possible explanations in turn, we do not

believe it is reasonable to assume that fewer than the percentages we listed above will create new room night demand. Therefore, we assume that the difference between room nights generated and the demonstrated volume of net new room nights generated by the convention center is due to a substitution or displacement effect. The percentage of room nights that are considered net new, or demand that does not displace other potential demand, is calculated as the ratio of "room nights" to "net new room nights," as shown in the preceding table.

HVS made similar assumptions about the percentage of attendees requiring lodging and the percentage of overnight delegates who are new to the market for the other event categories as well. For example, we assume that two percent of consumer show attendees require lodging, reflecting the fact that many of the event organizers and exhibitors participating in these events originate from out-of-town. We assume the same displacement factor or "net new" factor for these participants as we did for convention and tradeshow participants. HVS assumes that no attendees at meetings, banquets, and other events require lodging; therefore, attendees at these events do not generate new economic impacts for the Visalia. This assumption is supported by the idea that most, or all, of these events would have taken place somewhere in the City of Visalia even if the convention center were not in operation.

The following table summarizes our calculations and assumptions that determine our estimate of net new daytrips generated by the convention center in 2008.

**Table 10-2**  
**Net New Daytrips**

Event Category	Attendance	Daytrip %	Daytrip Delegates	Length of Stay	Daytrips	Net New %	Net New Daytrips
Banquets	44,000	95%	41,800	1.0	41,800	0%	-
Conferences	16,500	75%	12,375	2.0	24,750	91%	22,523
Consumer Shows	27,500	98%	26,950	1.0	26,950	91%	24,525
Convention & Trade Shows	7,200	60%	4,320	3.5	15,120	91%	13,759
Entertainment Events	42,000	98%	41,160	1.0	41,160	91%	37,456
Meetings	66,000	95%	62,700	1.0	62,700	0%	-
Other	400	99%	396	1.0	396	0%	-
<b>TOTALS</b>	<b>203,600</b>		<b>189,701</b>		<b>212,876</b>		<b>98,262</b>

Detailed attendance and event length data from the VCC along with HVS assumptions about what percentage of daytrip delegates are new to the City

of Visalia result in an estimate of approximately 98,000 net new daytrips generated by the convention center in 2008. Our assumptions about the percentage of attendees who are daytrip delegates are the inverses of our previous assumptions about the percentage of attendees who are overnight delegates, or lodgers. HVS developed our assumptions about the percentage of daytrips that are new to the market by estimating what portion of residents living within the likely trade area do not live within Visalia.

## **Methodology**

The methodology HVS employs in its impact analysis avoids the problem of over-counting associated with many impact analyses. Only new spending that originates from outside the city of Visalia is included in the estimate of direct spending. Most spending by delegates who live within the market area is a transfer of income from one sector of the area's economy to another. Therefore this analysis does not count spending by local residents as a new economic impact. The spending estimates in this report are intended to represent the net new economic impact created by the event activity at the VCC. These net impacts are less than the gross economic impact represented in some economic impact studies.

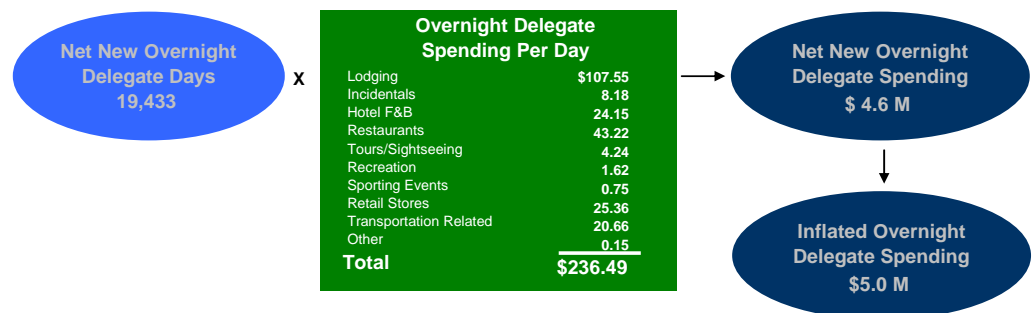
HVS assumes that all of the overnight delegates, exhibitors, and event planners attending major conventions and tradeshow at the convention center represent new spending in the local economy. However, we assume that attendees at meetings, banquets, and other events do not represent new spending; most of these events would have occurred somewhere else in the City of Visalia if the convention center did not exist. Consumer shows that target local area attendees are somewhere in between. Many consumer shows will attract attendees, exhibitors, and event planners from outside Visalia's boundaries who may reside in surrounding suburban or rural areas. Therefore, we include a portion of spending that occurs at these shows in our impact analysis.

For the purposes of this analysis, HVS has attempted to identify the net new spending that takes place in the local economy due to the operations of the VCC. The general methodologies we employ attempts to estimate direct spending in each of the five spending categories defined in the following descriptions. After estimating direct spending, we then utilize an input-output model of the local economy to estimate indirect and induced spending. The sum of direct, indirect, and induced spending estimates represents the total estimated economic impact of the convention center operations.

**Overnight Delegate Spending** is spending by delegates and other attendees who stay overnight for conventions, tradeshow, and consumer shows. In most markets delegates typically spend \$250 to \$500 per day on lodging, food, local transportation, recreation and entertainment, and other items. HVS evaluated (1) overnight visitor spending survey data from DMAI, which focuses on spending by convention and tradeshow participants nationally, as well as (2) visitor spending survey data from the Corporate Travel Index, which focuses on spending patterns specific to the Visalia market. Using these two separate sources of survey data, HVS created an index that allows us to estimate delegate spending in Visalia for each of several spending categories. Based on this index, we estimate total spending per overnight delegate per day is approximately \$236.49 in Visalia.

Multiplying the number of net new delegates to the City of Visalia by the estimated daily spending figure produces an estimate of net new spending by overnight delegates in Visalia, as shown in the following figure.

**Figure 10-1  
Overnight Delegate Spending (2008)**



Sources: VCC, DMAI, CTI, HVS

Net new spending by overnight delegates is typically the single-largest source of direct economic impact generated by convention centers. Based on a separate regression analysis, explained later in this study, HVS estimates there were approximately 19,000 net new delegate days, as measured by hotel room nights. These overnight delegates purchase lodging, restaurant meals, retail goods, transportation services, and other goods and services while visiting Visalia. After speaking with the Marriott Visalia, HVS learned that incidentals and hotel food and beverage spending seems to be in line with Marriott’s experiences. HVS estimates that net new spending by overnight



delegates using the VCC will be approximately \$4.6 million, based on stabilized demand projections. After adjustments for inflation, we estimate net new direct spending by overnight delegates will be approximately \$5.0 million in current 2007 dollars.

**Daytrip spending** is spending by delegates and other attendees who stay only during the day (and not overnight) for conventions, tradeshow, and consumer shows. In most markets delegates typically spend \$40 to \$100 per day on meals, shopping, local transportation, recreation and entertainment, and other goods and services while in town. HVS evaluated (1) daytrip visitor spending survey data from DMAI, which focuses on spending by convention and tradeshow participants nationally, as well as (2) visitor spending survey data from the Corporate Travel Index, which focuses on spending patterns specific to the Visalia market. Using these two separate sources of survey data, HVS created an index that allows us to estimate delegate spending in Visalia for each of several spending categories. Based on this index, we estimate total spending per daytrip delegate per day is approximately \$45.03 in Visalia.

Multiplying the number of net new delegates to the City of Visalia by the estimated daily spending figure produces an estimate of net new spending by daytrip delegates in Visalia, as shown in the following figure.

**Figure 10-2  
Daytrip Delegate Spending (2008)**



Sources: VCC, DMAI, CTI, HVS

Net new spending by daytrip delegates is typically a moderate source of direct economic impact generated by convention centers. Based on our assumptions about what percentage of daytrip delegates visited the City of Visalia because of the convention center, HVS estimates there were approximately 98,000 net new delegate daytrips resulting from events taking

place at the VCC. These daytrip delegates purchase meals, retail goods, gasoline, and other goods and services while visiting Visalia. HVS estimates that net new spending by daytrip delegates using the VCC was approximately \$4.4 million, based on stabilized demand projections. After adjustments for inflation, we estimate net new direct spending by daytrip delegates was approximately \$4.8 million in 2007 dollars.

**Event Organizer Spending** is the local spending within the area by organizations that sponsor events taking place at the convention center. In most markets event planners spend several thousands of dollars on lodging, meals, local transportation, facility rentals, equipment rentals, and other goods and services required to plan and organize a successful event. HVS evaluated (1) event organizer spending survey data from DMAI, which focuses on spending by convention and tradeshow participants nationally, as well as (2) visitor spending survey data from the Corporate Travel Index, which focuses on spending patterns specific to the Visalia market. Using these two separate sources of survey data, HVS created an index that allows us to estimate event organizer spending in Visalia for each of several spending categories. Based on this index, we estimate total spending by event organizers. We estimate event organizer spending is approximately \$20.69 per attendee per day in Visalia.

The product of the number of attendees in relevant event categories, the estimated daily spending figure, the average event length, and the percentage of spending thought to be net new to the City of Visalia produces an estimate of net new spending by event organizers in Visalia, as shown in the following figure.

**Figure 10-3  
Event Organizer Spending (2008)**



Sources: VCC, DMAI, CTI, HVS

Event organizers typically spend money on lodging, meals, space rental, event services, equipment rentals, advertising, and other goods and services. For the purpose of this study, HVS has already accounted for hotel spending by event organizers, as calculated in our regression analysis. Net new spending by event organizers is typically a moderate source of direct economic impact generated by convention centers. Using historical attendance data, as provided by the VCC, we estimate that net new spending by event organizers will be approximately \$2.2 million, based on stabilized demand projections. After adjustments for inflation, we estimate net new direct spending by event organizers was approximately \$2.4 million in current 2007 dollars.

**Exhibitor spending** includes the local spending within the area by exhibitors that participate in events taking place at the convention center. In most

markets exhibitors spend several thousands of dollars on lodging, meals, local transportation, vendor services, meeting room rentals, equipment rentals, and other goods and services required to produce successful exhibits. HVS evaluated (1) event exhibitor spending survey data from DMAI, which focuses on spending by convention and tradeshow participants nationally, as well as (2) local visitor spending survey data as published in the Corporate Travel Index. Using these two separate sources of survey data, HVS created an index that allows us to estimate exhibitor spending in Visalia for each of several spending categories. Based on this index, we estimate total spending by exhibitors. We estimate exhibitor spending is approximately \$82.76 per attendee per day in Visalia.

The product of the number of attendees in relevant event categories, the estimated daily spending figure, the average event length, and the percentage of spending thought to be net new to the City of Visalia produces an estimate of net new spending by exhibitors in Visalia, as shown in the following figure.

**Figure 10-4  
Exhibitor Spending (2007)**



Sources: VCC, DMAI, CTI, HVS

Exhibitors typically spend money on lodging, meals, vendor services, equipment rentals, advertising, and other goods and services. For the purpose of this study, HVS has already accounted for hotel spending by event organizers, as calculated in our regression analysis. Net new spending by exhibitors is typically one of the larger sources of direct economic impact generated by convention centers. Using historical attendance data, as provided by the VCC, we estimate that net new spending by event organizers was approximately \$4.4 million, based on stabilized demand projections. After adjustments for inflation, we estimate net new direct spending by exhibitors was approximately \$4.8 million in 2007 dollars.

### Direct Spending Estimates

The results of the selected methodology produce direct spending figures in each of the four previously defined categories of impacts.

The following table summarizes the net new spending estimates derived from overnight delegates, daytrip delegates, event organizers, exhibitors, and the hotel rate premium.

**Table 10-3**  
**Estimated Direct Impacts Spending (000's)**

Impacts by Category	2008
<b>Visalia</b>	
Overnight Delegate Spending	5,022
Daytrip Delegate Spending	4,835
Event Organizer Spending	2,412
Exhibitor Spending	4,766
<b>Total</b>	<b>17,035</b>

*Source: HVS*

Overnight delegates represent the single largest source of net new direct spending impacts. But each of the other spending categories represents substantial net new direct spending in the local economy. Total direct spending attributed to the convention center, based on stabilized demand, is approximately \$17.0 million.

HVS categorized these net new direct expenditures by overnight delegates, daytrip delegates, event organizers, exhibitors, and citywide hotel guests into various spending categories that can be used as inputs for an input-output model that represents the Visalia economy. Specifically, the IMPLAN input-output model relies on spending categories defined by the U.S. Census according to the North American Industry Classification System ("NAICS").

Because the spending data from the DMAI surveys do not match the NAICS spending categories, HVS translates the DMAI spending categories into the NAICS spending categories that most closely match the intent of the survey.

The following table shows net new direct spending, categorized into each of several major NAICS spending categories, or sectors of the local economy, that are compatible with the IMPLAN input-output models we use.

**Table 10-4**  
**Distribution of Spending by Category (000's)**

Category	(\$ 000s)	% of Total
Local Transport	703	4%
Tours/Sightseeing	103	1%
Gasoline, Tolls, Parking	649	4%
Supplies & Misc. Retail	2,270	13%
Auto Rental	394	2%
Equipment Rental	726	4%
Technology Services	611	4%
Advertising & Promotion	221	1%
Event Services	628	4%
Sporting Events	16	0%
Recreation	34	0%
Hotel Services	5,576	33%
Space Rental	666	4%
Food & Beverage	4,437	26%
<b>TOTAL</b>	<b>17,035</b>	<b>100%</b>

Source: HVS

Spending associated with lodging and food and beverage sales account for the majority of direct spending impacts for the Visalia. These sectors benefit the most from convention center activities. However, a broad range of economic sectors and businesses benefit from new spending in the numerous categories outlined in the preceding table.

These categorized direct-spending numbers provide the inputs for our input-output model ("IMPLAN"), which we used to estimate *indirect* and *induced* impacts that result from new *direct* spending in the local economy. The IMPLAN model attempts to replicate all of the additional rounds of spending that result from our estimated direct spending. These additional rounds of

spending occur in hundreds or thousands of spending categories, as represented in NAICS.

HVS estimates direct spending impacts and the additional rounds of spending by businesses and households that benefit from direct spending. Specifically, we estimate direct, indirect, and induced spending impacts. In some instances the sum of indirect and induced spending impacts is referred to as the *multiplier effect*.

- *Direct spending impacts* include the new delegate, association and exhibitor spending resulting from the events and activities that occurred at the convention center in 2007. For example, a delegate's expenditure on a restaurant meal is a direct economic impact.
- *Indirect spending impacts* are the secondary spending associated with the business spending resulting from the initial direct spending. For example, a delegate's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that remain within the City of Visalia is counted as an indirect economic impact.
- *Induced spending impacts* represent the change in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at a local restaurant may have more personal income as a result of convention delegates dining at the restaurant. The amount of the increased income that the waiter spends in the local economy is considered an induced impact.

Indirect and induced impacts are often referred to as multiplier effects. The relationship between direct spending and the multiplier effects can vary based upon the specific size and characteristics of a local area's economy.

### **Estimate of Total Economic Impacts**

HVS uses the IMPLAN input-output model to estimate indirect and induced impacts. IMPLAN is a nationally recognized model developed at the University of Minnesota to estimate indirect and induced economic impacts. An input-output model generally describes the commodities and income that normally flow through the various sectors of a given economy. The indirect and induced spending and employment effects shown here represent the estimated changes in the flow of income and goods caused by the estimated direct spending. The IMPLAN model accounts for the specific characteristics

of the local area economy and estimates the share of indirect and induced spending that it will retain.

Using the IMPLAN model, HVS estimates the indirect and induced effects generated by the estimate of net new spending that occurs in Visalia. The following table shows the projected net new direct, indirect, and induced economic impacts and that are attributable to the event activity at the Visalia Convention Center.

**Table 10-5**  
**Estimated Total Spending Impacts**

	Stable Year		Expansion	
	Spending (\$ 000's)	Jobs	Spending (\$ 000's)	Jobs
<b>Visalia</b>				
Direct	17,035	302	32,369	491
Indirect	4,018	36	7,635	116
Induced	3,579	36	6,802	103
<b>Total</b>	<b>24,632</b>	<b>374</b>	<b>46,805</b>	<b>711</b>

Sources: HVS, IMPLAN

HVS estimates direct spending impacts resulting from the convention center are approximately \$17.0 million, based on projected 2008 stabilized demand levels. Indirect spending estimates are approximately \$4.0 million; induced spending estimates are about \$3.6 million. Therefore, we estimate the total economic impacts from a complete year of operations at the Visalia Convention Center are approximately \$24.6 million. If an expansion takes place, we estimate annual economic impacts will increase to approximately \$46.8 million, in constant 2007 dollars, in the new stabilized year.

### **Employment Impacts**

Another measure of economic impacts is jobs. As visitors spend more money in the local economy, this spending supports additional jobs. Using the IMPLAN model and estimates of direct spending, HVS also produced estimates of the total employment associated with the direct, indirect and induced impacts at the convention center.

As shown in the preceding table, HVS estimates the convention center directly and indirectly supports roughly 374 jobs in Visalia each year. If an expansion takes place, we estimate the employment impacts would increase to approximately 711 jobs, based on the facility expansion discussed in a previous section of this report.



**Summary and  
Conclusion**

Regardless of whether an expansion takes place, the Visalia Convention Center represents a substantial source of economic impact for the local area economy. Although a relatively small number of high-impact conventions and tradeshow use the facility each year, a major expansion in the future could allow the facility to become more competitive for statewide and regional conventions and tradeshow.

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# 11. Statement of Assumptions & Limiting Conditions

1. This report is to be used in whole and not in part.
2. No responsibility is assumed for matters of a legal nature.
3. We have not considered the presence of potentially hazardous materials on the proposed site, such as asbestos, urea formaldehyde foam insulation, PCBs, any form of toxic waste, polychlorinated biphenyls, pesticides, or lead-based paints. The appraisers are not qualified to detect hazardous substances, and we urge the client to retain an expert in this field if desired.
4. We have made no survey of the property, and we assume no responsibility in connection with such matters. Sketches, photographs, maps, and other exhibits are included to assist the reader in visualizing the property. It is assumed that the use of the land and improvements is within the boundaries of the property described, and that there is no encroachment or trespass unless noted.
5. All information, estimates, and opinions obtained from parties not employed by HVS are assumed to be true and correct. We can assume no liability resulting from misinformation.
6. Unless noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the subject property.
7. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
8. None of this material may be reproduced in any form without our written permission, and the report cannot be disseminated to the public through advertising, public relations, news, sales, or other media.
9. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and only when our standard per diem fees and travel costs are paid prior to the appearance.

10. If the reader is making a fiduciary or individual investment decision and has any questions concerning the material presented in this report, it is recommended that the reader contact us.
11. We take no responsibility for any events or circumstances that take place subsequent to the date of our field inspection.
12. The quality of a convention center facility's on-site management and organization that market the facility have a direct effect on a center's economic viability. The forecasts presented in this analysis assume responsible ownership, competent management and effective marketing and sales. Any departure from this assumption may have a significant impact on the projected operating results.
13. Many of the figures presented in this report were generated using sophisticated computer models that make calculations based on numbers carried out to three or more decimal places. In the interest of simplicity, most numbers have been rounded to the nearest tenth of a percent. Thus, these figures may be subject to small rounding errors.
14. It is agreed that our liability to the client is limited to the amount of the fee paid as liquidated damages. Our responsibility is limited to the client, and use of this report by third parties shall be solely at the risk of the client and/or third parties. The use of this report is also subject to the terms and conditions set forth in our engagement letter with the client.
15. This report was prepared by HVS Convention, Sports & Entertainment Facilities Consulting, a division of HVS International. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of these two organizations, as employees, rather than as individuals.
16. This report is set forth as a market study of the proposed subject project; this is not an appraisal report.

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## 12. Certification

We, the undersigned, hereby certify:

1. that the statements of fact presented in this report are true and correct to the best of our knowledge and belief;
2. that the reported analyses, opinions, and conclusions presented in this report are limited only by the assumptions and limiting conditions set forth, and are our personal, impartial, and unbiased professional analyses, opinions, and conclusions;
3. that Hans Detlefsen and Thomas Hazinski personally inspected the convention center site and market described in this report; Craig Bennett, Nina Vetter and Katherine Fullan participated in the analysis and research supporting this study, but did not personally inspect the subject site and market;
4. that we have no current or contemplated interests in the real estate that is the subject of this report;
5. that we have no personal interest or bias with respect to the subject matter of this report or the parties involved;
6. that this report sets forth all of the limiting conditions (imposed by the terms of this assignment) affecting the analyses, opinions, and conclusions presented herein;
7. that the fee paid for the preparation of this report is not contingent upon our conclusions, or the occurrence of a subsequent event directly related to the intended use of this report;
8. that our engagement in this assignment was not contingent upon developing or reporting predetermined results; and that no one other than those listed above and the undersigned prepared the analyses, conclusions, and opinions concerning the real estate that are set forth in this market study.

*Hans Detlefsen*

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Hans Detlefsen  
Director

*Thomas Hazinski*

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Tom Hazinski  
Managing Director  
HVS Convention Sports & Entertainment  
Facilities Consulting

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 02, 2008

**Agenda Item Number (Assigned by City Clerk):** 5

**Agenda Item Wording:** Review 2nd Amendment to the 2007/08 Action Plan prior to the Public Hearing before City Council on September 15, 2008, reprogramming CDBG and HOME funds; and review of the Draft 2007-2008 Program Year Consolidated Annual Performance and Evaluation Report (CAPER) (CDBG & HOME funds).

**Deadline for Action:** September 15, 2008

**Submitting Department:** Housing and Economic Development

**Contact Name and Phone Number:** Ricardo Noguera (4190); Ruth Pena (4327), Nancy Renovato (4462), Rhonda Haynes (4460);

**Department Recommendation:**

1) Due to staff's reassessment of needs in the community, it is recommended that \$100,000 of CDBG funds, allocated to Able Industries during the 07/08 Action Plan be redirected to support a) Planning activities (Environmental Consulting) in the amount of \$60,000, contracting with Provost & Pritchard (draft agreement attached); b) Fox Theater rehabilitation in the amount of \$30,000; and c) Additional ADA Compliance activities in the amount of \$10,000 and un-allocate \$160,000 HOME funded Housing Rehabilitation Program due to the decrease in estimated Program Income received.

2) That City Council review the Draft CAPER and provide direction as appropriate. Action is not required for this meeting. The Final CAPER and Amendment will be presented on September 15, 2008.

**Summary/background:**

**1) Action Plan Second Amendment.**

The 2007/2008 Action Plan budget was based upon anticipated Program Income, projects, programs and activities to be undertaken during the fiscal year. Staff has evaluated the program income received, and the use of CDBG and HOME funds set aside or committed to projects and programs. Recommendations are being made to reallocate CDBG funds and reduce HOME funds due to the actual program income received as follows:

1. Eliminate \$100,000 from CDBG for Able Industries

**For action by:**

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

**For placement on which agenda:**

Work Session  
 Closed Session

**Regular Session:**

Consent Calendar  
 Regular Item  
 Public Hearing

Est. Time (Min.):15

**Review:**

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

**Finance** \_\_\_\_\_  
**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.

2. Eliminate \$160,000 in HOME funds for use in the Housing Rehabilitation Program due to a decline in actual program income generated and received;
3. Add \$60,000 in CDBG for Planning Activities/Environmental Consulting with Provost & Pritchard
4. Add \$30,000 in CDBG to the Fox Theater rehabilitation
5. Add \$10,000 in CDBG to the ADA Compliance Program activities

The following summary, Table I, Proposed 2007-08 Action Plan Second Amendment, shows the proposed amendments to the 2007-08 Action Plan budget.

<b>Table I</b>			
<b>PROPOSED 2007-08 ACTION PLAN AMENDMENT</b>			
<b>CDBG</b>			
<b>PROJECT (Decrease)</b>	BALANCE JULY 1, 2008	PROPOSED AMENDMENT	AMENDED PROJECT BALANCE
Housing for Disabled Project	100,000	(100,000)	-
<b>PROJECT (Increase)</b>			
Environmental Consulting (Provost & Prichard)	-	60,000	60,000
Fox Theater Renovations	-	30,000	30,000
ADA Compliance	-	10,000	10,000
NET CHANGE CDBG		100,000	100,000
<b>PROPOSED 2007-2008 ACTION PLAN AMENDMENT</b>			
<b>HOME</b>			
<b>PROJECT (Decrease)</b>	BALANCE JULY 1, 2008	PROPOSED AMENDMENT	AMENDED PROJECT BALANCE
Housing Rehabilitation	160,000	(160,000)	-
NET CHANGE HOME		(160,000)	

**Proposed Decreases:**

Able Industries (CDBG- \$100,000): Through the 2007-2008 Action Plan \$100,000 in CDBG funds was allocated to Able Industries to assist with the acquisition of property. Due to our lack of ability to secure a development project, that meets Able Industries needs, staff recommends reallocating these funds. Upon Able Industries identifying a property that meets their needs, staff will work with Able in identifying available resources to support a project at that time.

Housing Rehabilitation Program – Annual Allocation (HOME- \$160,000): Staff is recommending that the \$160,000 allocated to the Housing Rehabilitation Program for the 2007-2008 Program Year be eliminated, due to the recent decrease in HOME dollars and lower estimated HOME program income actually received for the year. This program is contracted with Self Help Enterprises, Inc. Self Help Enterprises, Inc (SHE) is currently working with 2006-2007 program funds to complete projects and will also utilize the 2008-2009 allocation upon approval by HUD, in September 2008. Staff has discussed this reduction with SHE.

**Proposed Increases**

Planning Activities- Environmental Consulting (CDBG-\$60,000): This will support the preparation of the Environmental Review, publication and processing of the Annual Action Plan and individual CDBG & HOME funded projects. The funds will go toward retention of an environmental consultant, Provost & Pritchard to complete the necessary reviews. The Draft agreement is attached as Attachment "A" Draft Consultant Agreement.

Staff requested three quotes for environmental consulting services to complete the annual Action Plan, individual project and property environmental document preparation, and to review, publications and processing of required documents and analysis. Staff received two quotes and has selected Provost and Pritchard, a local firm that works closely with city staff on many projects. The cost to conduct the annual review and individual activities may not exceed an annual cost of \$30,000. The contract is for a two year term with the option to extend two one-year extensions. Examples of tasks that Provost & Pritchard will conduct are the preparation of various environmental documents, including Initial Study Checklists, technical studies, categorical exemptions, negative declarations, mitigated negative declarations, environmental impact reports, environmental assessments, categorical exclusions, and environmental impact statements. Staff is allocating \$60,000 from the Able Industries Program funds for planning activities which is an allowed use of CDBG funds.

ADA Compliance Projects in CDBG Targeted Area (CDBG- \$10,000): The City continues providing public improvements to the community through the ADA Compliance projects. The outcome provides persons with disabilities curb cuts for wheelchair access, warning detection panels for the blind in the area of downtown and throughout the city as requested by the disabled community. All funds were expended and additional curb cuts have been identified. These funds will allow the contracted Sierra Construction Company to begin working on additional curb cuts. These available funds are also generated from the reallocation of Able Industries set aside allocation.

Fox Theater Renovations (CDBG- \$30,000): The City continues to provide funding to support Historic Preservation efforts through rehabilitation. Staff is requesting that \$30,000 be allocated to assist with the painting of the Fox Theater.

## **2) Draft CAPER Results**

Over the course of Fiscal Year 2007-2008, the City of Visalia Housing and Economic Development Department made great strides towards developing and expanding home ownership and housing opportunities. The City was also effective in leveraging federal and local housing monies (CDBG, HOME and Redevelopment Low/Mod Funds) to assist non profit developers such as Kaweah Management Company and Visalians Interested In Affordable Housing (VIAH), as well as continued partnership with Christian Church Homes of Northern California/Visalia Senior Housing, in delivering much needed affordable senior housing in the city.

### ***Affordable Housing.***

Over the course of the 2007-2008 Fiscal Year, the City utilized a combination of CDBG, HOME and Redevelopment Low/Mod Funds to support the development and rehabilitation of one hundred and thirty-five (135) affordable units. The City partnered with Kaweah Management Company and Visalians Interested In Affordable Housing (VIAH), to acquire and rehabilitate twenty (20) units; Kaweah Management Company also completed construction of seventy (70) units; Christian Church Homes/Visalia Senior Housing Development completed pre-development activities for a forty-two (42) unit senior project "Sierra Meadow"; and Kaweah Management commenced rehabilitation on a triplex to support developmentally disabled adults.



**Paradise and Court Multi-Family Development:**

On May 5, 2008, the City Council approved the commitment of \$1 million dollars toward a \$4.1 million dollar, twenty (20) multi-family rental development, "Paradise and Court". The City partnered with both Visalians Interested In Affordable Housing (VIAH) which is one of the City's certified CHDO's, and Kaweah Management Company (KMC) to rehabilitate eleven (11) units and construct an additional nine (9) new units. Both HOME Investment Partnership Community Housing Development Organization (HOME-CHDO) funds in the amount of \$500,000 and Set-Aside Central Redevelopment Low-Mod Funds in the amount of \$500,000 were committed to this project. KMC has submitted an application for approximately \$838,613 for 9% tax credit funds towards the existing eleven units and the second phase will be the submission of the plans to the California Tax Credit Allocation Committee to compete for 4% tax credits to help with the financial feasibility of the construction of the nine new units.

**Encina Triplex:**

Also in May 2008, the City partnered with KMC on a project "Encina Triplex", providing Redevelopment Low Mod Set Aside Funds as a low interest loan in the amount of \$342,687, to acquire and rehabilitate the property. The triplex was acquired for the purposes of creating affordable housing to be utilized as "supportive housing" for persons with developmental disabilities. Kaweah Management Company is undertaking this project cooperatively with the Central Valley Regional Center (CVRC), who will place qualified tenants in the project once completed and provide supportive services for the tenants whom they serve as care providers.

**Mill Creek Parkway Apartments:**

In September 2004, the City partnered with KMC, to construct a 70 unit multi family rental development, known as the Mill Creek Parkway Development. The project was completed in April 2008. The City contributed \$4.5 million dollars of Redevelopment low/moderate funds which represented 35% of the total development cost valued at \$12.9 million dollars.

**Sierra Meadows Senior Development:**

In 2004, the City joined forces with Christian Church Homes/ Visalia Senior Housing to acquire land and develop 42 units of senior housing, the project "Sierra Meadows". The land was acquired and the developer pursued a Section 202 Grant for the construction. The City played an instrumental role in the grant application process, which the award was announced in October 2007, in the amount of \$5,694,000 for the construction of the senior housing, along with a Project Rental Assistance contract and budget authority totaling \$970,000. The City contributed \$2.5 million dollars in HOME funds toward land acquisition and pre-development activities. The co-sponsor will utilize both the Low-Income Housing Tax Credit program and bond financing to raise the remaining \$3.4 million dollars in order to see this project through to completion. Construction is scheduled to begin in Spring 2009. The City contribution represents 22% of the anticipated development cost of \$11.6 million dollars.

**Robinwood Estates Multi-Family Development:**

In 2007, KMC celebrated the grand opening of ten (10) multi family units at the Robinwood Estates Development. The City provided a total \$1,299,975 in HOME Funds which represented 62% of the total development costs of \$2.1 million dollars. These units were quickly occupied.

**First Time Homebuyer Program:**

The City's First Time Homebuyer Programs, both HOME and CalHome Funded have been successful. The HOME funded FTHB program assisted 13 families, in the amount of \$810,000 and the State funded CalHome FTHB program is underway with 4 applications in the amount of \$159,000 for down payment assistance.

**Lincoln Oval Washington School Neighborhood Homeownership Program:**

In May 2008, Council approved the new loan assistance program, known as Lincoln Oval Washington School Neighborhood. This program focuses on two specific neighborhoods within the City that have low owner occupancy rates (Oval Park and Washington School Neighborhoods). Approximately \$250,000 of Redevelopment General Funds has been set aside to utilize as a matching down payment up to \$40,000. However, this is not an affordable housing program.

- o Washington School Area: Watson to Santa Fe and Noble to Tulare
- o Oval Park Area: Houston to Murray Street and Willis to Santa Fe

Staff presented this program to approximately 75 local real estate brokers at their Board of Realtors Quarterly Broker Meeting on Thursday, August 14, 2008. Since then, many calls have been received with interest in the program.

**Contribution to Housing Development and Rehabilitation:**

In 2007/08, with previous year allocations and current activities, the City has contributed more than **\$10.6 million** in HOME, CalHome and Redevelopment Low/Mod Funds to assist in the **development of 162 affordable housing units** for low income families and seniors. This represents a significant impact and commitment on the part of the City to support affordable ownership, rental and senior housing.

**Economic Development:**

The City completed construction of the West Acequia Parking Structure which included a total of 690 parking spaces. The total cost for the parking structure was \$16.6 million dollars. The City will utilize approximately \$2 million dollars of CDBG funds as part of the \$4.2 million dollar Section 108 Loan with HUD. The intent for constructing the parking garage was to serve as a catalyst for new development and expansion of businesses which in turn will create more jobs. Kaweah Delta District Hospital, the largest employer downtown, has added a state-of-the art facility and will create 200 jobs for low moderate income workers. Since December 2007, 39 jobs have been created. The hospital expansion is scheduled for completion in Spring 2009. Staff will monitor job creation on an annual basis.

The City also assisted a major industrial firm to locate in the industrial district "VF Outdoors". This resulted in the addition of a 795,000 square foot building resulting in the creation of 365 new jobs. .

**Senior and Other Housing Assistance:**

As previously indicated the City contributed \$342,687 toward the rehabilitation of the Encina Triplex project in partnership with Kaweah Management Company. The triplex is being renovated and utilized as "supportive housing" for persons with developmental disabilities. The design provides space, special features and equipment specific to their lifestyle and interests, minimizing risk of injuries. The project is a unique opportunity to develop a model program that can be replicated elsewhere.

Other housing assistance to **senior citizens** includes the Senior Home Repair Program, administered through Community Services and Employment Training (C-SET) where 363 citizens were assisted, with 564 repairs completed. The Senior Handicapped Assistance and Repair Program has 3 rehabilitation grants underway for senior and disabled mobile home owners. Self Help Enterprises was contracted with in November 2008, and has been reviewing applications and contacting interested families/persons to participate in the program with an increase in outreach efforts for housing programs. Expenditures for both programs combined were \$105,229 of CDBG funding.

**HUD Reporting Requirements.** The City of Visalia is required to submit a Consolidated Annual Performance and Evaluation Report (CAPER) to the U.S. Department of Housing and Urban Development as part of the Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) Program requirements. This report is due to HUD by October 1, 2008. Essentially, the CAPER is the City's report card to assess how these grant monies are being utilized.

The DRAFT 2007-2008 Program Year CAPER provides Council with information about where funds were spent compared to the needs of the community. The purpose of this discussion is to review the City's housing programs and to receive Council direction as appropriate.

Additionally, in staff's review and discussions with Able Industries, the \$100,000 CDBG allocation is being redirected until Able Industries identifies and assesses a site for development.

A final report will be presented to Council on September 15, 2008. The report recognizes the progress and accomplishments achieved this year in reaching the goals set in the 2005/10 Five-Year Consolidated Plan, and the 2007-2008 Annual Action Plan along with their associated amendments.

The City receives HOME and CDBG grants to further the national objectives spelled out by Congress. The national objectives are to:

- create suitable living environments;
- provide decent housing; and
- create economic opportunities.

The outcomes are to develop infrastructure, public services, public facilities, and housing for low-and moderate-income people, including persons with disabilities available, accessible, affordable and sustainable by improving and preserving communities and our neighborhoods by helping to make them livable by removing or eliminating blighted areas. The national objectives strive to make sure that all these objectives are available, affordable and sustainable and provide community and economic opportunities as identified in Appendix "B", Objectives and Outcomes of CDBG & HOME Funding Allocation

Table II Expenditures 2007-2008 shown below specifically identify the HOME and CDBG Funds for the program year as they relate to meeting the objectives. Additional detailed data is provided and attached as Appendix "C; CAPER Expenditures".

#### Table II

HOME fund expenditures were as follows:

- Affordable Housing: \$1,197,097

CDBG fund expenditures were as follows:

• Neighborhood Preservation	\$95,674
• Special Needs Facilities:	\$15,000
• Public Improvements:	\$72,115
• Economic Development/Public Parking Facility:	\$696,264
• Public Parks/Public Facility:	\$108,511
• Special Needs Services:	<u>\$305,241</u>

**Totals:** **\$2,489,902**

Table III. HUD Housing Program Goal Achievement summarizes the 2007-2008 Action Year Goals and Accomplishments below:

Table III

HUD Housing Program Goal Achievement

<b>Program Unit/Services Goal</b>	<b>Unit Goal</b>	<b>Unit Completed</b>	<b>% of Goal</b>
<b>Code Enforcement</b> (Provides code enforcement for the abatement of housing and building code violations in CDBG Target Areas.)	120	321	268
<b>Fair Housing</b> (Provides referral information and assistance to those complaining about possible housing discrimination.)	100	259	259
<b>First Time Homebuyers</b> (Provides 3% loans up to \$40,000 to low to moderate income individuals for home ownership.)	10	13	130
<b>Senior Home Minor Repair Program</b> (Provides minor home repairs to seniors)	600	564	94
<b>**Senior Handicapped Assistance Repair Program 14</b> (Provides grants of up to \$5,000 to low and extremely low income individuals to repair mobile homes.)		3 In Progress	0
<b>**Emergency Repair and Basic Need's</b> (Provides home repair loans up to \$10,000 to mitigate health and safety problems.)	9	1 In Progress	0
<b>**Housing Rehabilitation Program</b> (Provides 2% loans up to \$60,000 to rehabilitate homes of low to moderate income individuals.)	3	1 In Progress	0

\*\*Self Help responded favorably and staff met with organization representatives to discuss the programs and coordinate a contractual relationship, which was approved by City Council in November 2007. Of course, more than six (6) months were lost in the administration of the Senior Handicapped Assistance Repair, Housing Rehabilitation, and Emergency Repair and Basic Needs Programs due to the lack of a program administrator. Thereafter, City Staff and SHE staff worked closely to streamline the three program agreements and loan documents.

SHE has been reviewing applications carried forward and submitted during the last few months. SHE has reviewed six (6) ERBN, four (4) HRP and seven (7) SHARP files. Of these, one ERBN is underway, one HRP is underway and three SHARP projects are now completed, which will be reported in the next year CAPER. SHE has mailed out approximately twenty-four (24) letters to

interested borrowers to submit an application. Unfortunately most applicants either cancelled or were not qualified (over income limits or additional liens on the property).

SHE has been evaluating the program guidelines and identifying areas in which the programs may be amended to 1) increase participation; 2) increase approval with HUD regulation and City policy; 3) and maintain a secured position, keeping losses to a minimum. To make any program guideline recommendations for revisions, SHE believes, and City Staff agree, that a more accurate analysis is needed.

Finance staff has provided, Attachment "D", Distribution of Project Expenditures, for the period of 2003-2004 through 2007-2008. Sixty-four (64%) percent of the participants of projects and programs were provided affordable housing opportunities, and thirty-six (36%) percent community and economic development opportunities.

**Draft Report Format.** The attached Draft Consolidated Annual Performance and Evaluation (CAPER) Report covers the fiscal year ending June 30, 2008. Further, to allow Council time to consider the report, this draft is being provided with some additional reporting to come later as final numbers are gathered for last fiscal year.

**Program Analysis.** During the 2006-2007 Action Plan year, some programs exceeded expectations while others fell below desired goals. Staff has identified appropriate actions to improve results in areas that achieved less than satisfactory results. Self Help Enterprises was contracted to complete the housing rehabilitation programs (HRP, ERBN, & SHARP). They have been reviewing previously submitted applications for borrower qualifications and expanded their outreach efforts.

The City has an obligation to expend grant monies within 5 years of receipt. HUD also requires that all program income received from HUD programs be expended before grant revenues are assessed. Previous years, program income received exceeded the estimate, however, with the housing market conditions the program income actually received was much less than anticipated.

The draft document, attached as Attachment "E" – Draft CAPER Report, provides an abundance of information which should promote the discussion of how these programs are operating. Staff will be presenting the DRAFT CAPER to various committees and will be presenting the final report, with Council and community input on September 15, 2008.

**Prior Council/Board Actions:** Adoption of the 2005/10 Consolidated Plan and annual adoption of the respective 2007-2008 Action Plan (May 07, 2008) and amendments (July 14, 2008) for expenditure of Federal Community Development Block Grant and HOME Funds.

**Committee/Commission Review and Actions:** The Citizens Advisory Committee is scheduled to review the Draft CAPER and Amendment on September 03, 2008; Disability Advocacy Committee on September 8, 2008; and North Visalia Neighborhood Advisory Committee on September 10, 2008.

**Alternatives:** None recommended.

**Attachments:**

Attachment "A", Draft Consultant Agreement (page 10-22 of this report)

Attachment "B", Objectives and Outcomes of CDBG & HOME Funding Allocation (page 23)

Attachment "C", 2007-2008 CAPER expenditures (page 24)

Attachment "D", Distribution of Project Expenditures for 2003-2008 Program Years for CDBG, HOME and Redevelopment Low/Moderate Funds (page 25)

Appendix "E" **DRAFT** 2007-2008 Program Year Consolidated Annual Performance and Evaluation Report (CAPER). (Begins on page 26)

**Recommended Motion (and Alternative Motions if expected):** No action is necessary. The final CAPER and Second Amendment will be brought back to Council at the September 15, 2008 meeting. Staff seeks Council direction as appropriate.

***Environmental Assessment Status***

**CEQA Review:** N/A

**NEPA Review:** N/A

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

Copies of this report have been provided to:

**Attachment "A"**  
**Draft Consulting Contract**  
**Provost & Pritchard**

**PROFESSIONAL SERVICES AGREEMENT**  
**PROVOST & PRITCHARD ENGINEERING, INC.,**  
**ENVIRONMENTAL REVIEW**

This Agreement, entered into this \_\_\_\_day of \_\_\_\_\_, 2008, by and between the City of Visalia, hereinafter referred to as the "CITY", and Provost & Pritchard Engineering, Inc. hereinafter referred to as the "CONSULTANT".

W I T N E S S E T H

**WHEREAS**, the CITY is authorized and empowered to employ consultants and specialists in the performance of its duties and functions; and

**WHEREAS**, the CITY has the desire to secure certain technical and professional services to assist in the preparation and completion of the items of work described as "Scope of Work" in Exhibit "A & B", and hereinafter referred to as the "PROJECT"; and

**WHEREAS**, the CONSULTANT represents it is licensed, qualified and willing to provide such services pursuant to terms and conditions of this Agreement.

**NOW, THEREFORE**, CITY and CONSULTANT agree as follows:

**I. SERVICES TO BE PERFORMED BY THE CONSULTANT**

- A. Authorized Scope of Work: The CONSULTANT agrees to perform all work necessary to complete in a manner satisfactory to the CITY those tasks described in Exhibit "A & B" - Scope of Work, for the cost identified in Exhibit "C" - Project Fee.
- B. Additional Services: Incidental work related to the PROJECT and not provided for in Exhibit "A & B" may be needed during the performance of this Agreement. The CONSULTANT agrees to provide any and all additional services at the rates identified in attached Exhibit "D" - Schedule of Fees for Professional Services. Such additional services shall not be performed by CONSULTANT without the written consent of CITY.

**II. TIME OF PERFORMANCE**

The CONSULTANT shall commence performance of this Agreement within five (5) days following authorization of this Agreement and shall complete the work within the timeframes outlined in Exhibit "A & B", unless otherwise extended in writing by CITY, in its sole discretion.

If the CONSULTANT fails to complete the PROJECT within the time specified, plus any extensions of time which may be granted, the CITY shall determine the percent of each work item completed and shall pay the CONSULTANT on that basis.

CONSULTANT shall not be responsible for delays which are due to causes beyond the CONSULTANT's reasonable control. In the case of any such delay, the time of completion shall be extended accordingly in a writing signed by both parties.

### **III. COMPENSATION**

- A. Total Compensation: For services performed pursuant to this Agreement, the CITY agrees to pay and the CONSULTANT agrees to accept, payment at a rate shown in Exhibit "D", not to exceed sixty-thousand (\$60,000) total dollars. This amount shall constitute complete compensation, including document production and out-of-pocket expenses for all services for the work and PROJECT identified in Exhibits "A & B" and "C".

Consultant shall be responsible for all incidental costs, including document production or other out-of-pocket expenses and overhead, incurred in the providing of services, and shall not bill CITY for such expenses

- B. Payment of Compensation: The CONSULTANT shall be compensated according to the payment schedule set forth in Exhibit "D" upon completion of project. The CONSULTANT shall be paid no later than thirty (30) days following submission of a written, verified billing to the CITY. Said billing shall include the percentage of each task completed to date and since the date of the preceding billing, if any.

### **IV. AUTHORIZED REPRESENTATIVE**

- A. CITY: The Housing and Economic Development Department shall represent the CITY in all matters pertaining to the services to be rendered under this Agreement, except where approval of the City Council of the City of Visalia is specifically required.
- B. CONSULTANT: \_\_\_\_\_ shall represent and act as principle for CONSULTANT in all matters pertaining to the services to be rendered by it under this Agreement.

### **V. TERMINATION**

The right to terminate this Agreement, with or without cause, may be exercised without prejudice to any other right or remedy to which the terminating party may be entitled at law or under this Agreement.

- A. Termination By Either Party Without Cause: The CITY or CONSULTANT may terminate this Agreement at any time by giving written notice to the other of such termination and specifying the effective date thereof, at least fifteen (15) days before the effective date of such termination.

B. Termination of Agreement for Cause: The CITY may by written notice to the CONSULTANT specifying the effective date thereof, at least fifteen (15) days before the



effective date of such termination, terminate the whole or any part of this Agreement in any of the following circumstances:

1. If the CONSULTANT fails to perform the services called for by this Agreement within time(s) specified herein or any extension thereof; or
2. If the CONSULTANT fails to make progress under this Agreement as to endanger performance of this Agreement in accordance with its terms, and does not correct such failure within a period of ten (10) days (or longer period as the CITY may authorize in writing) after receipt of notice from the CITY specifying such failure.

C. Post-Termination:

1. In the event the CITY terminates this Agreement with or without cause, the CITY may procure, upon such terms and such manner as it may determine appropriate, services similar to those terminated.
2. Except with respect to defaults of subconsultants, the CONSULTANT shall not be liable for any excess costs if the failure to perform this Agreement arises out of causes beyond the control and without the fault or negligence of the CONSULTANT. Such causes include, but are not limited to, acts of God or of the public enemy, floods, epidemics, quarantine restrictions, strikes, and unusually severe weather; but in the event the failure to perform is caused by the default of a subconsultant, the CONSULTANT shall not be liable for failure to perform, unless the services to be furnished by the subconsultant were obtainable from other sources in sufficient time and within budgeted resources to permit the CONSULTANT to meet the required delivery schedule or other performance requirements.
3. Should the Agreement be terminated with or without cause, the CONSULTANT shall provide the CITY with all finished and unfinished documents, data, studies, services, drawings, maps, models, photographs, reports, etc., prepared by the CONSULTANT pursuant to this Agreement.
4. Upon termination, with or without cause, CONSULTANT will be compensated for the services satisfactorily completed to the date of termination according to compensation provisions contained herein. In no event, shall the total compensation paid CONSULTANT exceed the total compensation agreed to herein.
5. If, after notice of termination of this Agreement, as provided for in this article, it is determined for any reason that the CONSULTANT was not in default under the provisions of this article, then the rights and obligations of the parties shall be the same as if the Agreement was terminated without cause.
6. Termination of this Agreement shall not terminate any obligation 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 activities.

**VI. INTEREST OF OFFICIALS AND THE CONSULTANT**

- A. No officer, member, or employee of the CITY who exercises any functions or responsibilities in the review or approval of this Agreement shall:
  - 1. Participate in any decision relating to this Agreement which effects his personal interest or the interest of any corporation, partnership, or association in which he has, directly or indirectly, any interest; or
  - 2. Have any interest, direct or indirect, in this Agreement or the proceeds thereof during his tenure or for one year thereafter.
  
- B. The CONSULTANT hereby covenants that he has, at the time of the execution of this Agreement, no interest, and that he shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed pursuant to this Agreement. The CONSULTANT further covenants that in the performance of this work, no person having any such interest shall be employed.

**VII. NO PERSONNEL, AGENCY OR COMMISSION**

The CONSULTANT warrants, by execution of this Agreement, that no personnel agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide established commercial or selling agencies maintained by the CONSULTANT for the purpose of securing business. For breach or violation of this warranty, the CITY shall have the right to annul this Agreement without liability or, in its discretion, to deduct from this Agreement price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

**VIII. SUBCONTRACTING**

- A. The CONSULTANT shall not subcontract or otherwise assign any portion of the work to be performed under this Agreement without the prior written approval of the CITY.
  
- B. In no event shall the CONSULTANT subcontract work in excess of 50% of the contract amount, excluding specialized services. Specialized services are those items not ordinarily furnished by a consultant performing the particular type of project.

**IX. INDEPENDENT CONTRACTOR**

In the performance of the services herein provided for, the CONSULTANT shall be, and is, an independent contractor and is not an agent or employee of the CITY. The CONSULTANT has and shall retain the right to exercise full control and supervision of all persons assisting the CONSULTANT in the performance of said services hereunder. The CONSULTANT shall be solely responsible for all matters relating to the payment of its employees including compliance with social security and income tax withholding and all other regulations governing such matters.

**X. SPECIFICATIONS**

All specifications, manuals, standards, etc., either attached to this Agreement or incorporated by reference, are binding as to the performance of the work specified in this Agreement unless they are changed by written amendment to this Agreement modified in writing to incorporate such changes.

## **XI. DOCUMENTS/DATA**

- A. Ownership of Documents: All original papers and documents, produced as a result of this Agreement, shall become the property of the CITY. In addition, CITY shall be provided with access and use of any other papers and documents consistent with the purpose and scope of services covered by this Agreement. Any additional copies, not otherwise provided for herein, shall be the responsibility of the CITY.

Documents, including drawings and specifications, prepared by CONSULTANT pursuant to this Agreement, are not intended or represented to be suitable for reuse by CITY or others on extensions of the PROJECT or on any other project. Any use of the completed documents for other projects and any use of incomplete documents without the specific written authorization from CONSULTANT will be at CITY's sole risk and without liability to CONSULTANT. Further, any and all liability arising out of changes made to CONSULTANT's deliverables under this Agreement by CITY or persons other than CONSULTANT is waived as against CONSULTANT, and the CITY assumes full responsibility for such changes unless the CITY has given CONSULTANT prior notice and has received from CONSULTANT written consent for such changes.

- B. Publication: No report, information, or other data given or prepared or assembled by the CONSULTANT pursuant to this Agreement, shall be made available to any individual or organization by the CONSULTANT without the prior written approval of the CITY. Notwithstanding the foregoing, however, the CONSULTANT shall not be required to protect or hold in confidence and confidential information which (1) is or becomes available to the public with the prior written consent of the CITY; (2) must be disclosed to comply with law; or (3) must be disclosed in connection with any legal proceedings.
- C. Copyrights: The CONSULTANT shall be free to copyright material developed under this Agreement with the provision that the CITY be given a nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use the material for government or public purposes.

## **XII. INDEMNIFICATION AND INSURANCE**

- A. As respects acts, errors, or omissions in the performance of services, CONSULTANT agrees to indemnify and hold harmless CITY, its elected and appointed officers, employees, and CITY designated volunteers from and against any and all claims, demands, losses, defense costs, liability or consequential damages arising directly out of CONSULTANT's negligent acts, errors or omissions in the performance of his/her services under the terms of this Agreement, except to the extent those arise out of the negligence of CITY.

CITY agrees to indemnify and hold harmless CONSULTANT, its officers, employees, and designated volunteers from and against any and all losses, defense costs, liability or

- A. consequential damages to the extent arising out of CITY'S negligent acts, errors or omissions in the performance of this Agreement.
- B. As respects all acts or omissions which do not arise directly out of the performance of services, including but not limited to those acts or omissions normally covered by general and automobile liability insurance, CONSULTANT agrees to indemnify, defend (at CITY's option), and hold harmless CITY, its elected and appointed officers, agents, employees, representatives, and volunteers from and against any and all claims, demands, defense costs, liability, or consequential damages of any kind or nature arising out of or in connection with CONSULTANT's (or CONSULTANT's subcontractors, if any) performance or failure to perform, under the terms of this Agreement; except to the extent those which arise out of the negligence of CITY.
- C. Without limiting CITY's right to indemnification, it is agreed that CONSULTANT shall secure prior to commencing any activities under this Agreement, and maintain during the term of this Agreement, insurance coverage as follows:
1. Workers' compensation insurance as required by California statutes.
  2. Commercial general liability insurance with a combined single limit of not less than One Million Dollars (\$1,000,000) per occurrence. Such insurance shall include coverage for Premises and Operations, Contractual Liability, Personal Injury Liability, Products and Completed Operations Liability, Broad Form Property Damage (if applicable), Independent Contractor's Liability (if applicable).
  3. Professional liability insurance coverage, in an amount not less than One Million Dollars (\$1,000,000).
  4. Comprehensive Automobile Liability coverage with a combined single limit of not less than One Million Dollars (\$1,000,000) per occurrence. Such insurance shall include coverage for owned, hired, and non-owned automobiles and shall be provided by a business automobile policy.
- D. CITY'S Risk Manager is hereby authorized to reduce the requirements set forth above in the event he/she determines that such reduction is in the CITY'S best interest.
- E. Each insurance policy required by this Agreement shall contain the following clause:
- “This insurance shall not be canceled, limited in scope or coverage, or non-renewed until after thirty (30) days prior written notice has been given to the City Clerk, City of Visalia, 707 W. Acequia, Visalia, CA 93291.”

In addition, the commercial general liability and comprehensive automobile liability policies required by this Agreement shall contain the following clauses:

“It is agreed that any insurance maintained by the City of Visalia shall apply in excess of and not contribute with insurance provided by this policy.”

“The City of Visalia, its officers, agents, employees, representatives and volunteers are added as additional insureds as respects operations and activities of, or on behalf of the named insured, performed under contract with the City of Visalia.”

- A. Prior to commencing any work under this Agreement, CONSULTANT shall deliver to CITY insurance certificates confirming the existence of the insurance required by this Agreement, and including the applicable clauses referenced above. Within thirty (30) days of the execution date of this Agreement, CONSULTANT shall provide to CITY endorsements to the above-required policies, which add to these policies the applicable clauses referenced above. Said endorsements shall be signed by an authorized representative of the insurance company and shall include the signatory's company affiliation and title. Should it be deemed necessary by CITY, it shall be CONSULTANT's responsibility to see that CITY receives documentation acceptable to CITY which sustains that the individual signing said endorsements is indeed authorized to do so by the insurance company. CITY has the right to demand, and to receive within a reasonable time period, copies of any insurance policies required under this Agreement.
- B. In addition to any other remedies CITY may have if CONSULTANT fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, CITY may, at its sole option:
1. Obtain such insurance and deduct and retain the amount of the premiums for such insurance from any sums due under the Agreement; or
  2. Order CONSULTANT to stop work under this Agreement and/or withhold any payment(s) which become due to CONSULTANT hereunder until CONSULTANT demonstrates compliance with the requirements hereof; or
  3. Terminate this Agreement.

Exercise of any of the above remedies, however, is an alternative to other remedies CITY may have and is not the exclusive remedy for CONSULTANT's failure to maintain insurance or secure appropriate endorsements.

Nothing herein contained shall be construed as limiting in any way the extent to which CONSULTANT may be held responsible for payments of damages to persons or property resulting from CONSULTANT's or its subcontractor's performance of the work covered under this Agreement.

### **XIII. NON-DISCRIMINATION**

CONSULTANT and all subcontractors shall not discriminate against any employee or applicant for employment on the basis of race, color, national origin, or sex in the performance of this Agreement. The CONSULTANT shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this Agreement, which may result in the termination of this Agreement.

### **XIV. MISCELLANEOUS PROVISIONS**

- A. Asbestos and Hazardous Materials: In providing its services hereunder, CONSULTANT shall not be responsible for identification, handling, containment, abatement, or in any other respect, for any asbestos or hazardous material if such is present in connection with the PROJECT. In the event the CITY becomes aware of the presence of asbestos or hazardous material at the jobsite, CITY shall be responsible for complying with all applicable federal and state rules and regulations, and shall immediately notify CONSULTANT, who shall then be entitled to cease any of its services that may be affected by such presence, without liability to CONSULTANT arising therefrom.
- B. Successors and Assigns: This Agreement shall be binding upon and shall inure to the benefit of any successors to or assigns of the parties.
- C. Prohibition of Assignment: Neither the CITY nor CONSULTANT shall assign, delegate or transfer their rights and duties in this Agreement without the written consent of the other party.
- D. Dispute/Governing Law: Any dispute not resolvable by informal arbitration between the parties to this Agreement shall be adjudicated in a Court of Law under the laws of the State of California.
- E. Notices: Notice shall be sufficient hereunder if personally served upon the City Clerk of the CITY or an officer or principal of the CONSULTANT, or if sent via the United States Postal Service, postage prepaid, addressed as follows:

CITY OF VISALIA  
 707 W. Acequia Ave.  
 Visalia, CA 93291  
 Attention: City Clerk

CONSULTANT  
 Provost & Pritchard Engineering, Inc  
 \_\_\_\_\_  
 \_\_\_\_\_  
 Attention: \_\_\_\_\_

- F. Jurisdiction/Venue/Waiver Of Removal: This Agreement shall be administered and interpreted under the laws of the State of California. Jurisdiction of litigation arising from this Agreement shall be in that State. Any action brought to interpret or enforce this Agreement, or any of the terms or conditions hereof, shall be brought in Tulare County, California. The CONSULTANT hereby expressly waives any right to remove any action to a county other than Tulare County as permitted pursuant to Section 394 of the California Code of Civil Procedure.
- G. Integration/Modification: This Agreement and each of the exhibits referenced herein, which are incorporated by reference, represents the entire understanding of the CITY and the CONSULTANT as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This Agreement may not be modified or altered except in writing signed by the CITY and the CONSULTANT.

- A. Conflict With Law: If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said law, but the remainder of the Agreement shall be in full force and effect.
- B. Attorney's Fees: In the event either party commences any action, arbitration or legal proceedings for the enforcement of this Agreement, the prevailing party, as determined by the court or arbitrator, shall be entitled to recovery of its attorney's fees and court costs incurred in the action brought thereon.
- C. Construction: This Agreement is the product of negotiation and compromise on the part of each party and the parties agree, notwithstanding Civil Code Section 1654, that in the event of uncertainty the language will not be construed against the party causing the uncertainty to exist.
- D. Authority: Each signatory to this Agreement represents that it is authorized to enter into this Agreement and to bind the party to which its signature represents.
- E. Headings: Section headings are provided for organizational purposes only and do not in any manner affect the scope or intent of the provisions thereunder.

**IN WITNESS WHEREOF**, this Agreement is executed on the day and year first above written.

CITY OF VISALIA

CONSULTANT

\_\_\_\_\_  
City Manager

Approved as to Form

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
Risk Manager

\_\_\_\_\_  
Project Manager

Attachments:

- Exhibit "A": City Scope of Work
- Exhibit "B": Provost & Pritchard Addt'l Scope of Work
- Exhibit "C": Project Fees
- Exhibit "D": Schedule of Fees for Professional Services

Exhibit "A" City Scope of Work

1. Consultant must follow the U. S. Department of Housing and Urban Development Environmental Review Procedures identified under 24 CFR Parts 50, 51, 55 and 58; 36 CFR Part 800 and any applicable Code of Federal Regulation that apply to HUD projects and programs.
2. Projects must comply with the California Environment Quality Act (if applicable). Consultant must follow the most current CEQA guidelines.
3. Under Part 58, the Responsible Entity (City) Certifying Officer becomes the "responsible Federal Official" for NEPA responsibilities and must review the documentation. (All Environmental documents must be reviewed and signed by the City's Certifying Officer)
4. Part 58 contains the procedures for responsible entities (City and its consultant) to follow in undertaking environmental reviews of HUD assisted projects in accordance with National Environmental Policy Act (NEPA), the CEQA Regulations, and NEPA-related Federal laws and authorities.
5. There are four main steps in completing an Environmental Review of a Program, Project or Activity included in the Annual Action Plan and Amendments as it relates to NEPA. They are:
  - I) Define Project
    - a. Complete comprehensive and finite project description
    - b. Consider aggregation
    - c. HUD/non-HUD funding
  - II) Level of Review:
    - a. Exempt; or
    - b. Categorically Excluded – 3 types; or
    - c. Environmental Assessment; or
    - d. Environmental Impact Statement
  - III) Environmental Review Record
    - a. Conduct review
    - b. Document review
    - c. Make public finding of the review- FONSI
  - IV) Submit EC/Request for Release of Funds
    - a. Public Notice- publish and post
    - b. Local comment period
    - c. Submit EC/RROF
    - d. Objection period
    - e. Do NOT commit or spend funds before obtaining Release of Funds
    - f. Exception: Exempt Activities (Do not require Release of Funds)
6. Consultant must follow NEPA Review Requirements including 58.36, 58.40, 40 CFR 1508.8 & 1508.27 which speaks to Environmental Assessment being completed before commitment of funds, evaluating the significance of project effects on the character and resources of the project area and making findings (FSI or FONSI).
7. Consultant may refer to [www4.law.cornell.edu/cfr/24p58.htm](http://www4.law.cornell.edu/cfr/24p58.htm) website for the most recent updated information and requirements.

The City has contracted with local non-profit agencies (sub-recipients) to complete first time homebuyer applications and also completed the application and rehabilitation of its housing and minor mobile home



## Exhibit "B" Provost & Pritchard Scope of Work

The following is Provost & Pritchard's general approach for completing key tasks as discussed in conversations with City Staff. Each project, as a result of its unique circumstances and regulatory background, will require specific aspects of the following elements; task orders approving projects as they arise will define scopes and fees per project.

- 1. Compile background data** necessary for the preparation of the appropriate environmental documents: Provost & Pritchard currently maintains a library of multiple planning and engineering reports, including an extensive selection of City of Visalia documents.
- 2. Prepare various environmental documents, including** Initial Study Checklists, technical studies, categorical exemptions, negative declarations, mitigated negative declarations, environmental impact reports, environmental assessments, categorical exclusions, and environmental impact statements. Documents will be prepared in a manner consistent with the U.S. Department of Housing and Urban Development Environmental Review Procedures (24 CFR §§ 50, 51, 55, and 58; 36 CFR § 800; and others as applicable). Projects will be evaluated pursuant to the California Environmental Quality Act (CEQA) under a separate document.
- 3. Develop timelines and work hour estimates** necessary for the preparation of the environmental documents based on specific projects: The Provost & Pritchard team has worked on a variety of projects and has established a high level of reliability in meeting schedules and budgets.
- 4. Identify key factors that need to be evaluated and that may require hiring a specialist in a particular area of analysis.** This may be addressed through services normally rendered by the consultant under this contract: Understanding that certain projects or requests may require a high level of analysis, Provost & Pritchard has diverse internal expertise in all the services described in our Firm Profile. We retain strong relationships with local consultants practicing in a wide variety of specialized fields. This includes economic analysts, landscape architects, air quality experts and others as needed.
- 5. Coordinate early consultation and ongoing meetings with City Staff and staff at other agencies:** The Provost & Pritchard team has worked with numerous local, state and federal agencies, including Tulare County, the San Joaquin Valley Air Pollution Control District, Caltrans, the Department of Fish and Game, the Regional Water Quality Control Board, the Army Corps of Engineers, the Fish and Wildlife Service, and the Federal Aviation Administration, and others. Our existing relationships with those agencies would benefit the City by simplifying the efforts associated with multi-agency coordination.
- 6. Prepare appropriate forms associated with the applicable environmental document** such as public hearing notices, notices of determination, negative declarations, notices of completion, etc.: The Provost & Pritchard team has completed a significant number of these documents; in addition, our services can include completion of staff reports, resolutions, and if necessary, ordinances.
- 7. Prepare requests for proposals for the preparation of technical studies** to be utilized in the preparation of the environmental documents: Whether the City requires a formal Request for Proposals or if technical studies are coordinated directly with the proposed team of sub-consultants, Provost & Pritchard staff has the knowledge and abilities to facilitate the initiation of technical studies.

1. **Provide biological and archaeological staff for project site monitoring** during construction activities in response to project specific mitigation measures: Biological construction monitoring could be provided by Provost & Pritchard staff or an approved sub-consultant, as deemed appropriate for the project. Our team also includes a qualified archaeologist available to provide construction monitoring needs. Further, our team has coordinated with local tribal governments for re-internment processes and SB 17 requirements.
2. **Provide other consulting services** as available through the selected firm: In addition to planning, Provost & Pritchard provides quality engineering and technical consulting services to numerous municipal, agricultural, and land development clients. Some of the related services we provide include Air District permitting, Regional Board permitting, municipal and industrial wastewater reclamation, erosion protection, constructed wetlands, stream restoration, and renewable energy projects.

Exhibit "C" - Project Fee

Project fee budgets will be determined for each task order at the time of each task order request. Work will be billed on a time and materials basis. The total annual budget will not exceed \$30,000.00 for each of the two years in the contract period. Total annual budgets for subsequent year extensions of the contract, if any, will be determined at the time of the extension.

Exhibit "D" - Schedule of Fees for Professional Services

	<u>Grade I</u>	<u>Grade II</u>	<u>Grade III</u>	<u>Grade IV</u>	<u>Grade V</u>
<b><u>ENGINEERING STAFF:</u></b>					
EIT Engineer	\$80.00	\$85.00	\$90.00	\$95.00	100.00
Associate Engineer	\$100.00	\$105.00	\$110.00	\$115.00	\$120.00
Senior Engineer	\$120.00	\$125.00	\$130.00	\$135.00	\$140.00
Principal Engineer	\$150.00	\$160.00	\$170.00	\$180.00	
<b><u>SPECIALISTS:</u></b>					
Energy Specialist	\$85.00	\$100.00	\$120.00	\$140.00	\$160.00
Entitlement Specialist	\$90.00	\$100.00	\$110.00	\$120.00	\$130.00
Environmental Specialist					
Associate	\$80.00	\$85.00	\$90.00	\$100.00	\$110.00
Senior	\$120.00	\$130.00	\$140.00	\$150.00	\$160.00
GIS Specialist	\$90.00	\$100.00	\$110.00	\$120.00	\$130.00
Geologist/Hydrogeologist					
Associate	\$80.00	\$85.00	\$90.00	\$100.00	\$110.00
Senior	\$120.00	\$130.00	\$140.00	\$150.00	\$160.00
Planning Specialist	\$85.00	\$100.00	\$120.00	\$140.00	\$160.00
Water Resources Specialist	\$85.00	\$95.00	\$110.00	\$120.00	\$130.00
<b><u>TECHNICAL STAFF:</u></b>					
Assistant Technician	\$65.00	\$70.00	\$75.00	\$80.00	
Associate Technician	\$80.00	\$85.00	\$90.00	\$95.00	\$100.00
Senior Technician	\$100.00	\$105.00	\$110.00	\$115.00	\$120.00
<b><u>CONSTRUCTION SERVICES:</u></b> (Subject to applicable State law for prevailing wage projects)					
Field Representative	\$75.00	\$82.00	\$90.00	\$95.00	\$100.00
<b><u>SUPPORT STAFF:</u></b>					
Administrative Assistant	\$50.00	\$55.00	\$60.00	\$65.00	\$70.00
Project Administrator	\$60.00	\$65.00	\$70.00	\$75.00	\$80.00
<b><u>SURVEYING SERVICES:</u></b>					
(As quoted for the project. Surveying rates are subject to equipment and crew needs; State law requires certain types of projects to conform to prevailing wage rates, which vary by county.)					
LSIT Surveyor	\$75.00	\$80.00	\$85.00	\$90.00	\$95.00
Senior LSIT Surveyor	\$100.00	\$105.00	\$110.00	\$115.00	\$120.00
Licensed Surveyor		\$120.00	\$125.00	\$130.00	\$135.00
					\$140.00
<b><u>EXPERT WITNESS / GIS TRAINING:</u></b> As quoted.					
<b><u>TRAVEL TIME</u></b> (for greater than 1 hour from employee's base office):					
1/2 regular hourly rate, with \$50/minimum					
<b><u>PROJECT COSTS:</u></b>					
Mileage					\$0.58/Mile
Outside Consultants					Cost + 15%
Direct Costs					Cost + 15%

**Attachment "B"**

## Objectives and Outcomes CDBG & HOME Funding Allocation

Attachment "B" Objectives and Outcomes CDBG and HOME Funding Allocation				
	2007-2008 Expenditures	No. units/service s or jobs created or completed		Priority
<b>HOME Investment Partnership Funds (HOME) - Objective and expected Outcome</b>				
<b>Affordable Housing- HOME Funds</b>				
<b>Objective 1: Provide Decent Affordable Housing</b>				
1. Increase availability of affordable owner-occupied housing through (HAP)	\$ 810,000.00	13		H
2. Increase availability of affordable owner-occupied housing through leveraging HOME funds with possible CalHome FTHB Grant (eliminated by amend funds eliminated)	\$ -	0		
3. Increase availability of affordable housing. Remaining monies from Encina Development (Summers St project)	\$ 6,039.00	1		
4. Increase quality of owner-occupied housing through rehabilitation (HRP)	\$ 5,631.00	In progress		
5. Increase availability of affordable rental housing through acquisition, rehabilitation and partnership with CHDO & Non-Profit Agencies (Paradise & Court)	\$ 375,427.00	20 units in progress		
6. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (TCHA- Robinwood Project)	\$ -	10		
<b>Objective 2: Suitable Living Environment through Neighborhood Preservation and Services</b>				
1. Increase availability of affordable owner-occupied housing through Loan Recapture Program (CHDO)	\$ -	0		
Total HOME Allocations				
<b>Community Development Block Grant Funds (CDBG) -Objective and expected Outcome</b>				
<b>Affordable Housing- CDBG Funds</b>				
<b>Objective 1: Suitable Living Environment through Neighborhood Preservation and Services</b>				
1. Maintain quality housing by addressing substandard housing through (Code Enforcement Program)	\$ 47,334.00	321		H
2. Maintain quality of owner-occupied housing through rehabilitation of substandard housing (ERBN)	\$ 4,373.00	in progress		
3. Provide services for low-to -moderate income persons by providing (Fair Housing Education Program)	\$ 43,967.00	259		
<b>Homelessness- CDBG Funds</b>				
<b>Objective 2: Suitable Living Environment by Supporting Special Needs Facilities</b>				
1. Increase accessibility to support facilities to end chronic homelessness (Continuum of Care/Homeless Project)	\$ 15,000.00	1		H
2. Increase accessibility and availability of housing for disabled persons	\$ -	0		funds to be reallocated
Total CDBG Allocations				
<b>Objective 3: Suitable Living Environment through Public Improvements</b>				
1. Increase availability of handicapped access benefiting population with special needs (Streets ADA Compliance)	\$ 72,115.00	21		H
<b>Objective 4: Create Economic Development Opportunities and Community Development Opportunities (Parking Facilities)</b>				
1. Improve economic opportunities for low-income persons through (job creation) VF Corporation	\$ -	365		H
2. Demonstrate a commitment to long-term economic growth by promoting expansion and (job retention) - Section 108 Loan- West Acequia	\$ 696,264.00	39		
<b>Objective 5: Suitable Living Environment through Community Development Opportunities (Public Parks and Parking Facilities)</b>				
1. Improve quality/increase availability of neighborhood facilities for low-income persons (Parks & Recreation- Village Park/Witman)	\$ 18,593.00	1		M
2. Improve quality/increase availability of neighborhood facilities for low-income persons (Community Campus Project)	\$ 89,298.00	1		
<b>Objective 6: Suitable Living Environment through Community Development Opportunities (Public Services)</b>				
1. Support non profit agencies with accessibility to public services				M
<b>Non Homeless Special Needs Housing- CDBG Funds</b>				
<b>Objective 7: Suitable Living Environment by Supporting Special Needs Services</b>				
1. Maintain quality of owner-occupied housing for elderly (Senior Home Repair Program)	\$ 91,000.00	363		H
2. Increase accessibility and range of housing options for person with special needs (SHARP)	\$ 14,229.00	in progress		
3. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (Christian Church Homes/Msalia Senior Housing)	\$ 200,012.00	42 units in progress		
Total CDBG Allocations				

## Attachment "C"- CAPER Expenditures

Attachment "C" - CAPER Expenditures						
Consolidated Annual Performance and Evaluation Report Expenditures						
			CDBG	HOME	TOTAL	UNITS
<b>SOURCES OF REVENUE:</b>						
1	Carryover Balance		566,117	816,464	1,382,581	
2	Annual Grant Amount		1,221,135	509,032	1,730,167	
3	HOME matching funds - RDA Low/Mod				-	
4	Program Income		266,778	274,307	541,085	
5	Interest Earnings/Investment Earnings				-	
6	<b>TOTAL REVENUE</b>		<b>2,054,030</b>	<b>1,599,803</b>	<b>3,653,833</b>	
7						
<b>EXPENDITURES:</b>						
9	Operating		22,000	11,990	33,990	
10	Redevelopment Allocation		266,749	26,470	293,219	
11	Direct Allocations		32,064	16,798	48,862	
12	Loan Servicing		4,002	-	4,002	
13	<b>Subtotal Admin and Operating</b>		<b>324,815</b>	<b>55,258</b>	<b>380,073</b>	
14						
15	Net for Programs and Projects		1,729,215	1,544,545	3,273,760	
16						
<b>AFFORDABLE HOUSING:</b>						
<b><u>Homeownership</u></b>						
19	DH-2(2) Homebuyers Assistance Program			810,000	810,000	13
20	DH-2(3) CalHome FTHB Down Payment (Seed money)			-	-	n/a
21	DH-1(3) Property Acquisition (CHDO)			375,427	375,427	-
22	DH-3(2) Housing Rehabilitation			5,631	5,631	-
23	DH-1(1) Habitat for Humanity Land Purchase - Encina)			6,039	6,039	-
24	<b><u>Neighborhood Preservation/Services</u></b>					
25	SL-3(4) Emergency Repairs and Basic Needs		4,373		4,373	-
26	SL-3(2) Code Enforcement- Target Areas		47,334		47,334	321
27	SL-3(1) Fairhousing Hotline		43,967		43,967	259
28	DH-3(1) Loan Recapture Program (CHDO)		-	-	-	-
29	<b>HOMELESSNESS</b>					
<b><u>Special Needs Facilities</u></b>						
31	SL-1(6) Housing for Disabled Project				-	
32	SL-1(5) Continuum of Care Project		15,000		15,000	1
33	<b>COMMUNITY DEVELOPMENT</b>					
<b><u>Public Improvements</u></b>						
35	SL-1(2) ADA Compliance Projects		72,115		72,115	21
<b><u>Economic Development/Public Parking Facilities</u></b>						
37	EO-3(3) West Parking Structure Loan Payment		696,264		696,264	39
38	EO-3(1) Job Creation/Retention				-	n/a
<b><u>Public Park /Public Facilities</u></b>						
40	SL-1(1) Village Park/Wittman Center Improvements		18,583		18,583	1
41	Community Campus		89,928		89,928	1
42	<b>NON HOMELESS SPECIAL NEEDS HOUSING</b>					
<b><u>Special Needs Services</u></b>						
44	SL-3(3) Senior Home Minor Repairs		91,000		91,000	363
45	SL-1(3) Senior Repair and Handicapped Access		14,229		14,229	-
46	SL-2(1) Senior Housing			200,012	200,012	-
47	<b>Subtotal Programs &amp; Projects</b>		<b>1,092,793</b>	<b>1,397,109</b>	<b>2,489,902</b>	
48						
49	<b>TOTAL EXPENDITURES</b>		<b>1,417,608</b>	<b>1,452,367</b>	<b>2,869,975</b>	
50						
<b>REVENUE LESS EXPENDITURES</b>						
52	Remaining to Carry Forward		636,422	147,436	783,858	

**Appendix "D"**  
**Distribution of Project Expenditures**

**Appendix "D"**  
**DISTRIBUTION OF PROJECT EXPENDITURES**  
**CDBG, HOME, RDA LOW & MODERATE FUNDS**  
**2002/03 - 2007/08**

	CDBG	HOME	RDA LOW/MOD	TOTAL	
<b>SOURCES OF REVENUE:</b>					
Annual Grant Amount	7,993,604	3,327,071		11,320,675	
Program Income	2,757,423	6,062,103		8,819,526	
Tax Increment Revenue			11,677,786	11,677,786	
<b>TOTAL REVENUE</b>	<b>10,751,027</b>	<b>9,389,174</b>	<b>11,677,786</b>	<b>20,140,201</b>	
<b>PROJECT EXPENDITURES:</b>					
<b>AFFORDABLE HOUSING:</b>					
<b><u>Homeownership</u></b>					
Homeownership (HAP, Rehab)	19,983	4,878,995		4,898,978	
<b><u>Neighborhood Preservation/Services</u></b>					
Hotline	552,191	105,635		657,826	
<b>HOMELESSNESS &amp; NON HOMELESS SPECIAL HOUSING NEEDS:</b>					
<b><u>Special Needs Facilities/Services</u></b>					
Special Needs Services (Seniors)	865,999			865,999	
Housing for the Disabled / Continuum of Care	21,016			21,016	
Senior Housing Project		1,508,777		1,508,777	
Robinwood Court Apartments		1,299,975		1,299,975	
Encina Development Project		290,497	342,687	633,184	
Habitat for Humanity			850,000	850,000	
TCHA assistance- Mill Creek Apartments			4,457,672	4,457,672	
Paradise & Court			124,728	124,728	
Subtotal Affordable Housing	1,459,189	8,083,879	5,775,087	15,318,155	64%
<b>COMMUNITY DEVELOPMENT:</b>					
<b><u>Public Improvements</u></b>					
ADA Compliance	298,931			298,931	
<b><u>Economic Development/Public Parking Facilities</u></b>					
East Acequia Parking Structure Loan	2,639,756			2,639,756	
West Acequia Parking Construction	2,855,901			2,855,901	
West Acequia Parking Structure Loan	696,264			696,264	
Job Creation/Retention	304,719			304,719	
Public Park Facilities	38,161			38,161	
Traffic Signal	9,583			9,583	
<b><u>Public Facilities</u></b>					
Recreation Park Gym	502,391			502,391	
Community Campus	1,293,435			1,293,435	
Subtotal Community Development	8,639,141	-	-	8,639,141	36%
<b>TOTAL EXPENDITURES</b>	<b>10,098,330</b>	<b>8,083,879</b>	<b>5,775,087</b>	<b>23,957,296</b>	<b>100%</b>
The purpose of this chart is to show the categorical project expenditures as a percentage over the total project expenditures.					
The funds also have operating expenditures that are not reflected in this chart. Expenditures shown are for projects only.					
Source: 2002/03-2006/07 Consolidated Plan; 2007/08 Draft Consolidated Plan					






**Appendix "E"**

***DRAFT 2007-2008 Program Year Consolidated Annual Performance and Evaluation Report (CAPER).***

# 3rd Year Consolidated Annual Performance and Evaluation Report (CAPER) (2007-2008 Program Year)

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## Table of Contents

 <b>Second Program Year CAPER</b> .....	<b>1</b>
 <b>General</b> .....	<b>1</b>
❖ Executive Summary .....	1
❖ General Questions .....	4
○ Assessment of the one-year goals & objectives .....	4
○ Table I, Caper Expenditures .....	4
○ Table II, Objectives and Outcome .....	7
○ Affirmatively Furthering Fair Housing .....	19
○ Leveraging Resources.....	25
❖ Managing the Process .....	27
❖ Citizen Participation .....	27
❖ Institutional Structure .....	28
❖ Monitoring .....	29
❖ Lead-based Paint.....	34
 <b>Housing</b> .....	<b>35</b>
❖ Housing Needs .....	35
❖ Specific Housing Objectives .....	35
❖ Public Housing Strategy.....	37
❖ Barriers to Affordable Housing.....	38
❖ HOME/American Dream Down payment Initiative (ADDI) .....	38
 <b>Homeless</b> .....	<b>40</b>
❖ Homeless Needs .....	40
❖ Specific Homeless Prevention Elements .....	41
❖ Emergency Shelter Grants (ESG).....	41
 <b>Community Development</b> .....	<b>42</b>
❖ Community Development.....	42
❖ Antipoverty Strategy.....	50



# **3rd Year Consolidated Annual Performance and Evaluation Report (CAPER) (2007-2008 Program Year)**

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## **Non-Homeless Special Needs Housing ..... 52**

- ❖ Non-homeless Special Needs..... 52
- ❖ Specific HOPWA Objectives ..... 52

## **Other Narrative ..... 54**

## **Appendix..... 54**

- ❖ Appendix “A”, Summary of Proposed 2007/2008 Action Plan..... 56
- ❖ Appendix “B”, 2007-2008 1<sup>st</sup> Action Plan Amendment City Council Transmittal ..... 57
- ❖ Appendix “C”, CDBG/HOME 2007-2008 CAPER Expenditures..... 61
- ❖ Appendix “D”, Objectives and Outcome of CDBG & HOME Funding Expenditures ..... 62
- ❖ Appendix “E”, CDBG & HOME goal/Units Accomplished..... 63
- ❖ Appendix “F”, CDBG Targeted Areas ..... 64
- ❖ Appendix “G”, Map of Housing Projects..... 65
- ❖ Appendix “H”, Home Match Report ..... 66
- ❖ Appendix “I”, Annual Performance Report and Minority Business Enterprise and Women’s Business Enterprise Report- ..... 67
- ❖ Appendix “J”, CDBG Financial Summary for PY 2007 (PR26 Report)69
- ❖ Appendix “K”, Public Hearing Notice..... 74
- ❖ Appendix “L”, CAC Committee Meeting Agenda & Minutes..... 75
- ❖ Appendix “M”, Disability Advocacy Committee Meeting Agenda .....
- ❖ Appendix “N”, North Visalia Neighborhood Advisory Committee Meeting Agenda & Minutes .....
- ❖ Appendix “O”, City of Visalia Agenda Draft CAPER Report Item Transmittal.....
- ❖ Appendix “P”, City of Visalia Agenda Public Hearing CAPER Report Item Transmittal.....
- ❖ Appendix “Q”, Resolution No. 2008- .....
- ❖ Housing Needs Table, Housing Market Analysis, Continuum of Care Homeless Population and Subpopulation Chart. Housing and Community Development Activities CPMP tools attached



# Third Program Year CAPER

The CPMP Third Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

The grantee must submit an updated Financial Summary Report (PR26).

## GENERAL

### Executive Summary

This module is optional but encouraged. If you choose to complete it, provide a brief overview that includes major initiatives and highlights that were proposed and executed throughout the first year.

*Program Year 3 CAPER Executive Summary response:*

The staff of the City of Visalia is pleased to submit to the Visalia City Council this Consolidated Annual Performance and Evaluation Report for FY 2007-2008; for the use of U.S. Department of Housing and Urban Development Block Grant and Home Investment Partnership Grant funds in accordance with the July 1, 2005 through June 30, 2010 Consolidated Plan.

*Program Progress:*

Funds have been allocated to address the needs in two neighborhoods: Lincoln Oval and Washington School areas. Engineering, Planning, Park & Recreation, Police, Neighborhood Preservation and Housing and community Developments have been meeting with residents of these communities.

Code Enforcement continues to make progress in addressing rental properties and substandard housing violations, effectively holding the property owner responsible for such violations. The City has partnered with the County Health Services, Delta Vector, Visalia Police Department, Visalia Fire Department, Water Conservation, Solid Waste, Parks & Recreation for Graffiti abatement, SPCA, and Southern California Edison. The city bills the property owner for all cost recovery related fees for abatement as well as cost recovery fees for staff time. If the property owner fails to bring property into compliance then the city will abate violations and place a lien or place property on a tax roll with Tulare County Tax Collector on these properties. As of June 2, 2008, Neighborhood Preservation (NP) tax rolled 48 properties totaling \$30,648.36. As of July 28, 2008, NP mailed out bills to 51 property owner's who owe \$30,118.36 in cost recovery or abatement fees.

The Housing & Economic Development Department is playing an active role in the foreclosure issue. Vacant and abandoned properties are the main priority for the Code Enforcement Division at this time, along with unsecured swimming pools and unsecured homes.

Since January 2007, **Community Services and Employment Training, Inc., (C-set)** has been administering the First Time Homebuyers Program (FTHB). C-Set has done an exceptional job at educating the public, realtors and processing loans. C-SET has taken their expertise in employment training and incorporated those ideas into the education of first time homebuyers, teaching them the steps necessary for homeownership. With C-Set's progress and existing education courses, they were recently approved as a Housing Counseling Agency. With the recent foreclosure crises, C-SET coordinated the "No Homeowner Left Behind" Initiative. This effort originated in Fresno and CSET took the initiative to get the Visalia area involved. The No Homeowner Left Behind group, which includes volunteers from the lending industry and related fields, held its first workshop for residents who have fallen behind on their house payments on February 9-10, 2008, in Visalia attracting dozens of homeowners who found much-needed assistance.

The Housing Rehabilitation Program, Emergency Repair and Basic Needs Program and the Senior Handicapped Assistance and Repair Program subrecipient contract ended July 2007. Staff published three RFP's to administer the programs, with no responses. In November 2007, the City contracted with **Self Help Enterprises (SHE)** to administer the three programs. SHE worked with Staff to combine the three program guidelines, addressing the requirements of both HOME and Community Development Block Grant (CDBG) regulations. SHE has been reviewing previously submitted applications for their eligibility. They continue to move forward with their outreach efforts of these programs. With this newly formed relationship, the City has also certified Self Help Enterprises (SHE) as one of its Community Housing Development Organizations (CHDO).

**Tulare County Housing Authority's (TCHA)** contract to administer the Fair Housing Hotline Program was extended for the additional year, as per the contract. TCHA staff continues to educate the public regarding fair housing law. Additionally, TCHA has contracted with the City to complete the Analysis of Impediments (AI), with excerpts reported herein. The AI involves an assessment of how laws, regulations, policies and procedures affect the location, availability, and accessibility of housing and how conditions, both private and public, affect fair housing choice.

The City continues its commitment to assessing the homeless problem and working with the local **Continuum of Care** to provide solutions. The City continues its efforts by participating in providing funds (\$5,000) to hire a consultant to create a Ten-year Plan; (\$5,000) allocated toward the implementation of Project Homeless Connect (PHC) event, to be held in October and (\$5,000) operating costs, completion of the HUD Continuum of Care Application, completion of an annual Local Emergency Shelter Strategy (LESS), capacity building, training and operations of the Designated Local Board (DLB) which administers the Emergency Housing Assistance Program (EHAP) and the Homeless Management Information System (HMIS), a Computerized database for the collection of data to improve knowledge of the homeless population and subpopulations.

*Project Progress:* The City continues to partner with agencies, developers and non-profits for the construction of affordable housing.

Fiscal Year 2007-2008, the City of Visalia Housing and Economic Development Department completing a multi-family rental development, negotiated and committed HOME CHDO and Redevelopment funds to a new twenty (20) multi-family rental development, and expanded home ownership and housing opportunities

expending HOME funds, obtaining State CalHome funds and assisted its non-profit partners with applications for Section 202 and Tax Credit projects. The City was also very effective in leveraging federal and local housing monies (CDBG, HOME and Redevelopment Low/Mod Funds) to assist non profit developers in delivering affordable housing in the City.

**Mill Creek Parkway Apartments:**

In September 2004, the City partnered with **Kaweah Management Company**, a non-profit agency to construct a 70 unit multi family rental development, "Mill Creek Parkway Development". The project was completed in April 2008. The City contributed \$4.5 million dollars which represented 35% of the total development cost valued at \$12.9 million dollars.

**Paradise and Court Multi-Family Development:**

On May 5, 2008, the City Council approved the commitment of \$1 million dollars toward a \$4.1 million dollar, twenty (20) multi-family rental development project, "Paradise and Court". The City partnered with both **Visalians Interested In Affordable Housing (VIAH)** which is one of the City's certified CHDO's, and **Kaweah Management Company (KMC)** to rehabilitate eleven (11) units and construct an additional nine (9) new units. Both HOME Investment Partnership Community Housing Development Organization (HOME-CHDO) funds in the amount of \$500,000 and Set-Aside Central Redevelopment Low-Mod Funds in the amount of \$500,000 were committed to this project. KMC will be submitting an application for approximately \$735,000 for 4% tax credit funds towards the existing eleven units and the second phase will be the submission of the plans to the California Tax Credit Allocation Committee to compete for 9% tax credits to help with the financial feasibility of the construction of the nine new units. City Staff continues to play an instrumental role in the grant application process.

**Sierra Meadows Senior Development:**

In 2004, the City joined forces with **Christian Church Homes/ Visalia Senior Housing** to acquire land and develop 42 units of senior housing. The land was acquired and the developer pursued a Section 202 Grant for construction. The City played an instrumental role in the grant application process, which the award was announced in October 2007, in the amount of \$5,694,000 for the construction of the senior housing, along with a Project Rental Assistance contract and budget authority amounting to \$970,000. The City contributed \$2.5 million dollars in HOME funds toward land acquisition and pre-development activities. The development team will utilize both the Low-Income Housing Tax Credit program and bond financing to raise the remaining \$3.4 million dollars in order to see this project through to completion. Construction is scheduled to begin in Spring 2009.

**Encina Triplex:**

The City provided Redevelopment Low Mod Set Aside Funds as a low interest rate loan in the amount of \$342,687 to **Kaweah Management Company** to acquire and rehabilitate the property. The triplex was acquired for the purpose of creating affordable housing to be utilized as "supportive housing" for person with developmental disabilities. Kaweah Management Company is undertaking this project cooperatively with the Central Valley Regional Center (CVRC), who will place qualified tenants in the project once completed and provide supportive services for the tenants whom they serve as care providers, along with oversight of the rehabilitation of the project by means of contracting with George Braddock.

The City expended \$1,728,126 in HOME, HOME-CHDO and Redevelopment Low/Mod Set-Aside Funds to assist in affordable, rental housing units for low income families and seniors during the 2007-2008 Program Year. This represents a significant impact and commitment on the part of the City to support affordable, rental, senior and supportive housing.

**General Questions**

*Program Year 3 CAPER General Questions and responses:*

*Question 1 (a) Assessment of the one-year goals and objectives: Describe the accomplishments in attaining the goals and objectives for the reporting period.*

Table I & Appendix "C" - CAPER Expenditures						
Consolidated Annual Performance and Evaluation Report Expenditures						
			CDBG	HOME	TOTAL	UNITS
<b>SOURCES OF REVENUE:</b>						
1	Carryover Balance		566,117	816,464	1,382,581	
2	Annual Grant Amount		1,221,135	509,032	1,730,167	
3	HOME matching funds - RDA Low/Mod				-	
4	Program Income		266,778	274,307	541,085	
5	Interest Earnings/Investment Earnings				-	
6	<b>TOTAL REVENUE</b>		<b>2,054,030</b>	<b>1,599,803</b>	<b>3,653,833</b>	
7						
<b>EXPENDITURES:</b>						
9	Operating		22,000	11,990	33,990	
10	Redevelopment Allocation		266,749	26,470	293,219	
11	Direct Allocations		32,064	16,798	48,862	
12	Loan Servicing		4,002	-	4,002	
13	<b>Subtotal Admin and Operating</b>		<b>324,815</b>	<b>55,258</b>	<b>380,073</b>	
14						
15	Net for Programs and Projects		1,729,215	1,544,545	3,273,760	
16						
<b>AFFORDABLE HOUSING:</b>						
<b>Homeownership</b>						
19	DH-2(2) Homebuyers Assistance Program			810,000	810,000	13
20	DH-2(3) CalHome FTHB Down Payment (Seed money)			-	-	n/a
21	DH-1(3) Property Acquisition (CHDO)			375,427	375,427	-
22	DH-3(2) Housing Rehabilitation			5,631	5,631	-
23	DH-1(1) Habitat for Humanity Land Purchase - Encina)			6,039	6,039	-
24	<b>Neighborhood Preservation/Services</b>					
25	SL-3(4) Emergency Repairs and Basic Needs		4,373		4,373	-
26	SL-3(2) Code Enforcement- Target Areas		47,334		47,334	321
27	SL-3(1) Fairhousing Hotline		43,967		43,967	259
28	DH-3(1) Loan Recapture Program (CHDO)		-	-	-	-
29	<b>HOMELESSNESS</b>					
<b>Special Needs Facilities</b>						
31	SL-1(6) Housing for Disabled Project				-	
32	SL-1(5) Continuum of Care Project		15,000		15,000	1
33	<b>COMMUNITY DEVELOPMENT</b>					
<b>Public Improvements</b>						
35	SL-1(2) ADA Compliance Projects		72,115		72,115	21
36	<b>Economic Development/Public Parking Facilities</b>					
37	EO-3(3) West Parking Structure Loan Payment		696,264		696,264	39
38	EO-3(1) Job Creation/Retention				-	n/a
39	<b>Public Park /Public Facilities</b>					
40	SL-1(1) Village Park/Wittman Center Improvements		18,583		18,583	1
41	Community Campus		89,928		89,928	1
42	<b>NON HOMELESS SPECIAL NEEDS HOUSING</b>					
<b>Special Needs Services</b>						
44	SL-3(3) Senior Home Minor Repairs		91,000		91,000	363
45	SL-1(3) Senior Repair and Handicapped Access		14,229		14,229	-
46	SL-2(1) Senior Housing			200,012	200,012	-
47	<b>Subtotal Programs &amp; Projects</b>		<b>1,092,793</b>	<b>1,397,109</b>	<b>2,489,902</b>	
48						
49	<b>TOTAL EXPENDITURES</b>		<b>1,417,608</b>	<b>1,452,367</b>	<b>2,869,975</b>	
50						
<b>REVENUE LESS EXPENDITURES</b>						
52	Remaining to Carry Forward		636,422	147,436	783,858	

Identified in Table I- CAPER Expenditures, above and also provided in Appendix "C", identifies the goals carried over from previous years and the 2007-2008 program year. Many goals were met this year, including first time homebuyer assistance, code enforcement and fair housing. The goals set for the housing rehabilitation programs will be met in the next program year. This is mainly due to the establishment of a new subrecipient, Self Help Enterprises, Inc. (SHE). Upon contracting with SHE, city staff and SHE Staff have worked closely in combining all

three program guidelines (HOME funded Housing Rehabilitation; CDBG funded Emergency Repair and Basic Needs and CDBG funded Senior Handicapped Assistance Repair Programs) to streamline the process. Additionally, SHE Staff has reviewed previously submitted applications, increased outreach efforts to encourage participation and began construction (rehabilitation) on approximately five projects.

Staff continues to partner with non-profit agencies and meeting its affordable rental unit goals. The Robinwood Development, consisting of ten (10) rental units are now occupied, Christian Church Homes/Visalia Senior Housing obtained approval from the City's Planning Commission for the approval of the Conditional Use Permit for the forty-two (42) senior rental development, "Sierra Meadows", and is preparing to submit the Tax Credit applications. The most recent project, consisting of both HOME CHDO funds and Redevelopment Low-Mod Set-Aside funds, known as Paradise & Court Rental Development is moving forward with a tax credit application as well.

*Question 1 (b) Assessment of the one-year goals and objectives: Provide a breakdown of the CPD formula grant funds spent on grant activities for each goal and objective.*

*Response No. 1 (b):*

The expenditures for the program year 2007-2008 for HOME and CDBG funded projects and programs are shown as Appendix "C", CAPER Expenditures. Funds shown as "Remaining to Carry Over", relate to reserved funding for projects and programs with remaining expenditures.

Also attached and shown below as Table II and also identified and attached as Appendix "D", Objectives and Outcome of CDBG & HOME Funding allocation displays HUD's Performance Measurement requirements (Objective of a project or program and the outcome or results) as it relates to expenditures.



Table II & Appendix "D"			
Objectives and Outcomes			
CDBG and HOME Funding Allocation			
	2007-2008 Expenditures	No. units/services or jobs created or completed	Priority
<b>HOME Investment Partnership Funds (HOME) - Objective and expected Outcome</b>			
<b>Affordable Housing- HOME Funds</b>			
<b>Objective 1: Provide Decent Affordable Housing</b>			H
1. Increase availability of affordable owner-occupied housing through (HAP)	\$ 810,000.00	13	
2. Increase availability of affordable owner-occupied housing through leveraging HOME funds with possible CalHome FTHB Grant (eliminated by amend)	\$ -	0	funds eliminated
3. Increase availability of affordable housing, Remaining monies from Encina Development (Summers St project)	\$ 6,039.00	1	
4. Increase quality of owner-occupied housing through rehabilitation (HRP)	\$ 5,631.00	In progress	
5. Increase availability of affordable rental housing through acquisition, rehabilitation and partnership with CHDO & Non-Profit Agencies (Paradise & Court)	\$ 375,427.00	20 units in progress	
6. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (TCHA- Robinwood Project)	\$ -	10	
<b>Objective 2: Suitable Living Environment through Neighborhood Preservation and Services</b>			
1. Increase availability of affordable owner-occupied housing through Loan Recapture Program (CHDO)	\$ -	0	
Total HOME Allocations			
<b>Community Development Block Grant Funds (CDBG) -Objective and expected Outcome</b>			
<b>Affordable Housing- CDBG Funds</b>			
<b>Objective 1: Suitable Living Environment through Neighborhood Preservation and Services</b>			H
1. Maintain quality housing by addressing substandard housing through (Code Enforcement Program)	\$ 47,334.00	321	
2. Maintain quality of owner-occupied housing through rehabilitation of substandard housing (ERBN)	\$ 4,373.00	in progress	
3. Provide services for low-to-moderate income persons by providing (Fair Housing Education Program)	\$ 43,967.00	259	
<b>Homelessness- CDBG Funds</b>			
<b>Objective 2: Suitable Living Environment by Supporting Special Needs Facilities</b>			H
1. Increase accessibility to support facilities to end chronic homelessness (Continuum of Care/Homeless Project)	\$ 15,000.00	1	
2. Increase accessibility and availability of housing for disabled persons	\$ -	0	funds to be reallocated
<b>Community Development- CDBG Funds</b>			
<b>Objective 3: Suitable Living Environment through Public Improvements</b>			H
1. Increase availability of handicapped access benefiting population with special needs (Streets ADA Compliance)	\$ 72,115.00	21	
<b>Objective 4: Create Economic Development Opportunities and Community Development Opportunites (Parking Facilities)</b>			H
1. Improve economic opportunities for low-income persons through (job creation) VF Corporation	\$ -	365	
2. Demonstrate a commitment to long-term economic growth by promoting expansion and (job retention) - Section 108 Loan- West Acequia	\$ 696,264.00	39	
<b>Objective 5: Suitable Living Environment through Community Development Opportunities (Public Parks and Parking Facilities)</b>			M
1. Improve quality/increase availability of neighborhood facilities for low-income persons (Parks & Recreation- Village Park/Wittman)	\$ 18,583.00	1	
2. Improve quality/increase availability of neighborhood facilities for low-income persons (Community Campus Project)	\$ 89,298.00	1	
<b>Objective 6: Suitable Living Environment through Community Development Opportunities (Public Services)</b>			M
1. Support non profit agencies with accessibility to public services			
<b>Non Homeless Special Needs Housing- CDBG Funds</b>			
<b>Objective 7: Suitable Living Environment by Supporting Special Needs Services</b>			H
1. Maintain quality of owner-occupied housing for elderly (Senior Home Repair Program)	\$ 91,000.00	363	
2. Increase accessibility and range of housing options for person with special needs (SHARP)	\$ 14,229.00	in progress	
3. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (Christian Church Homes/Misalia Senior Housing)	\$ 200,012.00	42 units in progress	
Total CDBG Allocations			

**HOME Funded: Objective 1 and Accomplishments: Provide Decent Affordable Housing:**

**Outcome Goal #1:** The goal of providing decent affordable housing by promoting homeownership financial opportunities for low-and moderate-income households earning less than 80 percent of the area median family income was accomplished for the 2007-2008 Program Year. A total of \$810,000 was expended through the year. The funds consisted of \$225,000 of the 06-07 funds carried over to complete 3 of the 13 units. The remaining total of \$585,000 of the 07-08 funds were allocated and expended as follows:

- **Community Services and Employment Training, Inc. (C-SET) administration of the First Time Homebuyers Program.** C-Set was awarded



the contract in January 2007, to administer the First Time Homebuyers Program. C-set has expanded the homeownership workshops, in that they are now a certified housing counseling agency. C-Set completed 13 loans for the 2007-2008 Program Year. One (1) additional loan closed after the June 30th, 2007-20087 Program Year and will be counted in the following program year.

On a quarterly basis the housing market is evaluated. The First Time Homebuyers Program maximum loan limit was decreased to \$40,000 per borrower on April 2008 due to the declining cost of housing. The funds are provided as a second mortgage, at an interest rate of two-percent (2%), making it possible for low-to-moderate income families to own a home within the City limits. City Staff will continue to review the local housing market and interest rates so that the program's allocation continues to assist families at the very-low income levels (30%, 50% and 60%) up to the families at the 80% median income level.



Outcome Goal #2: Provide decent affordable housing by promoting homeownership financial opportunities by leveraging HOME funds for low-and moderate-income households earning less than 80 percent of the area median family income

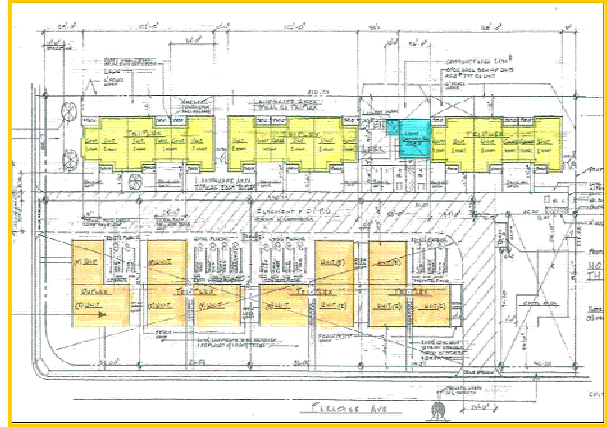
The City of Visalia was awarded \$600,000 through the California State Department of Housing and Community Development for funding under the Cal Home Program from the passage of Proposition 1C, the Housing and Emergency Shelter Trust Fund Act of 2006, to provide assistance to eligible households in the purchase of a single family dwelling through CalHome second mortgages up to \$38,000 plus non-recurring costs such as credit report, escrow, closing and recording fees, and title report and title insurance, title updates and/or related costs. Due to the decrease in the housing market, the additional allocation of HOME funds were not necessary, therefore an amendment to the allocation was completed in May 2008.

Outcome Goal #3: Provide decent affordable housing by promoting homeownership financial opportunities through acquisition with CHDO funds, for low-and moderate-income households earning less than 80 percent of the area median family income.

- **Visalians Interest In Affordable Housing (VIAH), a Community Housing Development Organization (CHDO).** HOME Investment Partnership Funds are provided as project specific assistance covering pre-construction costs, architectural plans and other allowed costs for the development of property to be used for the construction of affordable housing. VIAH partnered with Kaweah Management Company to complete a twenty (20) unit development, known as **Paradise and Court Rental Unit Development.** The project



consists of eleven (11) existing units to be rehabilitated and nine (9) new units to be constructed. Both CHDO (\$500,000) and Redevelopment Low-Mod Set-Aside Funds (\$500,000) were committed to this project, with \$375,271.98 CHDO funds expended to date. An additional \$124,728.02 of HOME CHDO funds will be expended at the completion of the project. Kaweah Management Company recently completed their Tax Credit application for this project.



Unfortunately, approximately \$4,900 of CHDO funds were returned to HUD, due to non-commitment of the funds. The definition of a commitment is a written contract for an identified project location, site plan, performa and total CHDO investment.



The City has also taken steps to identify additional and new CHDO's, recently certifying Self Help Enterprises, Inc. as a new CHDO. C-SET is working with the City's HUD Technical Assistant to complete the CHDO certification, training and identifying projects and properties.

Outcome Goal #4: The goal of providing decent affordable housing through acquisition, by increasing the supply to meet the demand from the large population of lower to poverty level income households was accomplished.

This goal was accomplished with the use of HOME and Redevelopment Low/Mod funds and other funding sources through the following projects:

- **Habitat for Humanity.** The City continues to provide Redevelopment Low-Mod funds to Habitat for Humanity for financial assistance in purchasing property. Habitat for Humanity then identifies a qualified family and provides an opportunity for homeownership by building homes with charitable community donations and homeowner sweat equity.



**HOME funds** were expended in the amount of \$6,903 to complete the remaining utility connections for the development of Encina Development, now know as “Summers Development”, for four single family lots. Habitat began construction on two of the four single family dwellings. One being the “Women Build”.



Habitat also utilized **Redevelopment Low/Mod** to acquire additional properties to assist families.

Outcome Goal #5: Provide decent affordable housing through rehabilitation of existing affordable housing units utilizing HOME Funds.

- **Self Help Enterprises, Inc (SHE) administrator of the Housing Rehabilitation Program (HRP).** The City took two approaches to obtaining an administrator or construction consultant to oversee the construction of this and two other programs. In June 2007, an RFP for the administration of this program was completed. There were no bids received for this program. Staff then reached out to the three local non-profits and only Self Help expressed interest in administering the programs. Self Help responded favorably and staff met with organization representatives to discuss the programs and coordinate a contractual relationship, which was approved by City Council in November 2007. Of course, more than six (6) months were lost in the administration of the rehab program due to the lack of a program administrator. Thereafter, City Staff and SHE Staff worked closely to streamline the three program agreements and loan documents. SHE reviewed the HOME funded loan applications carried forward and recently submitted and unfortunately the applicants cancelled, or received HOME funds previously, had higher debt ratios than the program guideline allow or other disqualifying factors. However, SHE continues its outreach efforts and currently has one (1) loan pending, with the annual expenditure of \$5,631 in HOME funds for reasonable and necessary costs of operating the program.

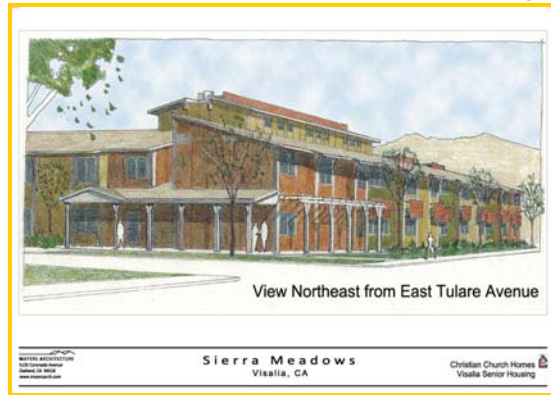
Outcome Goal #6: The goal to increase availability of decent affordable rental housing through partnerships with other non-profit agencies continues through the following projects:

- **Christian Church Homes of Northern California/Visalia Senior Housing, Inc.-** During the 2006-2007 Program Year, funds were committed in the amount of \$2,500,000 of HOME funds to this partnership that has three other successful affordable senior housing projects completed in Visalia, for the development of a 42 +/- unit affordable senior housing project (vacant site shown to the right). These funds were provided for land acquisition and other development costs. CCH received a





Section 202 HUD grant in the amount of \$5,694,000 for the construction of the senior housing, along with a Project Rental Assistance contract and budget authority amounting to \$970,000. The co-sponsor will utilize both the Low-Income Housing Tax Credit program and bond financing to raise the remaining \$3.3 million dollars in order to see this project through to completion. Construction is scheduled to begin in Spring 2009. Total project cost is approximately \$11.6 million. This project continues through the 2007-2008 Program Year. Ground breaking has yet to commence.



Outcome Goal #7: The goal to increase availability of decent affordable rental housing through partnerships with other non-profit agencies continues through the following projects:

- **Robinwood Court Project** – the City partnered with Kaweah Management Company/Tulare County Housing Authority, in an effort to provide affordable housing to low-income families (one of the units shown to the right). The units are available to 50%, 60% and 80% median income families as follows:



<u>Income %</u>	<u>No. of Units</u>
50% median income	Two (2) units
60% median income	Seven (7) units
80% median income	Two (2) units

Two (2)-two-bedroom units out of the ten unit development will be dedicated to a handicapped homeowner. An affordability period covenant of thirty-years (30) will be placed upon the property to maintain affordability. During the 2006-2007 Program Year, HOME Investment Partnership Funds additional funds were allocated in the amount of \$199,975. The total HOME funded investment for the project was \$1,299,975, which has been expended for the 2006-2007 program year. This year (2007-2008) the units were occupied, meeting the unit goal requirement. (10 units)

**[HOME Objective 2 and Accomplishments: Suitable Living Environment through Neighborhood Preservation: \(not shown in table \(??\)\)](#)**

Outcome Goal #1: The goal of providing decent affordable housing through acquisition, by utilizing CHDO funds and increasing the supply to meet the demand from the large population of lower to poverty level income households was not met. Explanation of making progress toward obtaining this goal is indicated as follows:

- **Loan Recapture Program.** The Loan Recapture Program funds were not utilized during the 2007-2008 Program Year. This program is being evaluated to identify the most appropriate process.

**CDBG Objective 1 and Accomplishments: Suitable Living Environment through Neighborhood Preservation:**

Outcome Goal #1: The goal of maintaining and preserving quality housing by addressing substandard housing was met through the following program:

- **Code Enforcement.** The use of CDBG funds are utilized for the employment of a Code Enforcement Officer, for the abatement of housing and building code violations which are detrimental to the health and safety of occupants in CDBG Targeted Areas. The number of code compliance issues addressed, identified as “closed cases” was 321. The Community Development Block Grant (CDBG) Funds expended were: \$47,334. The annual goal was exceeded.

<b>Code Enforcement</b>		
<b>CDBG Target Areas</b>		
<b>Month</b>	<b>Closed Cases</b>	<b>Open Cases</b>
<i>July</i>	30	23
<i>August</i>	24	15
<i>September</i>	40	9
<i>October</i>	33	17
<i>November</i>	13	24
<i>December</i>	30	15
<i>January</i>	49	18
<i>February</i>	34	25
<i>March</i>	30	16
<i>April</i>	20	12
<i>May</i>	10	19
<i>June</i>	8	17
<b>Totals</b>	<b>321</b>	<b>210</b>

Outcome Goal #2: The goal of maintaining and preserving quality housing through rehabilitation of owner-occupied substandard housing was with the use of CDBG funds. Explanation of making progress toward obtaining this goal is indicated as follows:

- **Self Help Enterprises, Inc (SHE), administrator of the Emergency Repair and Basic Needs Program (ERBN).** The City took two approaches to obtaining an administrator or construction consultant to oversee the construction of this and two other programs as indicated previously. In June 2007, an RFP for the administration of this program was completed. There were no bids received for this program. Staff then reached out to the three local non-profits and only Self Help expressed interest in administering the programs. SHE responded favorably and staff met with organizational representatives to discuss the programs and coordinate a contractual relationship, which was approved by City Council in November 2007. Of course, more than six (6) months were lost in the administration of the rehab program due to the lack of a program administrator. Thereafter, City Staff and SHE Staff worked closely to streamline the three program agreements and loan documents. SHE reviewed the six (6) loan applications carried forward or recently submitted and unfortunately the applicants either cancelled or were not qualified. SHE continues its outreach efforts, evaluation of the program guidelines to determine if minor guideline changes are needed. SHE currently has one loan pending. SHE has one (1) loan pending, with the annual expenditure of \$4,373 in CDBG funds for reasonable and necessary costs of operating the program.

The ERBN Program funds are provided as a second mortgage, up to \$10,000, at an interest rate of two-percent (2%), making it possible for extremely low-to-low income homeowners to address specifically health and safety issues. Examples of assistance are: replacement of roofs, flooring, electrical, plumbing and sewer, which pose immediate threat to the family’s health and well-being.

Outcome Goal #3: The goal to provide services to low-income families was met for the program year through the following program:

- **Tulare County Housing Authority (TCHA) administrator of the Fair Housing Hotline.** The program covers costs incurred for furthering fair housing in the Community which includes administration of the Housing Hotline through

the Tulare County Housing Authority, with actual expenditures of \$43,967 for the 2007-2008 program year. The Housing Authority provides staffing for the Housing Hotline Monday through Friday. For each call, a Housing Hotline Information/Referral Call Record Sheet is completed. Callers with Fair Housing complaints are assisted in filling out an official discrimination complaint form, which is then forwarded to the Department of Fair Employment and Housing. Brochures are distributed throughout the City and County. During the 2007-2008 Program Year, there were 259 hotline calls with 414 referral services exceeding the annual goal. (Note: more than one service call may have been performed on a single call). Of the 414 referrals, 60 were provided with Landlord Tenant handbooks and 127 callers were referred to legal services aid and approximately 450 Fair Housing brochures were provided to various non-profit agencies, mortgage companies in the Visalia area, local real estate offices, Continuum of Care Homeless Conferences, Tulare County Library, Tulare County Law Library, Central California Legal Services and local clubs and churches. The City contracted with Tulare County Housing Authority (TCHA) to complete the Analysis of Impediments to Fair Housing (AI). After completing the review TCHA approached five (5) community based organizations to participate in the review of the AI. No significant changes were noted and their findings were then submitted to the city and excerpts from the AI are within the CAPER report. TCHA attended an all day seminar on fair housing in February. Topics included fair housing and disability, forms of disability discrimination, reasonable accommodations and modifications and housing discrimination against victims of abuse. TCHA staff also participates within the "No Homeowner Left Behind" meetings. Primary topics have been fair housing and predatory lending practices, sub prime loans, housing counseling workshops and the foreclosure crisis.



**[CDBG Objective 2 and Accomplishments: Suitable Living Environment by Supporting Special Needs Facilities:](#)**

Outcome Goal #1: The goal to increase accessibility to support facilities to end chronic homelessness continues as follows:

- **Kings and Tulare County Continuum of Care/ Homeless Project.** The Continuum of Care creates a yearly "Point in Time" homelessness survey. It is their mission to support the non-profits and agencies that are members of the Continuum. The City continues to work as a participant and partner with the COC by attending monthly meetings, previous year contributions toward sponsorship of the Conferences for "Creative Solutions to Homeless Challenges Facing our Communities" and providing funding and technical assistance as needed. This year, the City continued its commitment to assessing the homeless problem and working with the local **Continuum of Care** to provide solutions by providing funds (\$5,000) to hire a consultant to create a Ten-year Plan; (\$5,000) allocated toward the implementation of Project Homeless Connect (PHC) event, to be held in October and (\$5,000) operating costs, completion of the HUD Continuum of Care Application, completion of an annual Local Emergency Shelter Strategy (LESS), capacity building, training and operations of the Designated Local Board

(DLB) which administers the Emergency Housing Assistance Program (EHAP) and the Homeless Management Information System (HMIS), a Computerized database for the collection of data to improve knowledge of the homeless population and subpopulations.

The Continuum of Care recently obtained information on the Continuum of Care 2008 NOFA, which includes Supportive Housing Programs, Shelter Plus Care, and the Section 8 Moderate Rehabilitation for Single Room Occupancy Program. Results will be provided in next year's CAPER.

Visalia presently has organizations that provide services to the homeless, each one addressing a specific population:

- Visalia Rescue Mission- a faith based recovery program that has a 52 bed (has been expanded) men's shelter and a short term women's shelter, and a soup kitchen
- Partner's for Youth Vision-a program for homeless teens
- Alternative Services-a program for recently released prisoners/drug court clients that has a transitional house for men (6 beds) and women (6 beds)
- El Primer Paso- a culturally specific recovery center with eight beds for substance abusing Latinas
- Central California Family Crisis Center- a domestic violence shelter for 38 women and children with a 16 bed transitional housing program

These organizations are valuable first responders and they also provide many counseling and referral services with the goal of eliminating some of the causes of homelessness. The City historically participates in the prevention of one of the major causes of homelessness; lack of employment.

Outcome Goal #2: Increase accessibility and availability of housing for disabled persons.

- **Disabled Housing Projects:** The City allocated \$100,000 to assist Able Industries. The City understands the need for housing for disabled persons on limited or no-income. Able Industries, a not-for-profit organization, serves individuals with disabilities in Tulare County. However, the allocation of CDBG funds are being re-directed until Able Industries is prepared to move forward in identifying a site to purchase and/or renovate for a residential facility to address independent living opportunities for disabled adults. These funds are being redirected toward other CDBG projects and programs.

### [CDBG Objective 3 and Accomplishments: Suitable Living Environment through Public Improvements](#)

Outcome Goal #1: The goal to increase availability of handicapped access benefiting population with special needs was met as follows:

- **Streets-ADA Compliance Projects.** The goal established for the program year was to remove twenty-one (21) barriers throughout the downtown area. Staff attends Disability Advocacy Meetings to obtain assistance requests and to provide government accessibility to the members and wider community. The outcome provides persons with disabilities curb cuts for wheelchair access, warning detection panels for the blind in the area of downtown and throughout the city as requested by the disabled community. The annual budget was \$40,000, however, funds were carried over from the previous year allocation. The amount



of \$72,115 was expended during the program year. The City recently hired a prevailing wage contractor to perform this accessibility work.

- **Encina Triplex Development.** The City provided Redevelopment Low Mod Set Aside Funds as a loan in the amount of \$342,687 to Kaweah Management Company to acquire and then rehabilitate the property. The triplex was acquired for the purpose of creating affordable housing to be utilized as “supportive housing” for person with developmental disabilities. Kaweah Management Company is undertaking this project cooperatively with the Central Valley Regional Center (CVRC), who will place qualified tenants in the project once completed and provide supportive services for the tenants whom they serve as care providers, along with oversight of the rehabilitation of the project by means of contracting with George Braddock.

Outcome Goal #2(not shown in tables): The goal to improve quality and increase quantity of public improvements that benefit low-and moderate income residents. The City utilizes other funding for public improvement projects.

***CDBG Objective 4 and Accomplishments: Create Economic Development Opportunities (Job Creation) and Community Development Opportunities (Parking Facilities)***

Outcome Goal #1: The goal to improve economic opportunities for low-income persons through Job Creation was met.

- **Job Creation.** No CDBG funding was utilized to assist various companies this program year, however the job creation monitoring occurred in documenting the number of jobs created through VF Corporation. During fiscal year 2006-2007, the City provided a grant in the amount of \$304,048 to VF Outdoor, Inc., new company situated in the industrial district. (Photo of VF Outdoors above). The company planned to hire a total of 350 persons. The City retained the services of a consultant to assess the number of low and moderate persons hired. The number of jobs created up to December 2007 monitoring were 365. Monitoring will continue through 2009.



Outcome Goal #2: The goal is to demonstrate a commitment to long-term economic growth by promoting expansion and job creation was met.

- **Parking Structure (West Acequia Parking Structure)-Construction Loan.** In 2006-2007, the City completed the construction of the West Acequia Parking Structure (construction photo shown to the right). The total cost for construction is





\$16,598,498. The City received a total of \$4,210,000 in Section 108 loans towards the construction of this public facility. The CDBG funds will serve as a guaranteed repayment. The West Acequia Parking Structure Section 108 repayment was \$696,264. The main purpose of this parking structure is to support the expansion of the Kaweah Delta District Hospital and other private medical offices within the area. As part of the City's loan agreement with HUD, there was a commitment to create 200 jobs by the hospital. The December monitoring identified 39 jobs created. However, a 100,000 square foot expansion of the hospital is still underway with more jobs expected once the facility is expanded.

**[CDBG Objective 5: Suitable Living Environment through Community Development Opportunities \(Public Parks and Parking Facilities\)](#)**

Outcome Goal #1: The goal to improve quality/increase availability of neighborhood facilities for low-income persons was met through the following program/projects:

- **Parks and Recreation:** The City will continue to provide and improve park facilities and recreational opportunities in low and moderate income neighborhoods and physically challenged adults and children. Funding was earmarked specifically for the Village Park/Wittman Project and the scope of work is underway. (CDBG Funds expenditure was \$18,583).

Outcome Goal #2: The goal to improve quality/increase availability of neighborhood facilities for low-income persons was met through the following program/projects:

- **Community Campus:** The Community Campus project was finalized providing opportunities to the public, such as the Community Services Employment Training Building and services, other non-profit organization buildings identified below, police station, park, and water feature. Final expenditures for the program year were \$89,928 of CDBG funds.

**[CDBG Objective 6: Suitable Living Environment through Community Development Opportunities \(Public Services\)](#)**

Outcome Goal #1: Increase/support the accessibility of public services continues to be met.

The Community Campus project continues to provide opportunities enhancing the already strong partnerships between social service agencies and the City. This City project has been providing opportunities for many of the social service agencies to locate their services closer to their clientele, and make many related services available to the public in one area. At the same time, provision of public amenities such as a park, road, bus stop, landscaping and fountain have improved the vacant sites. Three additional buildings have been constructed; two by non-profit agencies and one, photo shown to the left, by the City, which is a City owned police substation. It will provide an economic stimulus to the area in after full build-out two



ways: by providing an aesthetic improvement and by bringing in 300 people per day to the area.

The three greatest assets to meeting the needs of the underserved population are education, coordination of services and availability of resources. The City of Visalia continues to address all of these areas by forging cooperative efforts with public and private organizations sharing the common mission of improving the quality of life for individuals. Agencies with whom we will continue to collaborate social services, employment and skills training include:

- *Community Services and Employment Training (CSET)*- the City sub-contracts with them to implement the Senior Home Repair program, and as of January 2007, the administration of the HOME funded First Time Homebuyers Program and works together with them on many City improvement projects. C-Set is now located at the Community Campus.
- *Kaweah Delta Health Care District*- The City has partnered with this organization to keep the hospital downtown, in order to save and increase jobs. The West Acequia parking structure was required by the hospital to allow it to remain and expand in the downtown area.
- *Manuel Hernandez Community Center*- A City owned recreation facility that provides basketball, after school programming and other community services to the surrounding low income area. Last years Action Plan included an outdoor stage roof for this facility.
- *Partners for Youth Vision*- a drop in center for runaway and homeless youth- They are a member of the continuum of Care and have expressed interest in joining the Community Campus.
- *Proteus, Inc.*- has a new site in the community Campus.
- *Pro-Youth Visalia*
- *Real Alternatives for Youth Organization (RAYO)*
- *Salvation Army*
- *Tulare County Health and Human Services Agency*- provides lead based paint evaluations for owner-occupied housing for city housing programs
- *Tulare County Mental Health Association*
- *Visalia Rescue Mission*- Provides housing to the homeless and job training ; City provided CDBG funding for their job training facility
- *Visalia Unified School District*- VUSD is constructing a new facility in the Community Campus to operate a language assessment center and adult evening school.
- *Visalia Emergency Aid Council*-Provides many services including groceries to a very low income area, and is financed by a successful second hand retail store that was partially funded by a CDBG grant.
- *Wittman Village Community Center*- City owned recreation facility that provides recreation opportunities, classes and after school programming for a very low income area.
- *YWCA and YMCA*- A previous CDBG grant provided an elevator to the YMCA for handicap and elderly access to the second floor of their building. They provide after school services and adult evening classes.

**[CDBG Objective 7: Suitable Living Environment by supporting Special Needs Services:](#)**

**Outcome Goal #1:** The goal to maintain quality owner-occupied housing for elderly was met through the following program:

- **C-SET for Senior Home Minor Repair.** Provide funding to C-SET in order to administer the Senior Home Minor Repair Program. Assistance is provided to assist in minor repairs helping senior citizens remain in their homes. Examples of service are: Plumbing repairs, cooler/air conditioning repairs, roof repairs, door and window repairs, electrical repairs, appliance repairs, floor and carpentry repairs. C-Set's goal was to complete 600 service repairs and assist 180 clients. C-Set completing 564 service repairs, assisting 360 existing clients and 3 new clients. The 363 clients requested services more than once throughout the program year. C-Set provided 100 information brochures and expended \$91,000 CDBG Funds.



Outcome Goal 2#: The goal to increase accessibility and range of housing options for persons with special needs was met through the following program.

- **Self Help Enterprises, Inc (SHE), administrator of the Senior Handicapped Assistance and Repair Program (SHARP).** The City took two approaches to obtaining an administrator or construction consultant to oversee the construction of this and two other programs as indicated previously. In June 2007, an RFP for the administration of this program was completed. There were no bids received for this program. Staff then reached out to the three local non-profits and only Self Help expressed interest in administering the programs. SHE responded favorably and staff met with organization representatives to discuss the programs and coordinate a contractual relationship, which was approved by City Council in November 2007. Of course, more than six (6) months were lost in the administration of the rehab program due to the lack of a program administrator. Thereafter, City Staff and SHE Staff worked closely to streamline the three program agreements and loan documents. SHE contacted interested applicants upon contracting with the City. SHE reviewed seven (7) applications and has increased its outreach efforts, recently completing three (3) grants, which will be reflected in the following year CAPER. This year CDBG expenditure was \$14,229 for reasonable and necessary costs of operating the program. The Program guidelines have been updated to reflect the most recent requirements of CDBG and the State of California HCD requirements, to make alterations to mobilehomes as previously addressed in this report. It is mandatory to work with the State to authorize rehabilitation efforts for mobile homes.

The SHARP Program funds are provided as a grant, up to \$5,000, making it possible for extremely low and low-income senior citizens to make minor repairs to their mobile homes. Examples of assistance: Re-roof, handicapped access, heating furnace, hot water heater, electrical and plumbing fixtures; sanitary fixtures, and repair/replacement or purchase of an air conditioning unit which is required for a certified medical condition as prescribed by a licensed medical practitioner.

*Question 1 (c ) Assessment of the one-year goals and objectives: If applicable, explain why progress was not made towards meeting the goals and objectives.*

*Response No. 1 (c):*

The City expended approximately \$1,197,097 million dollars of HOME Funds and approximately \$596,911 of CDBG Funds toward affordable housing and a suitable living environment through neighborhood preservation projects and programs in the period July 1, 2007 through June 30, 2008.

City staff met with SHE and identified additional outreach efforts to promote the three housing programs. SHE is also evaluating the applications processed as to the reasons either declined or cancelled. With this, SHE is keeping track of income, debt ratios and other pertinent information so that both City and SHE Staff can make an appropriate program guideline amendment recommendation.

*Question 2 Describe the manner in which the recipient would change its program as a result of its experiences.*

*Response No. 2:*

The City worked toward completing RFP's for its housing programs. The City reviewed surrounding city, county and state program guidelines, policies and procedures. Visalia has incorporated more detailed policies and procedures. Visalia incorporated these requirements to emphasize regulations and accountability of an administrator of the programs. The City formed a committee to review regulations, internal policies and procedures and request for proposals. The Loan Review Committee also reviews all housing program applications, scope of work and change orders. Staff has increased its community outreach efforts and community meeting attendance, addressing specifically the needs of two targeted neighborhoods, Washington School and Lincoln Oval Park areas.

City Staff has also contracted with additional and new consultants to complete rehabilitation efforts, and environmental reviews.

*Question 3 (a) Affirmatively Furthering Fair Housing: Provide a summary of impediments to fair housing choice.*

**Summary:**

February 15, 2008, the Analysis of Impediments (AI) was completed by the Housing and Economic Development Department (HEDD in cooperation with numerous other City Departments, public agencies and private sector and nonprofit organizations. The City retained a consultant familiar with the City's housing policy documents (Housing Authority of the County of Tulare (HATC) and programs, to assist the City with the preparation of this AI. Informal discussions and formal reviews were held with local agencies, nonprofit organizations, lending institutions and housing providers to gain insight into local fair housing issues.

**Public Awareness and Education Issues.** Most persons, organizations and agencies contacted during the preparation of the AI agree that improved public education is the key to identifying, assessing and solving fair housing and affordable housing issues. In the areas of overt and covert discrimination, lack of knowledge of fair housing rights and responsibilities may hinder the public and public agencies' ability to end discrimination. If discrimination is encountered, all involved need to be able to recognize the problem and seek available remedies such as registering a formal complaint. Currently, some victims may not realize that the limitations encountered in pursuing housing or choice are based upon discriminatory practices.

The prospective renter or owner may not look for, or understand, forms of discrimination, such as higher rent quotations or security deposits used to dissuade prospective tenants, specific lease terms not applied to other tenants, or information that no units are available, in response to inquiries, when vacancies do exist.

Unawareness of fair housing laws may cause unintended housing discrimination practices. It is for this reason that the City places a high priority on educating the general public on fair housing policies and procedures. This includes providing information on fair housing laws, and to advise individuals of rights and remedies available under state and federal laws. This education is provided to landlords and tenants alike.

Lack of awareness of the effects of affordable housing plans and projects may result in a "Not in My Back Yard", or NIMBY reaction. These include unreasonable objections to many planning proposals for medium and high density land use entitlements in any part of a community, but especially in higher income areas. Objections are also heard regarding small lot subdivisions, apartment clusters, group homes, the use of density bonuses under the Zoning Code, transitional or homeless facilities, or simply the construction of single family residences for low income families. Community education needs to be provided that is designed to mitigate or eliminate irrational or unwarranted fears and bolster community support for needed housing plans and programs. The Tulare County Housing Authority recently constructed a 70-unit planned development for low and moderate income residents. They also presented information on the proposed development of another affordable housing project. A series of public awareness meetings were held to try to educate the public on the need for affordable housing.

Internally, City staff are being trained to deal effectively with housing discrimination issues, to recognize them and to resolve issues. The City also has several agencies such as Central California Legal Services, Friends of the Homeless, VIAH, Self-Help Enterprises, CVC Housing, Tulare County Housing Authority, C-SET, Proteus, the Tulare/Kings County Continuum of Care coalition and others. Public education components are integrated into several action plans of the City.

**Discrimination Issues.** Based on feedback from housing providers, the City is optimistic that fair housing education and enforcement, literacy, job training and employment programs, increased employment opportunities, may be reducing the instances of overt discrimination. At a minimum, mediation, education, fear of enforcement actions and counseling appear to be positively affecting fair housing opportunities. However, it is the City's position that continued education and enforcement must take place until all traces of discrimination are eliminated.

**Rental Discrimination.** Based on telephone calls to the Tulare County Housing Authority, and the City's former Housing Discrimination Hotline, the number of incidents of rental discrimination are decreasing. Most fall under the category of "tenant/landlord disputes" that revolve around property maintenance, return of security deposits, notices to vacate a property, and like issues. The City intends to continue to monitor the incidents of fair housing complaints with the Housing Authority.

**Inadequate Infrastructure.** Older neighborhoods with a large amount of affordable housing stock often have inadequate infrastructures; that is, sidewalks, streets, sewer, drainage, and other physical facilities. This has created a deterrent



to reinvestment in these neighborhoods by the private sector. The City has taken on the task of improving these neighborhoods through a comprehensive neighborhood improvement program.

**Cultural/Immigration Issues.** Impediments to fair housing can arise from cultural differences. The cultures of immigrating Hispanics and Southeast Asians may vary dramatically with the accepted culture of California and the United States. Many immigrants are hindered in their search for adequate affordable and decent housing by language, income and skill barriers. To better serve these groups, the City has enlisted the cooperation of agencies, such as C-SET and Proteus to provide technical assistance to these groups to integrate them effectively into available housing and other community opportunities. Many of the housing providers in the City also have bi-lingual staff members who can translate available services and programs to those needing assistance.

**Income and Housing Affordability.** Low-incomes, particularly among immigrants and minorities, have prevented many families from obtaining adequate housing. Adequate income is the key to acquisition of affordable housing. A recent study performed by the California State University Fresno concludes that the typical and legal reason for refusing to rent or sell to a prospective tenant or buyer is economic. There is a need to increase the personal financial and financial management resources of area low-income residents so that more households can qualify for mortgage financing, manage adjustable mortgage increases, pay a reasonable rent and manage rent increases, as well as pay for other housing related expenses such as insurance and utilities. Without the skills to adequately manage cost of living increases, there is a stronger likelihood of increased numbers of foreclosures and evictions.

Economic conditions in the Central Valley, including Visalia, have not improved as quickly as other sections of the state and country. Nevertheless, Visalia's economic opportunities have increased thus providing more jobs for those who may have been unemployed in the community. The City works with employment development agencies such Proteus, C-SET and Tulare County Economic Development Corporation to increase job opportunities, training, and employment which directly impacts the accessibility of affordable housing to low income households.

**Housing Supply.** The City has determined that there is an overall inadequate supply of affordable housing. According to the City's Housing Element, vacancy rates for multi-residential structures are approximately 6.4% which leads to higher rents in general, making housing less affordable and harder to find for lower income households. A recent article in the Visalia Times Delta indicated that rents are increasing as a result of the increase in housing prices in general. Average rents now exceed \$800 per month for the average family. This phenomenon may reduce housing choice and cause discriminatory practices to re-emerge. The City has also experienced a significant increase in sales prices making affordable housing unobtainable for low income residents.

**Housing Element and Land Use Plan.** An important goal of the updated Housing Element and Land Use Plan is to assure that a suitable supply of land is planned for single and multiple family housing. The Plans identify where the housing development will occur in meeting the City's housing development requirements. The provision of density bonuses are designed to provide incentives for property owners to provide affordable housing for seniors, low income persons with disabilities

and other low income groups. The City of Visalia submitted its Housing Element in compliance with the State HCD.

**Funding Constraints and Opportunities.** The City's housing supply needs are great with no easy solution. Substantial progress toward the provision of suitable housing for all residents has been made. However, identified five year funding needs for general housing, non-housing community development, and anti-poverty housing related needs contained in the City's Consolidated Plan were far in excess of the City's anticipated receipt of federal, state and local funds to meet those needs.

The City is utilizing local, state and federal resources to address funding needs. Non-profit groups within the City are also applying for funding through private foundations and other sources to expand the supply of affordable housing. The City is also providing financial support to a variety of private sector and nonprofit organizations who further fair housing goals, fill the service gap for the homeless, persons with disabilities, elderly and low income; and seeks to engage the public and businesses in support of fair housing and affordable housing in general.

The City must also comply with existing laws, such as Davis-Bacon, when constructing affordable housing. This increases the cost of the development, and adversely impacts the affordability of the housing being constructed. Lenders are less likely to fund projects in which the proforma results in marginal profits. This trend should be reversed in order to encourage more construction of affordable housing within the community.

**City Policies and Plans.** While preparing this AI, and as a part of the General Plan update process, local policies, practices and procedures involving housing and housing-related activities were reviewed. The City is in the process of upgrading the City's policies in a manner that will enhance the provision of fair housing to all segments of the population. Because the City is committed to the provision of affordable housing and fair housing choice for all who need housing, the City is being proactive in this area.

**Limited Number and Capacity of Nonprofit Housing Construction and Other Service Providers.** The limited number of nonprofit housing construction providers makes it difficult to find sponsors with the financial and managerial capacity and resources necessary for the City to complete affordable housing projects. Funding sources such as HOME and CDBG require additional expertise to complete projects in compliance with existing regulations. Additionally, the cost to build affordable housing is increasing making it more difficult to build affordable units. Lack of capacity can encumber City funds for a lengthy period of time, then jeopardize future City funds from the federal government. The City is working to improve the resources of nonprofit housing providers through collaboration of a number of the agencies to work together and with the City to develop strategies for housing opportunities region-wide.

*Questions 3 (b) Affirmatively Furthering Fair Housing: Identify actions taken to overcome effects of impediments identified.*

As a result of the above issues, the City has identified the following major categories of impediments affecting the provision of fair housing in the City. Certain constraints are linked to several impediment areas rather than handled separately. This approach permits the City to include actions to overcome these underlying obstacles.

The identified impediments and a general statement of the proposed action to mitigate or eliminate the impediment are provided below.

*1. Neighborhoods in need of revitalization.*

**Action:** Rehabilitate housing, upgrade infrastructure and improve services necessary to increase the supply of safe, decent and affordable housing for low income households, including minorities, disabled, homeless, seniors, and large-family households.

Recently, City Council approved a new homeownership program; Lincoln Oval Washington School Neighborhood Homeownership Program. This is one of the steps taken in addressing the needs of two neighborhoods; Washington School and Lincoln Oval Park neighborhoods. The Program utilizes Redevelopment funds as a down payment assistance program, encouraging homeownership within these two targeted areas.

*2. Insufficient production of affordable housing units and rehabilitation of existing units by nonprofit organizations and private sector developers.*

**Action:** In accordance with the goals of the City's Housing Element, increase new construction production and rehabilitation of existing affordable housing.

Recently City Council approved a new 20 unit multi-family development. This project is a partnership with both the Kaweah Management Company and one of the City's Community Housing Development Organization (CHDO), Visalians Interested In Affordable Housing (VIAH).

*3. Inability of low-income households, including minority, those persons with disabilities, homeless and large-families, and seniors, to purchase adequate housing.*

**Action:** Increase the number of qualified home buyers, the number of loans approved for low-income individuals or households, and the number of homes purchased in low-income areas including increasing personal income through economic development activities.

Recently City Council approved funding to assist with the acquisition and rehabilitation of a triplex in the downtown, historic area. Kaweah Management Company (KMC), a 501 (c) (3) nonprofit housing corporation acquired the triplex in a cooperative effort with the Central Valley Regional Center (CVRC). The rehabilitation of the units would be structured and utilized as "supportive housing" for persons with developmental disabilities. The design provides space, special features and equipment specific to their lifestyle and interests, minimizing risk of injuries. The project is a unique opportunity to develop a model program that can be replicated elsewhere.

City Staff are taking additional steps in identifying properties and talking with non-profit agencies to address the needs of our community.

*4. Insufficient participation of low-income and minority volunteers in housing planning, programs and decision-making processes.*



**Action:** Continue to promote diversity of composition on all appointed Boards, Committees, Task Forces and Commissions that reflects the cultural, social, racial, economic, sex, health, disabilities, age and other characteristics of the City; continue to promote volunteerism and participation in community activities affecting housing.

5. *Inability to maximize the potential for zoning, building and safety codes to positively impact housing supply and programs.*

**Action:** Follow policies outlined in the Housing Element update. Review City policies in a manner that: (a) enhances affordability, locational choice, and accessibility, (b) reasonably accommodates all who seek housing and (c) decreases unnecessary housing costs or construction delays by streamlining administrative processes. Improve and step up enforcement and permitting processes to assure that all required local, state and federal laws, including Title 24 and other construction regulations related to accessibility continue to be fully implemented, and that designers and builders of single family homes and remodels are aware of programs and advantages of including accessibility features in projects that are not required to include them.

6. *Difficult for local, state and federal programs to eliminate housing discrimination.*

**Action:** Continue to document, investigate and monitor registered complaints of housing discrimination. Increase community awareness and knowledge of fair housing rights and responsibilities. Implement programs for recognizing, monitoring and deterring discrimination. Continue to work with the Housing Authority to monitor complaints.

7. *Lack of sufficient housing and services for those who are homeless or threatened with homelessness including minority, persons with disabilities and large-family households.*

**Actions:** Improve services and increase housing opportunities for the homeless and those threatened with homelessness.

8. *Inadequate financial resources for implementation of housing plans and programs.*

**Actions:** The City will diligently: (a) seek additional funding working with the community, nonprofit and private sector groups, other cities and counties, regional partners, legislative advocates and state and federal agencies, (b) leverage, and invest funding in neighborhoods with the greatest needs and potential for provision of affordable housing, (c) continue to streamline development processes to avoid duplication of efforts, and (d) take actions to stimulate economic development. The City should also proactively become involved in the reduction of adverse impacting legislation, such as Davis-Bacon, for local affordable housing projects.

*Question 4: Describe Other Actions in Strategic Plan or Action Plan taken to address obstacles to meeting underserved needs.*

*Response No. 4:*

Additional funding is needed to address obstacles such as neighborhood revitalization, housing, infrastructure and other activities and improvements. Visalia is at a disadvantage in removing and/or eliminating obstacles to meet the underserved needs due to the continual decrease in annual allocation of both Community Development Block Grant (CDBG) funds and HOME Investment Partnership Funds. As a result the City continues to look to other sources of funds.

Also, City Staff is preparing to update its Housing Element, which will include addressing obstacles.

*Question 5 (a) Leveraging Resources: Identify progress in obtaining "other" public and private resources to address needs.*

The City applied for the Housing and Community Development Proposition 1C, CalHome funds for the second year in the amount of \$900,000 to contribute to homeownership and rehabilitation loans. The City has not yet heard from HCD as to an award. The City continues to look for funding opportunities.

The City also partnered with CalTrans to obtain a grant for evaluation of traffic and pedestrian conditions and recommendations for improvement at the Oval Park area. 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 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. In April 2008 a neighborhood meeting was held at the Lincoln Oval Park to hear additional concerns from the surrounding community. Also, 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.

*Question 5 (b) Leveraging Resources: How Federal resources from HUD leveraged other public and private resources.*

The City of Visalia strives to maximize the benefits of federal funds for housing and community development needs through leveraging with other public funds and private investment. The City has continued, in Fiscal Year 2007-2008, to leverage its CDBG and HOME entitlement dollars with other resources in the following manner:

- **Private Mortgage Financing:** The Homebuyers Assistance Program funds are leveraged an average of 2 to 1. That is, for every \$10,000 invested in loans for a household, other lenders (CHFA, FHA, VA or conventional financing) invest an average of \$20,000. For Fiscal Year 2007/2008, \$810,000 in HOME funds was spent to complete 13 First Time Homebuyers Assistance loans. This enabled the City of Visalia to participate in homebuyers' assistance loans with a total value approaching \$1,619,749.
- **Community Leveraging:** The City has continued to cooperate with local public and non-profit agencies to develop affordable housing. Collaboration continues with Community Services and Employment Training (CSET), Habitat for Humanity of Visalia, Visalians Interested In Affordable Housing (VIAH), Kaweah Management Company, and Christian Church Homes/Visalia Senior Housing. This enables the City to leverage CDBG and HOME resources with those of other entities to expand opportunities for low and moderate-income families. Examples are listed below.
- **Redevelopment Low/Mod Housing Set-Aside funds:** Additional leveraging occurs through the use of Redevelopment Low/Moderate Set-Aside funds for owner-occupied and rental units, new construction, and homebuyers assistance. Approximately \$ 4,925,087 was made available for these programs in 2007-2008 Program Year.

Community leveraging is an important aspect in stretching public funds, and in creating a "stake" in the community from other private, non-profit and commercial sources. Visalia has done a good job in leveraging its resources and maximizing participation by partnering with non-profits and its efforts in working with commercial lenders.

The City assisted Christian Church Homes/Visalia Senior Housing with \$2.5 million HOME funds in addition to the awarded Section 202 HUD grant in the amount of \$5,694,000, to assist with the funding of the Visalia Senior Housing Project. In addition to HOME funds, and a Section 202 Grant, CCH/Visalia Senior Housing is investing approximately \$3.4 million into the project from various sources, including tax credits.

The City works closely with the Housing Authority of Tulare County's non profit "Kaweah Management Company" in addressing the needs of the community. The City provided \$500,000 in HOME CHDO funds and \$500,000 in Redevelopment Low Mod funds to assist with the rehabilitation of eleven (11) units and construction of nine (9) units at the northeast corner of Paradise and Court Street. Kaweah Management Company is submitting applications for both 4% and 9% tax credits for the Paradise and Court rental development project.

*Question 5 (c): Leveraging Resources: How matching requirements were satisfied.*

*Response No. 5 (c):*

The HOME program requires local or state matching funds. The Federal HOME funds must be matched by non-federal resources (Sec. 92.218-222). All HOME eligible activities require a match of 25% (one dollar of local or state resources for every four federal dollars spent) unless specific exemptions have been granted by HUD. Since 1998 HUD has reduced the matching requirement to 12.5% for the City of Visalia. The City has chosen to provide the required matching local funds in the form

of Redevelopment Low and Moderate Funds (L/M). The City utilizes L/M funds to meet the match requirement in FY 2007-2008 in the amount of 4,925,087. Each year, the Agency submits a HOME match report to HUD summarizing the match contributions. A HOME match report has been prepared on form HUD-40107-A and is attached to this performance report as Appendix "H".

## Managing the Process

1. *Describe actions taken during the last year to ensure compliance with program and comprehensive planning requirements.*

*Program Year 3 CAPER Managing the Process response:*

The City ensures compliance with programs and project by incorporating accounting procedures (tables), conducting single audits, monitoring and following HUD requirements. Staff has prepared this 2007-2008 Program year CAPER report for HUD's review. The City prepared and submitted its previous years 2005-2006 and 2006-2007 CAPER; 2005-2006, 2006-2007, 2007-2008 and 2008-2009 Annual Action Plans.

All reports were made available to the public for review, community meetings were held, City Council Work sessions and public hearings were also held, providing additional opportunities for community participation and input. Public notices are published twice in three local newspapers, including El Sol, for the Spanish speaking and writing community. Notices are posted at Visalia's local library, post office and three city hall offices.

During the 2007-2008 program year, staff implemented projects and activities, previously identified above on page 6 and 7 in General Questions.

## Citizen Participation

*\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.*

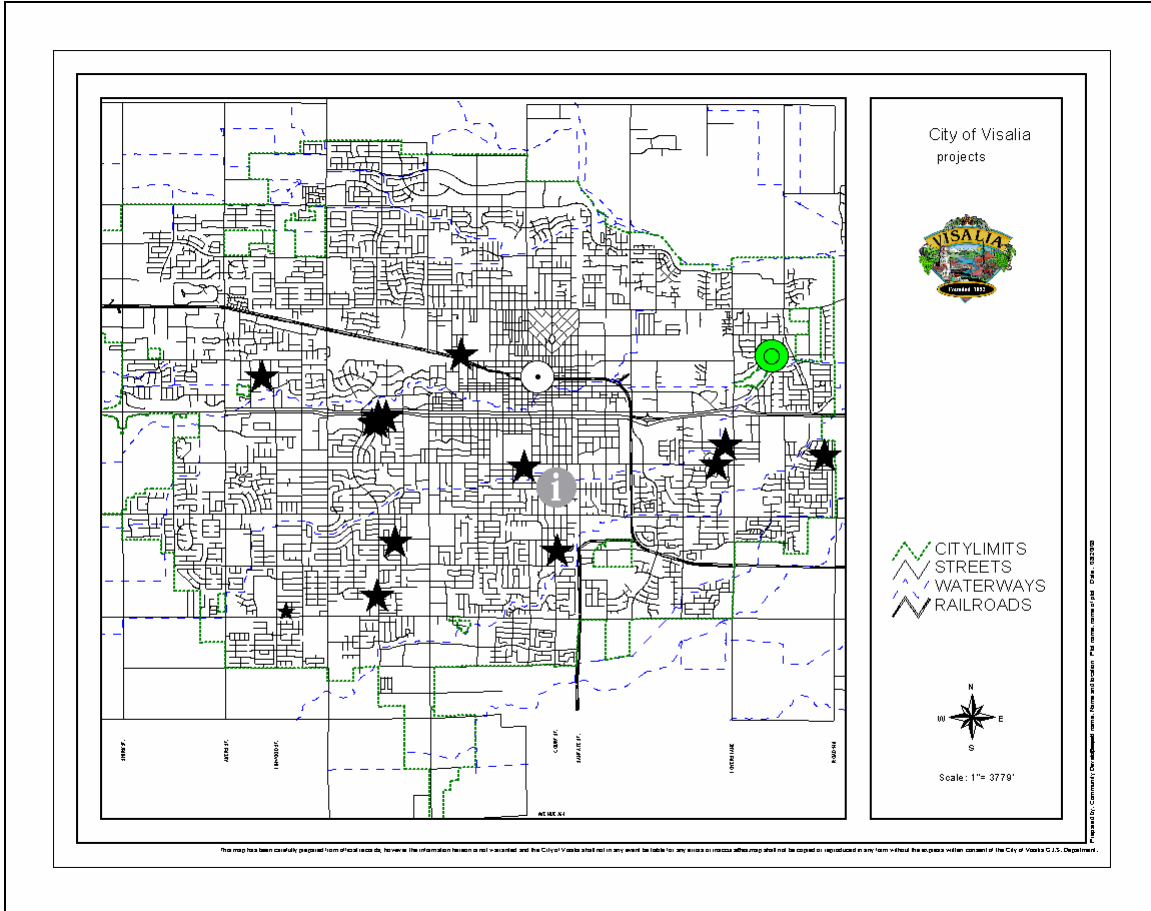
*Program Year 3 CAPER Citizen Participation questions and responses:*

1. *Provide a summary of citizen comments.*

A table that identifies Community, City Council Work Session and City Council Public Hearing meetings with citizen comments is **attached as " ??????" - To be inserted.**

2. *In addition, the performance report provided to citizens must identify the Federal funds made available for furthering the objectives of the Consolidated Plan. For each formula grant program, the grantee shall identify the total amount of funds available (including estimated program income), the total amount of funds committed during the reporting period, the total amount expended during the reporting period, and the geographic distribution and location of expenditures. Jurisdictions are encouraged to include maps in describing the geographic distribution and location of investment (including areas of minority concentration). The geographic distribution and expenditure requirement may also be satisfied by specifying the census tracts where expenditures were concentrated.*

Distribution of CDBG and HOME Projects, show where projects have been carried out. The map below depicts projects which address the National Objective in assisting low-income families and locations of projects completed utilizing HOME and CDBG funds. The projects and programs are as follows and also identified as Appendix "G":



- First Time Homebuyers Program participants (Black Star)
- Paradise & Court Development Project ("i" symbol in grey circle)
- Mill Creek Parkway Project (Green circle)
- Encina Triplex Project (white circle with dot)

### Institutional Structure

1. Describe actions taken during the last year to overcome gaps in institutional structures and enhance coordination.

*Program Year 3 CAPER Institutional Structure response:*

The City Council conducts worksessions and public hearings for the Action Plans and CAPER Reports on an annual basis. The Housing and Economic Development Department is responsible for overseeing the federal funds. The department recently

coordinated additional community meetings in the Lincoln Oval Park and Washington School neighborhoods. Staff is also coordinating a community fair to educate the public, bring the local non-profit agencies together and build relationships.

Technical Assistance continues with Enterprise Foundation. Enterprise Foundation's technical assistance to C-SET was recently approved by HUD. Additionally, in discussing the needs of the community, C-Set and the City of Visalia, Enterprise recently reviewed the City's 2006 Technical Assistance report with City Staff, thereafter, reporting to HUD the progress that was made since 2006.

Staff continues to look for training opportunities. Staff has found that CDBG training courses fill within minutes of becoming available. This training is of great importance, especially with new staff. Staff has informed HUD of the need for training and offers the City of Visalia as the host/location for the Central Valley.

## **Monitoring**

*Program Year 3 CAPER Monitoring questions and responses:*

*1. Describe how and the frequency with which you monitored your activities.*

The City of Visalia has two HOME funded programs; the First Time Homebuyers Program (HAP) & the Housing Rehabilitation Program (HRP) and four CDBG funded programs; the Senior Home Repair Program, the Emergency Repair and Basic Needs Program (ERBN), the Senior Handicapped Assistance and Repair Program (SHARP), & the Fair Housing Hotline. These Housing Programs are administered by outside agencies; CSET, Self-Help Enterprises & Tulare County Housing Authority respectively, with individual agreements identifying the funding sources, scope of work and funding regulations. The Code Enforcement Program is managed by the Neighborhood Preservation Department, with a designated Building Inspector to work strictly within CDBG Targeted Areas. The Code Enforcement Neighborhood Preservation Manager works very closely with the Housing & Economic Development Division. Park Improvement projects are managed by the Park and Recreation Department Director. The ADA compliance construction is managed by the City's Public Works/Engineering Department, which conducts interviews with the construction crew, reviews the certified payroll and oversees the construction. All CDBG funded projects, managed by these City Departments work closely with the Housing & Economic Development Department which oversees, and monitors the use of these funds.

The City utilizes AmeriNational Community Services to conduct property condition inspections, affidavit of ownership, and monitoring of taxes, insurance and monthly payments. The City's subrecipients report on a monthly basis their monthly accomplishment & performance reports.

Through the Housing Loan Review Committee the City reviews scope of work for housing rehabilitation, change orders, and any other housing related issues that arise. In addition to these monitored activities, the city conducts Davis Bacon, ADA compliance reviews and Contractor interviews to ensure labor standard requirements are being met.

*2. Describe the results of your monitoring including any improvements.*



A monitoring visit to CSET was conducted on May 22, 2008. CSET administers the City's First Time Homebuyers & Senior Home Repair programs. The visit included, random sampling of files & financial records as well as drive by inspections of participating homes. Results of the monitoring visit showed that CSET is in compliance with all guidelines & regulations prescribed by the federal government and the City of Visalia.

The City will continue to update Policy and Procedure manuals to reflect the most recent Building Code, City Policies, Monitoring Policies and CDBG/HOME Regulations, as well as continue to prepare detailed agreements with sub-recipients and/or construction managers that outline federal regulations and performance standards.

*3 a) Self Evaluation: Describe the effect programs have in solving neighborhood and community problems.*

The City's programs help solve community problems and bring about lasting and positive change to enhance the quality of life for all of its residents. These programs help create a positive change in the community as well as address the high and medium priority needs identified in the community survey as follows:

- First Time Homebuyers Program – This program offers a “second mortgage” to those people who are of low income therefore affording them a chance at homeownership. Through homeownership, they achieve the American dream, self pride, & pride in the community.
- Accessibility funds provide needed accessibility improvements throughout the City within CDBG Targeted Areas.
- Senior Handicapped and Repair Program (SHARP), provides needed assistance to low-income, disabled senior citizens with repairs to owner-occupied mobile homes; therefore enhancing neighborhoods.
- Senior Home Repair Program, administered through CSET provides CDBG funding to low-income seniors to make minor repairs to owner-occupied homes, while providing job training skills for CSET students.
- Code Enforcement personnel proactively and effectively address the community's concerns and needs of blighted and distressed neighborhoods within CDBG targeted areas.
- Tulare County Housing Authority (TCHA) administers the fair housing program, ensuring fair housing for residents of the community.
- The West Acequia parking structure will keep hospital jobs in the downtown area, having a ripple effect in supporting local businesses and retail jobs.

*3 b) Self Evaluation: Describe progress in meeting priority needs and specific objectives and help make community's vision of the future a reality.*

The City's goal is to increase public participation and to identify priority needs. In February 2008, a public survey was mailed to random homes within the CDBG targeted areas. The survey was also presented to four committee groups. The results of the survey identified: Affordable Housing, Suitable Living Environment, Support of Special Needs Facilities, Public Improvements, Economic & Community Opportunities, & Support of Special Needs Services to be some of the “High” priority needs of the community. With the use of CDBG, HOME, Redevelopment and State funds, the City makes every effort to meet the priority needs of the community.

In order to help make the community's vision a future reality and continue to meet priority needs, the City continues to assist the elderly and disabled persons through

the Senior Handicapped Assistance and Repair Program, the minor Senior Home Repair Program and the project currently underway with Christian Church Homes for the development of approximately 42 units for the disabled. The City continues providing public improvements to the community through the ADA Compliance projects, such as facilitating truncated domes, and curb cuts. The City's First Time Home Buyers Program creates opportunities for affordable housing. The program assisted 13 families with new homes. Two new housing developments have also been completed; Robinwood Court, & Mill Creek, Parkway which provide affordable housing to 10 & 70 families respectively.

The City continues to be a participant and partner of the Continuum of Care. The City expended \$15,000 to the Continuum to support a ten-year plan to end chronic homelessness in Tulare and Kings Counties.

The newly built West Acequia parking structure creates ample parking to support an expanding hospital in the downtown area as well as supports local businesses and retail jobs.

*3 c) Self Evaluation: Describe how you provided decent housing and a suitable living environment and expanded economic opportunity principally for low and moderate-income persons.*

The City's First Time Home Buyers Program creates opportunities for decent housing and a suitable living environment. The program assisted 13 families with new homes. Two new housing developments have also been completed; Robinwood Court, & Mill Creek, Parkway which provide affordable housing to 10 & 70 families respectively.

The City also invested HOME & CHDO as well as Low/Mod funds to the "Paradise & Court" Project. The funds were allocated and expended by Kaweah Management company to rehabilitate an existing eleven (11) unit multi family development, and construct an additional nine (9) units committed to multi-family low-income affordable housing.

Low/Mod Funds as a loan have been invested toward the "Encina Triplex", for acquisition and rehabilitation. The triplex, currently vacant, is in need of substantial repairs. The rehabilitation of the units will be structured and utilized as "supportive housing" for persons with developmental disabilities.

The newly built West Acequia parking structure creates ample parking to support an expanding hospital in the downtown area and supports local businesses and retail jobs. The use of CDBG funds for the Section 108 Repayment of the West Acequia parking structure has created 39 jobs thus far (as of December 2007) and more are expected as the hospital's expansion nears completion. Estimated completion date; late 2008.

The City provides CDBG funding to various companies in the City to increase jobs. VF Outdoor Inc. an approximate 800,000 square foot apparel distribution center has created 365 local jobs.

*3 d) Self Evaluation: Indicate any activities falling behind schedule.*



Some of the City's Housing Programs have not taken off as anticipated; in part because of a change in program administrator. The change required several steps before getting the administrator aboard such as obtaining council approval, creating agreements, policies & procedures, forms, etc. Currently the City has one (1) housing rehab loan underway, three (3) recently completed Senior Handicapped Assistance and Repair grants, which will be reported in the next year CAPER, and one (1) Emergency Repair and Basic Needs loan underway at this time.

To help get the City's programs going, Self-Help Enterprises, administrator of the SHARP, ERBN, and HRP programs has expanded their outreach efforts to reach more members of the community through churches, community groups, daycares, and by offering presentations to mobile home residents. SHE is also taking a closer look at the guidelines, applicants' needs and qualifications. They will be meeting with city staff to discuss next steps and possible guideline amendments.

*3 e) Self Evaluation: Describe how activities and strategies made an impact on identified needs.*

The new Housing and Economic Development Director has been with the City for one year. With the Director's approach to affordable housing, economic opportunities and other needs of the community, accountability is one strategy that made a big impact and building community relationships.

Additionally, the objective and outcome of projects and programs are identified under General Questions table and narrative 1 (a).

*3 f) Self Evaluation: Identify indicators that would best describe the results.*

One indicator that the City has been performing satisfactorily is the HUD Monitoring Review. On March 25<sup>th</sup> through the 28<sup>th</sup>, 2008, the San Francisco Community Planning and Development Representative conducted a program monitoring review of activities funded through the HOME Program for the program years 2005-2006 and 2006-2007. The monitoring concluded that the City has performed satisfactorily under the HOME program and has the continued capacity to operate the HOME program successfully. There were no findings or concerns as a result of their review.

A second indicator is that the City received Technical Assistance during the 2006 year. A return visit and review of the City's progress indicated that many changes occurred through additional detail through revisions of program policies, sub-recipient agreements, and successful program implementation, such as the First Time Homebuyers Program.

*3 g) Self Evaluation: Identify barriers that had a negative impact on fulfilling the strategies and overall vision.*

A year ago, the City lost the Redevelopment Development Manger and Administrative Analyst. This created a hindrance on fulfilling the strategies and over all vision of the department due to limited staffing. Since then the City has restructured the department and hired a Housing & Economic Development Director, a Housing Specialist and an Administrative Analyst. The department also oversees Neighborhood Preservation. The department is the smallest within the organization and continues to perform with limited staffing which may, at times, have a negative

impact on the number of activities the Housing & Economic Development department can undertake.

One of these impacts has been with the City's CHDO funds. The City recognizes that expending CHDO funds has been slow and has committed more time in helping non-profits consider becoming a certified CHDO within the City of Visalia. The City has met with several non-profits and to date, Self-Help has been certified and CSET is receiving technical support to becoming certified. The City will be expending CHDO funds and reporting those accomplishments within the next CAPER.

*3 h) Self Evaluation: Identify whether major goals are on target and discuss reasons for those that are not on target.*

The following projects have met their annual stated goal or have shown substantial progress toward the established 5 year goal. Additional narrative of each project or program follows:

- The City continues to be a partner and supporter of the Continuum of Care. This year, the City expended \$15,000 to the Continuum to support a 10-year plan to end chronic homelessness in Tulare & Kings Counties.
- Fair Housing Hotline and Program continues to meet its goal to educate the public on fair housing laws. Within this reporting period, they assisted 259 clients.
- Code Enforcement continues to meet its goal as they continue to address life safety issues that pose a threat to the health, safety and well being of residents and guests of the City of Visalia.
- Construction of the West Acequia Parking Structure has been completed. The parking structure supports the expanding local hospital as well as downtown retail jobs. To date, the structure has created 39 jobs (as of December 2007) for low and moderate persons and more are expected as the hospital's expansion nears completion. Estimated completion date; late 2008.
- Public Improvement funds were committed to the Village Park with expenditure of CDBG funds occurring. Village Park/Wittman Center, a City owned park near a low-income neighborhood.
- Accessibility funds provide needed accessibility improvements throughout the City. To date the city has facilitated 21 curb cuts and truncated domes.
- The First Time Homebuyers Program was very successful, assisting 13 families. One additional family has submitted an application but will not close within the reporting period and will be reflected in the upcoming CAPER.
- Senior Home Repair Program, administered through C-SET continues to be successful by teaching a trade to C-Set students while assisting homeowners with minor repairs. To date, they have completed 564 repairs, assisting 363 low income clients.
- In the past, there were only two certified CHDO's in the City of Visalia, recently reduced to only Visalians Interested In Affordable Housing (VIAH). The City recognized the importance of having more than one and committed to help other non-profits consider becoming a certified CHDO. The City met with several non-profits and to date, Self-Help has been certified and CSET is receiving technical support to becoming certified. The City has expended \$375,271 expended during this year, with the remaining \$124,179 CHDO funds to be paid upon completion of the Paradise and Court Rental Unit Development Project and reporting those accomplishments within the next CAPER.

The following programs are slow in meeting projected goals. .

- Some of the City's Housing Programs (SHARP, ERBN, & HRP have not taken off as anticipated; in part, lapse in a program administrator and upon contracting with SHE, time to revise guidelines, educate the public and additional outreach efforts do take time. Currently the City has one (1) housing rehab loan underway; three (3) Senior Handicapped Assistance and Repair Program grants recently completed, which will be identified in next years CAPER; an one (1) Emergency Repair loan that is underway.

*3 i) Self Evaluation: Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.*

Although the department operates with limited staffing, it continues to move forward through the direction of the new Housing & Economic Development Director. To achieve more with less, the department conducts weekly meetings to discuss calendars, strategize, and streamline processes. The use of a project table to keep projects moving towards desired goals has also been implemented.

Additionally, the department is looking to retain the services from an outside consultant to conduct project environmental reviews. In July the new Project Manager will work closely with the Housing and Economic Development Director and two other department managers to complete projects, such as Parks and the Civic Center, currently under way in the City.

Program adjustments were recently made to the HOME funded First Time Homebuyer Program. Due to housing market conditions, staff reduced the gap financing from \$60,000 to \$40,000. Also, to promote our Housing Programs; HRP, ERBN, & SHARP programs, the Housing Director has instructed Self-Help Enterprises, the administrator, to optimize their outreach and marketing efforts to reach more members of the community through churches, community groups, daycares, clinics, offering presentations to mobile home residents. City staff and SHE are working to insert a flyer within the resident's water utility bill next year. Self Help Enterprises is also evaluating the HRP program as it relates to the borrower making monthly payments, current established debt ratios and allocation. Self Help will be presenting their findings to City staff during the next program year.

## **Lead-based Paint**

1. *Describe actions taken during the last year to evaluate and reduce lead-based paint hazards.*

*Program Year 3 CAPER Lead-based Paint response:*

Lead-based paint hazards are addressed in all housing rehabilitation and homebuyer assistance projects. For all of our housing programs, applicants are informed of the danger of lead-based paint through a brochure and part of the application process. Additionally, city building inspectors are alert to signs of this hazard as they perform their substandard housing inspections. All housing owners and occupants with whom the City interacts through its various programs are required to abate this hazard as a condition of assistance from the City based upon the HUD requirements and allocation of funding. Asbestos evaluations are also performed on those houses where the City assists in relocation or restoration. The City is currently evaluating the costs to train current staff member(s) as Certified Lead Based Paint Inspector(s).

Tulare County Health Services has a Lead Poisoning Program that investigates cases of lead poisoning when testing reveals that a child has elevated levels of lead in their blood. Specially trained and certified environmental health staff conducts lead investigations in the child's home. Tulare County Health is also contacted in properties within the City limits.

## HOUSING

### Housing Needs

\*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe Actions taken during the last year to foster and maintain affordable housing.

*Program Year 3 CAPER Housing Needs response:*

Policy efforts are underway in the City to encourage higher density housing, as a way to create more efficient growth, satisfy housing demands and increase affordable housing. This includes using form based codes, including mixed use developments, and other smart growth techniques to achieve increased densities in the downtown and emerging residential neighborhoods.

As identified under General Questions 1 a, the City has partnered with Kaweah Management Company to address affordable and rental housing opportunities with the recent approval of the 20 unit Paradise and Court Rental Development, Encina Triplex "supportive housing" for persons with developmental disabilities, 70 unit Mill Creek rental development and 10 unit Robinwood Project.

### Specific Housing Objectives

*Program Year 3 CAPER Specific Housing Objectives response:*

1. Evaluate progress in meeting specific objective of providing affordable housing, including the number of extremely low-income, low-income, and moderate-income renter and owner households comparing actual accomplishments with proposed goals during the reporting period.

As mentioned throughout the report, the city continues to provide affordable housing assistance to owners, partnering with Kaweah Management Company in the development of the Mill Creek Parkway, Robinwood, Encina Triplex and Paradise and Court

2007-2008 Program Year				
Priority Need Category	CDBG	HOME	Redevelopment Low/Mod Funds	Total
<b>Total People assisted</b>	943	13		956
<b>Total Household units assisted *</b>	684	13		697
<b>Total Female Head of Household</b>	290	4		294
<b>**Disabled *</b>	7	1		8
<b>Renters</b>				
0 - 30% of MFI	*	2		2
31 - 50 of MFI	*	5		5
51 - 80 of MFI	*	3		3
<b>Total</b>	0	10	**70 Mill Creek Units - Data currently being collected	80
<b>Owners</b>				
0 - 30% of MFI	161	3		164
31 - 50 of MFI	163	0		163
51 - 80 of MFI	39	10		49
<b>Total</b>	363	13		376
* Data regarding Female Head of Household, Disabled, and Renters income was not provided				

Projects and partnering with Christian Church Homes/Visalia Senior Housing to provide senior rental housing opportunities. Both HOME and Redevelopment Low/Mod Set-Aside Funds were provided.

The Mill Creek Parkway and Encina Triplex Projects Median Family Income (MFI) information is currently being collected. The Mill Creek Parkway Project was completed in late April of 2008 and the Encina Triplex was recently approved by City Council in May 2008. Reporting of the income related to "Renters" will be collected and identified within the Redevelopment Housing and Community Development (HCD) Annual Report in December.

2. *Evaluate progress in providing affordable housing that meets the Section 215 definition of affordable housing for rental and owner households comparing actual accomplishments with proposed goals during the reporting period.*

The City of Visalia's First Time Homebuyers Program guidelines meet Section 215 definition of affordable housing as follows:

- a. The program mortgage maximum adjusts with the FHA 203(b) mortgage maximum. The purchase price may not exceed 95% of the median purchase price for the area, which is currently \$234,650.
- b. The home is the principal residence of the low-income qualifying family.
- c. The home is subject to the HOME Recapture provisions, in that if the home is sold, the principal loan amount is recaptured, and any accrued interest, in order to assist other low-income families.

As previously discussed, the City has partnered with Tulare County Housing Authority for two projects; 1) Mill Creek Parkway – Redevelopment Low/Mod funding assistance; 2) Robinwood Project – HOME funding assistance. Both developments are rental units. Upon completion of the projects, data will be collected and will reflect within the 2007-2008 Program Year CAPER.

3. *Describe efforts to address "worst-case" housing needs and housing needs of persons with disabilities.*

Worst case housing needs apply to senior citizens, and housing needs for persons with disabilities and the homeless.

- The City's Senior Home Repair Program, administered through CSET, provides assistance to the City's senior citizens by providing minor repairs to senior homeowners. Approximately forty-four percent (44%) of the participants were at or below the very, very-low income (30% income) category for the area; and an additional forty-five (45%) of the participants were at or below the very-low income (50% income) category for the area.
- The Senior Handicapped and Repair Program, provides \$5,000 grant to mobile home owners in need of new roofs and handicapped access. Often the participants are very low income families. The program is geared toward income below 60% of the median. Results will be reported in the next annual report.
- The Emergency Repair and Basic Needs program provides for low interest deferred loans. Results will be provided in the next annual report.
- In addition to these housing programs, the City, through Proposition 46, obtained a grant to provide exterior grants for renters. The EAGR Grant term for utilizing the funds ended May 05, 2007, with expenditures for the year of \$129,063, assisting #14 rental properties for families with

disabilities, however, EAGR grant opportunities were not available during the 2007-2008 program year, however, Staff continues to look for similar funding opportunities.

In addition to these households assisted, the City has been working closely with the Continuum of Care in addressing the housing needs for homeless.

## **Public Housing Strategy**

- 1. Describe actions taken during the last year to improve public housing and resident initiatives.*

*Program Year 3 CAPER Public Housing Strategy response:*

Public Housing and Section 8: Assistance is available from the Tulare County Housing Authority which administers the Section 8 voucher program. Currently there are 1,124 Section 8 contracts and over 2,785 on the waiting list. The Tulare County Housing Authority has a "Moving to Work" program that limits participation in the Section 8 voucher to a maximum of five years or until the family income exceeds 120% of median income, thus encouraging families to save money, become self-sufficient and hopefully be in a better position to buy a house. It also ensures that the assisted housing is made available to other needy families.

The City of Visalia is partnering with Tulare County Housing Authority, in their efforts to provide affordable housing to low-income families. Tulare County Housing Authority non-profit entity known as Kaweah Management Company, completed the 70 unit Mill Creek Parkway project in April 2007, the Robinwood Project, a 10-unit affordable housing project, including City HOME funds was also completed and the new project approved May 2008 through the City Council, known as the Paradise and Court Project in the development of 9 new units and rehabilitation of 11 existing units.

The County of Tulare Housing Authority does not have a designation of "troubled". Tulare County Housing Authority has established a solid reputation for providing safe, affordable housing to low-income persons.

The current Housing Market Analysis displays the number of public housing units within the City of Visalia, city limits owned and managed by Tulare County Housing Authority.



<b>Housing Market Analysis</b>		<i>Complete cells in blue.</i>					
Housing Stock Inventory		Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
<b>Affordability Mismatch</b>							
Occupied Units: Renter			3234	4879	3400	11513	192
Occupied Units: Owner			1108	2919	15405	19432	342
Vacant Units: For Rent		8%	121	630	180	931	21
Vacant Units: For Sale		2%	4	89	305	398	4
Total Units Occupied & Vacant			4467	8517	19290	32274	559
<b>Rents: Applicable FMRs (in \$s)</b>			481	538	625		
<b>Rent Affordable at 30% of 50% of MFI (in \$s)</b>			476	571	660		
<b>Public Housing Units</b>							
Occupied Units			21	70	88	179	0
Vacant Units			0	0	0	0	0
Total Units Occupied & Vacant			21	70	88	179	0
<b>Rehabilitation Needs (in \$s)</b>						0	

## Barriers to Affordable Housing

1. Describe actions taken during the last year to eliminate barriers to affordable housing.

*Program Year 3 CAPER Barriers to Affordable Housing response:*

The City continues to address barriers to affordable housing. As stated throughout this report, the Neighborhood Preservation staff continues evaluating the guidelines and success of its housing programs. The First Time Homebuyers Program is reviewed periodically to reflect the current market trends. Additionally, Community Development Staff members have been working with local contractors in considering the Density Bonus and also other affordable housing options.

### General Policies

- The City shall continue to utilize available funds to subsidize the development of affordable housing.
- The City shall continue to provide a wide range of incentive programs to encourage affordable housing.
- The City shall ensure that information on available housing programs continues to be made available and accessible to the public.
- The City continues its participating in the San Joaquin Valley Regional Housing Trust

## HOME/ American Dream Down Payment Initiative (ADDI)

1. Assessment of Relationship of HOME Funds to Goals and Objectives
  - a. Evaluate progress made toward meeting goals for providing affordable housing using HOME funds, including the number and types of households served.

The results of objectives, outcomes and goals are shown in the General Questions 1-a as a table and narrative that follows.

2. HOME Match Report

- a. Use HOME Match Report HUD-40107-A to report on match contributions for the period covered by the Consolidated Plan program year.

The HOME Match Report, HUD -40107-A is attached at Appendix "H".

3. HOME MBE and WBE Report

- a. Use Part III of HUD Form 40107 to report contracts and subcontracts with Minority Business Enterprises (MBEs) and Women's Business Enterprises (WBEs).

A Minority Business Enterprise and Women's Business Enterprise Report has been prepared on form HUD-40107 and is attached to this CAPER as Appendix "I".

4 a) Assessments: Detail results of on-site inspections of rental housing.

Currently, the City is not funding a Rental Rehabilitation Program. Existing funding toward rental housing will be monitored through Kaweah Management Company for the Robinwood HOME funded project, Mill Creek Parkway Redevelopment funded project and upon completion of rehabilitation and construction of the new Paradise and Court Project, monitoring will occur. The City of Visalia contracted with AmeriNational Community Services, Inc. in monitoring on-site inspections, owner affidavits, taxes and insurance.

HOUSING	
<b>ETHNICITY</b>	
<i>Hispanic</i>	168
<i>Non-Hispanic</i>	477
<b>RACE:</b>	
<i>White</i>	471
<i>Asian</i>	2
<i>Black</i>	18
<i>Mexican</i>	-
<i>American Indian</i>	-
<i>Other</i>	154
<b>Total Race/Ethnicity</b>	<b>645</b>

4 b) Assessments: Describe the HOME jurisdiction's affirmative marketing actions.

The City of Visalia has actively performed outreach to the minority community. The measure of the success is that approximately a total of 645 people were assisted through a HOME or CDBG funded 2007/2008 Program. Assistance was provided to or owned by minority race households, which was 26% of Hispanic ethnicity. This favorably reflects the City's population 2000 Census data, most recent American Fact Finder data, 20% of the population is of a minority race and that approximately 40% of the populations Ethnicity is Hispanic.

[B03002. HISPANIC OR LATINO ORIGIN BY RACE - Universe: TOTAL POPULATION](#)

Data Set: [2005 American Community Survey](#)  
 Survey: 2005 American Community Survey

NOTE. Data are limited to the household population and exclude the population living in institutions, college dormitories, and other group quarters. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see [Survey Methodology](#).

	Visalia city, California	
	Estimate	Margin of Error
Total:	108,467	+/-7,697
Not Hispanic or Latino:	64,392	+/-4,585
White alone	53,339	+/-4,247
Black or African American alone	1,831	+/-1,589
American Indian and Alaska Native alone	573	+/-396



## Jurisdiction

Asian alone	6,685	+/-1,804
Native Hawaiian and Other Pacific Islander alone	165	+/-151
Some other race alone	62	+/-105
Two or more races:	1,737	+/-685
Two races including Some other race	435	+/-351
Two races excluding Some other race, and three or more races	1,302	+/-591
Hispanic or Latino:	44,075	+/-6,713
White alone	32,541	+/-6,279
Black or African American alone	150	+/-249
American Indian and Alaska Native alone	323	+/-221
Asian alone	48	+/-81
Native Hawaiian and Other Pacific Islander alone	0	+/-293
Some other race alone	9,815	+/-2,313
Two or more races:	1,198	+/-694
Two races including Some other race	823	+/-558
Two races excluding Some other race, and three or more races	375	+/-380

Source: U.S. Census Bureau, 2005 American Community Survey

The City contracts with the Tulare County Housing Authority to provide Fair Housing Hotline recourse by referring callers to the appropriate source. The City's goal is to continue to educate the public through brochures, workshops and referral services.

Marketing outreach through the local Visalia Times Delta, El Sol and Tulare–Advanced Register newspapers, and the most recent Thursday non-subscriber paper circulated to city households. Flyers printed in both Spanish and English along with website access with referral information. Other marketing tools are identified within the City's Minority Outreach Program and Affirmative Fair Housing Marketing Plan.

*4 c) Assessments: Describe outreach to minority and women owned businesses.*

*Program Year 3 CAPER HOME/ADDI response:*

The City's goal is to continue to aggressively recruit Minority Business Enterprises and Women's Business Enterprises to bid for any contract made available by our Agency.

The Agency currently contracts with AmeriNational Community Services, Inc., a Native American owned company (MBE), for the servicing of the majority of our loan portfolio. AmeriNational Community Services serves approximately 246 loans valued at approximately \$6,432,952 Million dollars. They currently service both amortized and deferred loans for the Agency. Many of the loans services were funded with HOME and CDBG Grant money.

## HOMELESS

### Homeless Needs

*\*Please also refer to the Homeless Needs Table in the Needs.xls workbook.  
Program Year 3 CAPER Homeless Needs response:*

*1. Identify actions taken to address needs of homeless persons.*

**Table 3**

Name/Phone -Visalia Only- Homeless Data	Family Units	Family Beds	Individual Beds	Voucher/ Overflow
<b>SHELTERS</b>				
<i>Shelters - Subtotals</i>	1	30	158	0
<b>TRANSITIONAL HOUSING</b>				
<i>Board &amp; Care facilities for persons having mental illness (CA state-licensed)</i>			55	
<i>Board &amp; Care Facilities</i>			48	
<i>Other Transitional Living - Subtotals</i>	10	91	147	
<b>TRANSITIONAL HOUSING - Grand Subtotal</b>	10	91	250	
<b>SUPPORTIVE HOUSING</b>				
<i>Supportive Housing</i>	100	36		
<i>Room &amp; Board Facilities (NOT STATE-LICENSED)</i>			52	
<b>SUPPORTIVE HOUSING - Grand Subtotal</b>	100	36	52	0
<b>OTHER SERVICES</b>				
<i>OTHER SERVICES - Subtotals</i>				450
<b>GRAND TOTALS</b>	110	157	460	450

2. Identify actions to help homeless persons make the transition to permanent housing and independent living.

There are a total of seventy (70) shelters operating in Visalia. They range from emergency shelter to transitional housing, and are operated by non-profit and religious organizations. Transitional housing organizations help men, women, & women with children transition from living on the streets to becoming self-sufficient through offering meals housing, and the gospel. In most cases, persons need to complete a program in preparation to re-enter the community and search for full time employment.

3. Identify new Federal resources obtained from Homeless SuperNOFA.

The Continuum of Care recently obtained information on the Continuum of Care 2008 NOFA, which includes Supportive Housing Programs, Shelter Plus Care, and the Section 8 Moderate Rehabilitation for Single Room Occupancy Program. Results will be provided in next year's CAPER.

### Specific Homeless Prevention Elements

1. Identify actions taken to prevent homelessness.

*Program Year 3 CAPER Specific Housing Prevention Elements response:*

The City continues to be a partner and supporter of the Continuum of Care. This year, the City expended \$15,000 to the Continuum of Care in support of a 10-year plan to end chronic homelessness in Tulare & Kings Counties.

### Emergency Shelter Grants (ESG)

1. Identify actions to address emergency shelter and transitional housing needs of homeless individuals and families (including significant subpopulations such as those living on the streets).
2. Assessment of Relationship of ESG Funds to Goals and Objectives

- a. *Evaluate progress made in using ESG funds to address homeless and homeless prevention needs, goals, and specific objectives established in the Consolidated Plan.*
- b. *Detail how ESG projects are related to implementation of comprehensive homeless planning strategy, including the number and types of individuals and persons in households served with ESG funds.*
3. *Matching Resources*
  - a. *Provide specific sources and amounts of new funding used to meet match as required by 42 USC 11375(a)(1), including cash resources, grants, and staff salaries, as well as in-kind contributions such as the value of a building or lease, donated materials, or volunteer time.*
4. *State Method of Distribution*
  - a. *States must describe their method of distribution and how it rated and selected its local government agencies and private nonprofit organizations acting as subrecipients.*
5. *Activity and Beneficiary Data*
  - a. *Completion of attached Emergency Shelter Grant Program Performance Chart or other reports showing ESGP expenditures by type of activity. Also describe any problems in collecting, reporting, and evaluating the reliability of this information.*
  - b. *Homeless Discharge Coordination*
    - i. *As part of the government developing and implementing a homeless discharge coordination policy, ESG homeless prevention funds may be used to assist very-low income individuals and families at risk of becoming homeless after being released from publicly funded institutions such as health care facilities, foster care or other youth facilities, or corrections institutions or programs.*
  - c. *Explain how your government is instituting a homeless discharge coordination policy, and how ESG homeless prevention funds are being used in this effort.*

*Program Year 3 CAPER ESG response:*

Not applicable

## COMMUNITY DEVELOPMENT

### Community Development

\*Please also refer to the Community Development Table in the Needs.xls workbook.

*Program Year 3 CAPER Community Development response:*

*1 a) Assessment of Relationship of CDBG Funds to Goals and Objectives: Assess use of CDBG funds in relation to the priorities, needs, goals, and specific objectives in the Consolidated Plan, particularly the highest priority activities.*

Community Development Block Grant Funds (CDBG) -Objective and expected Outcome	Carried forward goals	1 yr goal 07-08	# Units Complete 07-08	% of Annual Goal	Priority
<b>Affordable Housing- CDBG Funds</b>					
<b>Objective 1: Suitable Living Environment through Neighborhood Preservation and Services</b>	0	229	580	253%	H
1. Maintain quality housing by addressing substandard housing through (Code Enforcement Program)	0	120	321	268%	
2. Maintain quality of owner-occupied housing through rehabilitation of substandard housing (ERBN)	7	9	in progress	0%	
3. Provide services for low-to-moderate income persons by providing (Fair Housing Education Program)	0	100	259	259%	
<b>Homelessness- CDBG Funds</b>					
<b>Objective 2: Suitable Living Environment by Supporting Special Needs Facilities</b>	1	0	1	100%	H
1. Increase accessibility to support facilities to end chronic homelessness (Continuum of Care/Homeless Project)	1	0	1	100%	
<b>Community Development- CDBG Funds</b>					
<b>Objective 3: Suitable Living Environment through Public Improvements</b>	0	15	21	140%	H
1. Increase availability of handicapped access benefiting population with special needs (Streets ADA Compliance)	0	15	21	140%	
<b>Objective 4: Create Economic Development Opportunities and Community Development Opportunities (Parking Facilities)</b>	550	2	497	24350%	H
1. Improve economic opportunities for low-income persons through (job creation) VF Corporation	350	0	365	104%	
2. Demonstrate a commitment to long-term economic growth by promoting expansion and (job creation) - Section 108 Loan- West Acequia Parking Structure	200	1	39	20%	
3. Demonstrate a commitment to long-term economic growth by promoting expansion and (job creation) - Section 108 Loan- East Acequia Parking Structures Payment	0	1	93	9300%	
<b>Objective 5: Suitable Living Environment through Community Development Opportunities (Public Parks and Parking Facilities)</b>	0	3	2	67%	M
1. Improve quality/increase availability of neighborhood facilities for low-income persons (Parks & Recreation )	*2	2	1	50%	
2. Improve quality/increase availability of neighborhood facilities for low-income persons (Community Campus Project )	0	1	1	100%	
<b>Objective 6: Suitable Living Environment through Community Development Opportunities (Public Services)</b>		n/a	n/a	n/a	M
1. Support non profit agencies with accessibility to public services					
<b>Non Homeless Special Needs Housing- CDBG Funds</b>					
<b>Objective 7: Suitable Living Environment by Supporting Special Needs Services</b>	0	614	564	92%	H
1. Maintain quality of owner-occupied housing for elderly (Senior Home Repair Program)	0	600	564	94%	
2. Increase accessibility and range of housing options for person with special needs (SHARP)	0	14	in progress	0%	
3. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (Christian Church Homes/Visalia Senior Housing)	*42	0	42 units in progress	0%	

The goals and objectives established for the programs listed above were mostly met, with the exception of the Emergency Repair and Basic Needs Rehab program, which Self Help Enterprise is a new consultant and has been reviewing previously submitted applications and has one in progress. These projects and program continue to be a priority as identified in the Consolidated Plan.

1 b) Assessment of Relationship of CDBG Funds to Goals and Objectives: Evaluate progress made toward meeting goals for providing affordable housing using CDBG funds, including the number and types of households served.

	Non-Hispanic	Hispanic	White	Asian	Black	Mexican/Chican	American Indian	Other	Total
Robinwood Rental Development	2	8	10						10
Homebuyer's Assistance	7	6	13	-	-	-	-	-	13
Housing Rehabilitation	0	0	-	-	-	-	-	-	-
Emergency Repairs	0	0	-	-	-	-	-	-	-
Senior Home Repair	305	58	291	2	12	-	-	58	363
Senior & Handicapped Repair	0	0	-	-	-	-	-	-	-
Fairhousing	163	96	157		6			96	259
Ethnicity Totals	477	168	471	2	18	-	-	154	645
Race Percentages			73.02%	0.31%	2.79%	0.00%	0.00%	23.68%	100.00%

The information provided above in Table 4, does not reflect data pertaining to Code Enforcement cases. Ethnicity, total household and other information is not collected, however, enforcement issues are addressed by the building inspector within CDBG Target Areas, whereas, the areas are identified through the Census Tracts as 51% of the occupants are at or below 80% of the median.

A table 5, below reflects the number of persons assisted, providing affordable housing using CDBG funds, including the number and types of households served.

<b>Table 5</b>	
<b>2007-2008 Program Year</b>	
<b>Priority Need Category</b>	<b>CDBG</b>
<b>Total People assisted</b>	943
<b>Total Household units assisted *</b>	684
<b>Total Female Head of Household</b>	290
<b>**Disabled *</b>	7
<b>Renters</b>	
0 - 30% of MFI	*
31 - 50 of MFI	*
51 - 80 of MFI	*
Total	0
<b>Owners</b>	
0 - 30% of MFI	161
31 - 50 of MFI	163
51 - 80 of MFI	39
Total	363
* Data regarding Female Head of Household,	

1 c) *Assessment of Relationship of CDBG Funds to Goals and Objectives: Indicate the extent to which CDBG funds were used for activities that benefited extremely low-income, low-income, and moderate-income persons.*

The CDBG funded programs that assist or benefit extremely low-income, low-income and moderate-income persons are the following:

- o Senior Handicapped Assistance and Repair Program
- o Senior Home Repair Program
- o Emergency Repair and Basic Needs Program

The CDBG funded projects that assist or benefit extremely low-income, low-income and moderate-income persons is:

- o Code Enforcement Program

2 a) *Changes in Program Objectives: Identify the nature of and the reasons for any changes in program objectives and how the jurisdiction would change its program as a result of its experiences.*

The objective remains to provide affordable housing, a safe, suitable living environment and economic and community development opportunities.

3 a) *Assessment of Efforts in Carrying Out Planned Actions: Indicate how grantee pursued all resources indicated in the Consolidated Plan.*

The City of Visalia pursued all resources available through the Consolidated Plan, including HOME and CDBG funds. The city holds one section 108 loans, being the West Acequia Parking Structure.

In addition to the allocation of HOME and CDBG Funds the city was awarded, through the State of California, Proposition 1C, the CalHome Grant in the amount of \$600,000 in July 2007. Loans are underway. Staff also applied for 2007 CalHome funds in the amount of \$900,000 for both homeownership and rehabilitation. Staff awaits the results of the 2007 Calhome State funds.

Two partners of the City, Kaweah Management Company and Christian Church Homes of Northern California are pursuing tax credits for the Paradise and Court project and the Sierra Meadows Senior Housing Project.

*3 b) Assessment of Efforts in Carrying Out Planned Actions: Indicate how grantee provided certifications of consistency in a fair and impartial manner.*

The City considers all requests submitted in writing. They are carefully evaluated and the proposal is taken into consideration within the guidelines of the Consolidated Plan, current funding options, and HUD regulations.

*3 c) Assessment of Efforts in Carrying Out Planned Actions: Indicate how grantee did not hinder Consolidated Plan implementation by action or willful inaction.*

The City of Visalia followed the Citizens Participation Plan in all efforts to implement the City's five year Consolidated Plan.

*4 a) For Funds Not Used for National Objectives: Indicate how use of CDBG funds did not meet national objectives.*

All CDBG funds utilized, met the CDBG National Objective.

*4 b) For Funds Not Used for National Objectives: Indicate how did not comply with overall benefit certification.*

Not applicable

*5 a) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property: Describe steps actually taken to minimize the amount of displacement resulting from the CDBG-assisted activities.*

**Relocation/Rehabilitation:** Relocation assistance is available if needed in conjunction with Agency housing rehabilitation programs for clients temporarily needing housing while their home is improved. All relocation assistance is provided according to the Uniform Relocation Act. All rehabilitation work for owner occupants is voluntary; an owner occupant may only be eligible for temporary relocation benefits dependent upon the scope of work and/or health and safety issues. The revised policies and procedures for each housing program provides examples of what triggers relocation as it pertains to rehabilitation of an owner occupied home. In relation to CDBG funded projects, no relocations were needed under the Uniform Relocation Act during the 2007/2008 Program Year.

**Demolition:** The City did not utilize CDBG Funds for this activity to purchase and demolish any unsafe buildings.

*5 b) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property: Describe steps taken to*

*identify households, businesses, farms or nonprofit organizations who occupied properties subject to the Uniform Relocation Act or Section 104(d) of the Housing and Community Development Act of 1974, as amended, and whether or not they were displaced, and the nature of their needs and preferences.*

Not Applicable, as there have not been any households, businesses, farms or nonprofit organizations who utilized CDBG funds during the program year, who occupied properties subject to the URA.

*5 c) Anti-displacement and Relocation – for activities that involve acquisition, rehabilitation or demolition of occupied real property: Describe steps taken to ensure the timely issuance of information notices to displaced households, businesses, farms, or nonprofit organizations.*

Not Applicable as indicated above.

*6 a) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low- or moderate-income persons: Describe actions taken by grantee and businesses to ensure first consideration was or will be given to low/mod persons.*

Not applicable

*6 b) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low- or moderate-income persons: List by job title of all the permanent jobs created/retained and those that were made available to low/mod persons.*

Not applicable

*6 c) Low/Mod Job Activities – for economic development activities undertaken where jobs were made available but not taken by low- or moderate-income persons: If any of jobs claimed as being available to low/mod persons require special skill, work experience, or education, provide a description of steps being taken or that will be taken to provide such skills, experience, or education.*

Not applicable

*7 a) Low/Mod Limited Clientele Activities – for activities not falling within one of the categories of presumed limited clientele low and moderate income benefit: Describe how the nature, location, or other information demonstrates the activities benefit a limited clientele at least 51% of whom are low- and moderate-income.*

The use of CDBG funds toward park improvements requires the use of Census Tract data. This information presumes that the improvements benefit at least 51% of the clientele in an area. Staff brought forward to City Council the final commitment and allocation of the miscellaneous park and earmarked funds towards the Village Park/Wittman Project in May 2008. This project is within a designated CDBG Target Area.

*8 a) Program income received: Detail the amount of program income reported that was returned to each individual revolving fund, e.g., housing rehabilitation, economic development, or other type of revolving fund.*



The Program Income Detail, Table 6 below, is broken down by fund, not by activity. Program Income for each source is reported below:

**Table 6**  
**Program Income Detail**  
**(2007-08 Program Year)**

Source	Income	Total
CDBG		
<b>Interest Earnings &amp; Loan Payments</b>	<b>\$67,815</b>	
<b>Sale of Property</b>	<b>198,963</b>	
Subtotal		\$266,778
HOME:		
<b>Interest Earnings &amp; Loan Payments</b>	<b>274,307</b>	
Subtotal		274,307
RDA:		
<b>Interest Earnings &amp; Loan Payments</b>	<b>417,002</b>	
Subtotal		417,002
<b>Total</b>		<b>\$958,087</b>

*8 b) Program income received: Detail the amount repaid on each float-funded activity.*

The City does not have any float-funded activities.

*8 c) Program income received: Detail all other loan repayments broken down by the categories of housing rehabilitation, economic development, or other.*

Not applicable

*8 d) Program income received: Detail the amount of income received from the sale of property by parcel.*

Not applicable

*9 a) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information: The activity name and number as shown in IDIS;*

Not applicable

*9 b) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been*



Jurisdiction

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disallowed, provide the following information: The program year(s) in which the expenditure(s) for the disallowed activity (ies) was reported;

Not applicable

9 c) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information: The amount returned to line-of-credit or program account; and

Not applicable

9 d) Prior period adjustments – where reimbursement was made this reporting period for expenditures (made in previous reporting periods) that have been disallowed, provide the following information: Total amount to be reimbursed and the time period over which the reimbursement is to be made, if the reimbursement is made with multi-year payments.

Not applicable

10 a) Loans and other receivables: List the principal balance for each float-funded activity outstanding as of the end of the reporting period and the date(s) by which the funds are expected to be received.

There were no-float-funded activities.

10 b) Loans and other receivables: List the total number of other loans outstanding and the principal balance owed as of the end of the reporting period.

Below is the number and balance of Housing Rehabilitation, Rental Rehabilitation and Homebuyers Assistance Loans in their amortized and deferred status as of June 2008.

Loan Portfolio							
Month:							
	Jun-08	Amortized		Deferred		Totals	
		\$	#	\$	#	\$	#
HOUSING REHABILITATION (HRP, BRBH)		745,328	31	1,477,267	92	2,222,595	123
RENTAL REHABILITATION (RRP)		143,898	12	22,528	3	166,426	15
HOMEBUYER'S ASSISTANCE (HAP) deferred for the first 5 years		919,138	51	3,124,693	57	4,043,831	108
<b>Total</b>		<b>1,808,364</b>	<b>94</b>	<b>4,624,488</b>	<b>152</b>	<b>6,432,852</b>	<b>246</b>

10 c) Loans and other receivables: List separately the total number of outstanding loans that are deferred or forgivable, the principal balance owed as of the end of the reporting period, and the terms of the deferral or forgiveness.

Loan terms vary from 20 to 30 years and/or until the property is sold or the passing of an owner(s). The following table shows all the number of outstanding loans that are deferred, principal balance owed as of the end of the reporting period, June 30, 2008. Additionally, the City provides CDBG funded grants up to \$5,000 per participant through the Senior Handicapped and Repair Program.

OUTSTANDING HOUSING LOAN BALANCES		
	Jun-08	
	DEFERRED	
	\$	#
HOUSING REHABILITATION		
CDBG (961)	1,182,589	82
HOME (449)	262,217	9
EAST L/M (446)	32,461	1
MOONEY L/M (448)		
SUBTOTAL	1,477,267	92
RENTAL REHABILITATION		
CDBG (962)	22,528	3
HOME (456)	-	-
SUBTOTAL	22,528	3
HOMEBUYER'S ASSISTANCE		
CDBG (963)	-	-
HOME VIAH (988)	2,562,393	42
HOME FTHB (486)	100,048	8
HOME FTHB CSET (1156)	462,252	7
SUBTOTAL	3,124,693	57
GRAND TOTAL	4,624,488	152

10 d) Loans and other receivables: Detail the total number and amount of loans made with CDBG funds that have gone into default and for which the balance was forgiven or written off during the reporting period.

The spreadsheet below shows both CDBG & HOME funded loans currently in default. CDBG loans are highlighted in yellow. As of the end of the reporting period; two (2) CDBG funded loans were in default. Typically, loans that are under three payments behind are monitored but are given the opportunity to work toward bringing their payments current; thereafter, the second step is to set up a "forbearance plan" for a six month period. The City currently has one (1) loan in forbearance which is monitored on a monthly basis. As of this reporting period, no CDBG loans have been written off or forgiven.

OUTSTANDING HOUSING LOAN BALANCES				
	Jun-08			
	TOTAL		DELINQUENT	
	\$	#	\$	#
HOUSING REHABILITATION				
CDBG (961)	1,411,895	92	89,831	3
HOME (449)	762,382	29	236,064	9
EAST L/M (446)	32,461	1		
MOONEY L/M (448)	15,857	1		
SUBTOTAL	2,222,595	123	325,895	12
RENTAL REHABILITATION				
CDBG (962)	68,123	13	1,042	1
HOME (456)	96,302	2	75,829	1
SUBTOTAL	166,426	15	76,871	2
HOMEBUYER'S ASSISTANCE				
CDBG (963)	22,528	3		
HOME VIAH (988)	3,095,873	65	148,397	4
HOME FTHB (486)	473,178	33	70,533	5
HOME FTHB CSET (1156)				
SUBTOTAL	1,381,390	101	218,929	9
GRAND TOTAL	3,770,411	239	621,695	23

10 e) Loans and other receivables: Provide a List of the parcels of property owned by the grantee or its subrecipients that have been acquired or improved using CDBG funds and that are available for sale as of the end of the reporting period.

No CDBG funds were utilized to purchase property during the program year.

*11 a) Lump sum agreements: Provide the name of the financial institution.*

Not applicable.

*11 b) Lump sum agreements: Provide the date the funds were deposited.*

Not applicable.

*11 c) Lump sum agreements: Provide the date the use of funds commenced.*

Not applicable.

*11 d) Lump sum agreements: Provide the percentage of funds disbursed within 180 days of deposit in the institution.*

Not applicable.

*12 a) Housing Rehabilitation – for each type of rehabilitation program for which projects/units were reported as completed during the program year: Identify the type of program and number of projects/units completed for each program.*

Self Help Enterprises, Inc was contracted to complete the rehabilitation projects. One loan is in progress.

*12 b) Housing Rehabilitation – for each type of rehabilitation program for which projects/units were reported as completed during the program year: Provide the total CDBG funds involved in the program.*

The Emergency Repair and Basic Needs Program is CDBG funded. There is one participant in the pipeline.

The Senior Handicapped Assistance and Repair Program is also CDBG funded. 3 grants were approved through the City's Loan Review Committee. Rehabilitation is underway and SHE will be submitting an invoice upon completion of the projects.

*12 c) Housing Rehabilitation – for each type of rehabilitation program for which projects/units were reported as completed during the program year: Detail other public and private funds involved in the project.*

Not applicable.

*13 a) Neighborhood Revitalization Strategies – for grantees that have HUD-approved neighborhood revitalization strategies: Describe progress against benchmarks for the program year. For grantees with Federally-designated EZs or ECs that received HUD approval for a neighborhood revitalization strategy, reports that are required as part of the EZ/EC process shall suffice for purposes of reporting progress.*

Not applicable.

## **Antipoverty Strategy**

*1. Describe actions taken during the last year to reduce the number of persons living below the poverty level.*

*Program Year 3 CAPER Antipoverty Strategy response:*

The City of Visalia is located in Tulare County which historically has high unemployment and a high number of poverty level families. The State of California, Labor Market Information Center released, July 18, 2008, the Visalia-Porterville Metropolitan Statistical Area unemployment Rate. The report indicated that the unemployment rate in Tulare County was 9.8% percent in June 2008, up from a revised 9.5% percent in May 2008, and also indicated that it is above the year-ago estimate of 8.6% percent. County Data, from the Employment Development Department, Labor Market Information Division, reported in their Labor Force Sub-County Area report, for June 2008 (preliminary) that Visalia has an unemployment rate of 6% percent. The City of Visalia continues to make the issue of unemployment a priority.

The City will continue to address this need through its increased efforts improving the economic development and expansion opportunities city-wide including the Industrial Park. Included in these efforts is assistance to those businesses which will provide job retention and creation opportunities. This will be done in conjunction with current City and private efforts as part of a community consolidated process. A retail development, known as Orchard Walk, located at Dinuba and Riggin, once built out will create between 400 and 500 jobs, without the assistance of CDBG funds. Retail consists of Target, Ross for Less and others.

The three greatest assets to meeting the needs of the underserved population are education, coordination of services and availability of resources. The City of Visalia continues to address all of these areas by forging cooperative efforts with public and private organizations sharing the common mission of improving the quality of life for individuals eligible for HUD assistance. Agencies with whom we will continue to collaborate on housing, social services, employment and skills training, neighborhood revitalization and economic development include:

- Builders Exchange - Tulare/Kings Counties
  - Catholic Social Services - The Good New Center
  - Central Valley Christian Housing Development Corporation
  - City of Visalia - Citizens Advisory Committee
  - City of Visalia Council
  - Community Lenders Council
  - Community Services and Employment Training (CSET)
  - Family Services of Tulare County
  - Friends of the Homeless of Visalia
  - Hispanic Chamber of Commerce - Kings-Tulare County
  - Habitat For Humanity
  - Kaweah Delta Health Care District
  - Manuel Hernandez Community Center
  - North Visalia Neighborhood Advisory Committee
- Proteus, Inc.
  - Pro-Youth Visalia
  - Real Alternatives for Youth Organization (RAYO)
  - Salvation Army
  - Self-Help Enterprises
  - Tulare County Resource Management Agency
- Tulare County Health and Human Services Agency

Tulare County Mental Health Association  
Visalia Association of Realtors  
Visalia Chamber of Commerce  
Valley Regional Center  
Visalia Economic Development Council  
Visalia Rescue Mission  
Visalia Unified School District  
Visalian's Interested in Affordable Housing (VIAH)  
Visalia Emergency Aid Council  
Wittman Village Community Center  
YWCA and YMCA

The City will continue to pool its resources with these and other organizations to provide a continuum of services addressing the full range of needs of low and moderate-income families of Visalia. The City will continue working to obtain additional funds from State and Federal sources for housing and community development projects.

## NON-HOMELESS SPECIAL NEEDS

### Non-homeless Special Needs

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Identify actions taken to address special needs of persons that are not homeless but require supportive housing, (including persons with HIV/AIDS and their families).

Program Year 3 CAPER Non-homeless Special Needs response:

The City has adopted a program designed to improve access for persons with disabilities. The program, known as the "Visit-able Home Program", was adopted in cooperation with the South Valley Center for Independent Living, the Building industry Association of Tulare-Kings Counties, and the City's Building division. This program requires minimal changes to construction standards for new single family homes, adding only minor costs that will enable any home to be easily modified for accessibility.

Additionally, the City provided Redevelopment Low Mod Set Aside Funds as a loan in the amount of \$342,687 to Kaweah Management Company to acquire and then rehabilitate the property. The triplex was acquired for the purpose of creating affordable housing to be utilized as "supportive housing" for person with developmental disabilities. Kaweah Management Company is undertaking this project cooperatively with the Central Valley Regional Center (CVRC), who will place qualified tenants in the project once completed and provide supportive services for the tenants whom they serve as care providers.

### Specific HOPWA Objectives

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. Overall Assessment of Relationship of HOPWA Funds to Goals and Objectives  
Grantees should demonstrate through the CAPER and related IDIS reports the

progress they are making at accomplishing identified goals and objectives with HOPWA funding. Grantees should demonstrate:

- a. That progress is being made toward meeting the HOPWA goal for providing affordable housing using HOPWA funds and other resources for persons with HIV/AIDS and their families through a comprehensive community plan;
  - b. That community-wide HIV/AIDS housing strategies are meeting HUD's national goal of increasing the availability of decent, safe, and affordable housing for low-income persons living with HIV/AIDS;
  - c. That community partnerships between State and local governments and community-based non-profits are creating models and innovative strategies to serve the housing and related supportive service needs of persons living with HIV/AIDS and their families;
  - d. That through community-wide strategies Federal, State, local, and other resources are matched with HOPWA funding to create comprehensive housing strategies;
  - e. That community strategies produce and support actual units of housing for persons living with HIV/AIDS; and finally,
  - f. That community strategies identify and supply related supportive services in conjunction with housing to ensure the needs of persons living with HIV/AIDS and their families are met.
2. This should be accomplished by providing an executive summary (1-5 pages) that includes:
- a. Grantee Narrative
    - i. Grantee and Community Overview
      - (1) A brief description of your organization, the area of service, the name of each project sponsor and a broad overview of the range/type of housing activities and related services
      - (2) How grant management oversight of project sponsor activities is conducted and how project sponsors are selected
      - (3) A description of the local jurisdiction, its need, and the estimated number of persons living with HIV/AIDS
      - (4) A brief description of the planning and public consultations involved in the use of HOPWA funds including reference to any appropriate planning document or advisory body
      - (5) What other resources were used in conjunction with HOPWA funded activities, including cash resources and in-kind contributions, such as the value of services or materials provided by volunteers or by other individuals or organizations
      - (6) Collaborative efforts with related programs including coordination and planning with clients, advocates, Ryan White CARE Act planning bodies, AIDS Drug Assistance Programs, homeless assistance programs, or other efforts that assist persons living with HIV/AIDS and their families.
    - ii. Project Accomplishment Overview
      - (1) A brief summary of all housing activities broken down by three types: emergency or short-term rent, mortgage or utility payments to prevent homelessness; rental assistance; facility based housing, including development cost, operating cost for those facilities and community residences

- (2) The number of units of housing which have been created through acquisition, rehabilitation, or new construction since 1993 with any HOPWA funds
  - (3) A brief description of any unique supportive service or other service delivery models or efforts
  - (4) Any other accomplishments recognized in your community due to the use of HOPWA funds, including any projects in developmental stages that are not operational.
- iii. Barriers or Trends Overview
    - (1) Describe any barriers encountered, actions in response to barriers, and recommendations for program improvement
    - (2) Trends you expect your community to face in meeting the needs of persons with HIV/AIDS, and
    - (3) Any other information you feel may be important as you look at providing services to persons with HIV/AIDS in the next 5-10 years
  - b. Accomplishment Data
    - i. Completion of CAPER Performance Chart 1 of Actual Performance in the provision of housing (Table II-1 to be submitted with CAPER).
    - ii. Completion of CAPER Performance Chart 2 of Comparison to Planned Housing Actions (Table II-2 to be submitted with CAPER).

Program Year 3 CAPER Specific HOPWA Objectives response:

Not applicable

## OTHER NARRATIVE

Include any CAPER information that was not covered by narratives in any other section.

Program Year 3 CAPER Other Narrative response:

The City has a new website. The Housing and Economic Development has created a link from the City's Website ([www.ci.visalia.ca.us](http://www.ci.visalia.ca.us)) that holds pertinent documents and information about its housing programs.

Additional data is provided through the attached Appendix's.

Appendix "A", Summary of Proposed 2007/2008 Action Plan

Appendix "B", 2007-2008 1<sup>st</sup> Action Plan Amendment City Council Transmittal

Appendix "C", CDBG/HOME 2007-2008 CAPER

Appendix "D", Objectives and Outcome of CDBG and HOME Funding Expenditures

Appendix "E", CDBG and HOME Goal/Units Accomplished

Appendix "F", CDBG Targeted Areas

Appendix "G", Map of Housing Projects

Appendix "H", Home Match Report

Appendix "I", Annual Performance Report and Minority Business Enterprise and Women's Business Enterprise Report

Appendix "J", CDBG Financial Summary for PY 2007 (PR26 Report)

Appendix "K", Public Hearing Notice

Appendix "L", CAC Committee Meeting Agenda & Minutes

Appendix "M", Disability Advocacy Committee Meeting Agenda

Appendix "N", North Visalia Neighborhood Advisory Committee Meeting Agenda & Minutes

Appendix "O", City of Visalia Agenda Draft CAPER Report Item Transmittal

Appendix "P", City of Visalia Agenda Public Hearing CAPER Report Item Transmittal

Appendix "Q", Resolution No. 2008---



## Appendix "A", Summary of 2007/2008 Action Plan

Table II						
<b>SUMMARY OF PROPOSED 2007/2008 ACTION PLAN</b>						
final and updated - sent to HUD						
	CDBG	HOME	TOTAL	UNITS		
<b>SOURCES OF REVENUE:</b>						
1	Cash - Beginning Balance		-	-		
2	Annual Grant Amount	1,221,135	509,032	1,730,167		
3	HOME matching funds - RDA Low/Mod			-		
4	Program Income	250,000	500,000	750,000		
5	Interest Earnings/Investment Earnings			-		
6	<b>TOTAL REVENUE</b>	<b>1,471,135</b>	<b>1,009,032</b>	<b>2,480,167</b>		
7						
<b>EXPENDITURES:</b>						
9	Operating	70,538	7,300	77,838		
10	Redevelopment Allocation	131,482	27,511	158,993		
11	Direct Allocations	26,351	16,092	42,443		
12	Loan Servicing	6,000		6,000		
13	<b>Subtotal Admin and Operating</b>	<b>234,371</b>	<b>50,903</b>	<b>285,274</b>		
14						
15	Net for Programs and Projects	1,236,764	958,129	2,194,893		
16						
<b>AFFORDABLE HOUSING:</b>						
<b>Homeownership</b>						
19	Homebuyers Assistance Program		671,776	671,776		10
20	CalHome FTHB Down Payment (Seed money)		50,000	50,000		10
21	Property Acquisition (CHDO)		76,353	76,353		1
22	Housing Rehabilitation		160,000	160,000		3
<b>Neighborhood Preservation/Services</b>						
24	Emergency Repairs and Basic Needs	100,000		100,000		9
25	Code Enforcement- Target Areas	70,000		70,000		120
26	Fairhousing Hotline	33,500		33,500		100
27	Loan Recapture Program (CHDO)	-	-	-		-
<b>HOMELESSNESS</b>						
<b>Special Needs Facilities</b>						
30	Housing for Disabled Project	100,000		100,000		1
31	Continuum of Care Project	15,537		15,537		1
<b>COMMUNITY DEVELOPMENT</b>						
<b>Public Improvements</b>						
34	ADA Compliance Projects	40,000		40,000		15
<b>Economic Development/Public Parking Facilities</b>						
36	West Parking Structure Loan Payment	626,727		626,727		1
37	Job Creation/Retention	20,000		20,000		1
<b>Public Park/Public Facilities</b>						
39	Village Park/Wittman Center Improvements	70,000		70,000		1
<b>NON HOMELESS SPECIAL NEEDS HOUSING</b>						
<b>Special Needs Services</b>						
42	Senior Home Minor Repairs	91,000		91,000		600
43	Senior Repair and Handicapped Access	70,000		70,000		14
<b>REDEVELOPMENT PROJECTS:</b>						
45	Habitat for Humanity Land Purchase			-		
46	<b>Subtotal Programs &amp; Projects</b>	<b>1,236,764</b>	<b>958,129</b>	<b>2,194,893</b>		
47						
48						
49	<b>TOTAL EXPENDITURES</b>	<b>1,471,135</b>	<b>1,009,032</b>	<b>2,480,167</b>		
50						
<b>REVENUE LESS EXPENDITURES</b>						
51	Remaining to Carry Forward	-	-	-		

Appendix "B", 2007-2008 1<sup>st</sup> Action Plan Amendment City Council Transmittal

<b>City of Visalia</b> <b>Agenda Item Transmittal</b>	
<p><b>Meeting Date:</b> July 14, 2008</p>	<p><b>For action by:</b>  <input checked="" type="checkbox"/> City Council  <input type="checkbox"/> Redev. Agency Bd.  <input type="checkbox"/> Cap. Impr. Corp.  <input type="checkbox"/> VPFA</p>
<p><b>Agenda Item Number (Assigned by City Clerk):</b> 11</p>	<p><b>For placement on which agenda:</b>  <input type="checkbox"/> Work Session  <input type="checkbox"/> Closed Session</p>
<p><b>Agenda Item Wording:</b> Public Hearing on the proposed first amendment to the Community Development Block Grant (CDBG) and HOME Program FY 2007-08 Annual Action Plan</p>	<p><b>Regular Session:</b>  <input type="checkbox"/> Consent Calendar  <input type="checkbox"/> Regular Item  <input checked="" type="checkbox"/> Public Hearing</p>
<p><b>Deadline for Action:</b> July 14, 2008</p>	<p>Est. Time (Min.): <u>15</u></p>
<p><b>Submitting Department:</b> Housing and Economic Development Department</p>	<p><b>Review:</b></p>
<p><b>Contact Name and Phone Number:</b>                  Ricardo Noguera, Housing &amp; Economic Development Director (4190), Vince Elizondo, Director of Parks/Recreation (4367), Ruth Peña, Financial Analyst (4327), Rhonda Haynes, Housing Specialist (4460),</p>	<p><b>Dept. Head</b> _____                  (Initials &amp; date required)</p>
<p><b>Recommendation:</b> Authorize the following:</p> <ul style="list-style-type: none"> <li>▪ Adoption of the proposed first amendment to the CDBG and HOME Program FY 2007-08 Action Plan;</li> <li>▪ Final authorization for the use of CDBG funds toward the Village Park Project near the Wittman Center and Community Campus; and</li> <li>▪ Authorize staff to complete appropriate budget adjustments.</li> </ul>	<p><b>Finance</b> _____  <b>City Atty</b> _____                  (Initials &amp; date required or N/A)</p>
<p><b>Summary/Background:</b>                  On May 7, 2007, the City Council adopted the 2007-08 Annual Action Plan. Due to staff's reassessment of needs in the community, it is recommended that the following amendments be considered:</p> <ol style="list-style-type: none"> <li>1. Eliminate \$50,000 in HOME funds for use in conjunction with the CalHome program due to a decline in program income generated;</li> <li>2. Add \$20,000 in CDBG for Oval Park Area improvements</li> <li>3. Add \$25,000 in CDBG for Washington School Area improvements</li> <li>4. Eliminate \$20,000 from CDBG for Job Creation/Retention</li> <li>5. Reduce \$25,000 from CDBG in Administration funds</li> </ol>	<p><b>City Mgr</b> _____                  (Initials Required)</p> <p><small>If report is being re-routed after revisions leave date of initials if no significant change has affected Finance or City Attorney Review.</small></p>
<p>Staff is also requesting that the Council finalize the use of CDBG funds toward the Village Park project. The Village Park/Wittman Center Project is located at the 300 block of Pearl Avenue. This project will be utilizing a total of \$170,000 of Community Development Block Grant (CDBG) funds as well as Prop 40 grant funds, to complete the scope of work for park improvements,</p>	
<p><small>This document last revised: 7/11/08 9:06:00 AM9:06 AM                  Page 1                  File location and name:</small></p>	

specifically, to refurbish basketball courts, replace play equipment, upgrade and install new fencing, renovate an existing soccer field and modify a multi-use area for basketball in the Wittman Village Community Center.

**Proposed Action Plan Budget Amendment**

The following summary, Table I, Proposed 2007-08 Action Plan Amendment, shows the proposed amendment to the current 2007-08 Action Plan budget.

Table I PROPOSED 2007-08 ACTION PLAN AMENDMENT			
HOME			
PROJECT (Decrease)	BALANCE JULY 1, 2008	PROPOSED AMENDMENT	AMENDED PROJECT BALANCE
1 CalHome First Time Homebuyers Assistance Program (seed money)	50,000	(50,000)	-
NET CHANGE HOME		(50,000)	
PROPOSED 2007-2008 ACTION PLAN AMENDMENT			
CDBG			
PROJECT (Increase)	BALANCE JULY 1, 2008	PROPOSED AMENDMENT	AMENDED PROJECT BALANCE
2 Oval Area Public Improvements (to be used for infrastructure)	-	20,000	20,000
3 Washington School Area (Landscape & Lighting District)		25,000	25,000
PROJECT (Decrease)			
4 Job Creation/Retention	20,000	(20,000)	-
5 Administration	25,000	(25,000)	-
NET CHANGE CDBG		-	

**Proposed Increases**

Oval Park Area Improvements \$20,000: City Council also provided staff with the direction to identify the needs of the Oval Park Area. In addition to leveraging CDBG funds, the City received a Cal Trans Grant to analyze the area as it relates to traffic, safety and lighting. Due to the needs in the community, staff is recommending that \$20,000 in Job Creation/Retention funding be reallocated to Oval Park area improvements. The Public Works Department will begin addressing drainage challenges along the north side of the park. They have also begun repairing lights which have been in disrepair.

Washington Area Improvements \$25,000: At council's direction, staff have met with the Washington School area residents. Public Works staff are now pursuing the completion of a Landscape & Lighting District. A portion of the CDBG funds will be used to prepare the required Engineer's Report.

**Proposed Decreases**

CalHome Program (\$50,000): Staff is recommending for the \$50,000 set-aside to be eliminated due to the recent decrease in HOME dollars and lower estimated HOME program income.

Initially, the City planned on utilizing HOME funds, up to \$5,000 as a third mortgage (gap financing) along with the State of California CalHome funds to help first time homebuyers second mortgage. Due to the recent drop in home values, borrowers are able to purchase a

home without the City's Home funded third mortgage loan. Therefore, the \$50,000 set-aside will be eliminated rather than reallocated.

Staff allocates funds to programs and projects through the annual action plan, the HOME allocation is provided by HUD and program income is estimated, based upon the previous year loan repayment of principal and interest. The funds received from loans paid in full since July 1, 2007, is less than anticipated, therefore the \$50,000 will not be reallocated to a program.

Job Creation (\$20,000): CDBG funding was budgeted to be utilized when a company seeks financial assistance and is either establishing a new facility, expanding or in jeopardy of closure in Visalia. Approximately \$20,000 has been set aside. At this time, there are no companies identified for this type of assistance. Therefore, staff is recommending that \$20,000 in Job Creation/Retention funding be reallocated for Oval Park area improvements.

Administration (\$25,000): This will support the preparation of the Engineer's Report for a Landscape & Lighting District in the Washington School area. In addition, environmental clearance is required for many of these projects. The funds will go toward retention of an environmental consultant to complete the necessary analysis.

**Final Authorization for the Village Park Project**

Miscellaneous park funds have been earmarked for the Village Park Project. At this time staff is requesting that City Council approve the final authorization of the use of Community Development Block Grant (CDBG) funds that have been set aside fund (earmarked) from previous years (2003-04 to 2007-08) as shown in Table II, Action Plan Allocation for Park Funding, to allow Park and Recreation to proceed with the project.

Table II  
**ACTION PLAN ALLOCATION  
 FOR PARK FUNDING**

SOURCE		ENTITLEMENT AMOUNT
2007-08 CDBG	Village Park/Wittman Center Impr.	70,000.00
2006-07 CDBG	Village Park/Wittman Center Impr.	35,000.00
2005-06 CDBG	Misc Park Improvements	50,000.00
2003-04 CDBG	Misc Park Improvements	15,000.00
		<b>170,000.00</b>

**Community Meetings**

The following Community meetings will be held to review and comment on the proposed amendment to the 2007-08 Annual Action Plan:

- Citizens Advisory Committee (CAC) – July 02, 2008
- North Visalia Neighborhood Advisory Committee – July 09, 2008
- Washington Residents for a Better Community – July 10, 2008
- Disability Advocacy Committee – July 14, 2008

**Prior Council/Board Actions:** 2007-08 Annual Action Plan adopted on May 7, 2007 and 2008-09 Annual Action Plan adopted on April 21, 2008

**Committee/Commission Review and Actions:** Citizens Advisory Committee- meeting held April 2, 2008; North Visalia Neighborhood Advisory Committee- meeting held on April 09, 2008;

This document last revised: 7/11/08 9:06:00 AM9:06 AM  
 Page 3  
 File location and name:

Washington Residents for a Better Community- meeting held on April 10, 2008 and Disability Advocacy Committee- meeting held on April 14, 2008 to review Draft 2008-2009 Action Plan

**Alternatives:** None

**Attachments:**

- Site Plan for Wittman Center Improvements
- Site Map for Wittman Center

**Recommended Motion (and Alternative Motions if expected):** Authorize the following:

- Adoption of the proposed first amendment to the CDBG and HOME Program FY 2007-08 Action Plan
- Final authorization for Village Park Project; and
- Authorize staff to complete appropriate budget adjustments.

***Environmental Assessment Status***

**CEQA Review:** n/a:

**NEPA Review: completed.** The activity proposed for which a Finding of No Significant Impact (FONSI) was published July 10, 2003 (EA 2003-24)

**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)*

Staff to make the appropriate budget adjustments and proceed with the projects, programs and activities in accordance with the adopted budget as amended.

Copies of this report have been provided to:

This document last revised: 7/11/08 9:06:00 AM9:06 AM  
Page 4  
File location and name:

## Appendix "C", CDBG/HOME 2007-2008 CAPER Expenditures

Table I & Appendix "C" - CAPER Expenditures						
Consolidated Annual Performance and Evaluation Report Expenditures						
			CDBG	HOME	TOTAL	UNITS
<b>SOURCES OF REVENUE:</b>						
1	Carryover Balance		566,117	816,464	1,382,581	
2	Annual Grant Amount		1,221,135	509,032	1,730,167	
3	HOME matching funds - RDA Low/Mod				-	
4	Program Income		266,778	274,307	541,085	
5	Interest Earnings/Investment Earnings				-	
6	<b>TOTAL REVENUE</b>		<b>2,054,030</b>	<b>1,599,803</b>	<b>3,653,833</b>	
7						
<b>EXPENDITURES:</b>						
9	Operating		22,000	11,990	33,990	
10	Redevelopment Allocation		266,749	26,470	293,219	
11	Direct Allocations		32,064	16,798	48,862	
12	Loan Servicing		4,002	-	4,002	
13	<b>Subtotal Admin and Operating</b>		<b>324,815</b>	<b>55,258</b>	<b>380,073</b>	
14						
15	Net for Programs and Projects		1,729,215	1,544,545	3,273,760	
16						
<b>AFFORDABLE HOUSING:</b>						
<b><u>Homeownership</u></b>						
19	DH-2(2) Homebuyers Assistance Program			810,000	810,000	13
20	DH-2(3) CalHome FTHB Down Payment (Seed money)			-	-	n/a
21	DH-1(3) Property Acquisition (CHDO)			375,427	375,427	-
22	DH-3(2) Housing Rehabilitation			5,631	5,631	-
23	DH-1(1) Habitat for Humanity Land Purchase - Encina)			6,039	6,039	-
24	<b><u>Neighborhood Preservation/Services</u></b>					
25	SL-3(4) Emergency Repairs and Basic Needs		4,373		4,373	-
26	SL-3(2) Code Enforcement- Target Areas		47,334		47,334	321
27	SL-3(1) Fairhousing Hotline		43,967		43,967	259
28	DH-3(1) Loan Recapture Program (CHDO)		-	-	-	-
29	<b>HOMELESSNESS</b>					
30	<b><u>Special Needs Facilities</u></b>					
31	SL-1(6) Housing for Disabled Project				-	
32	SL-1(5) Continuum of Care Project		15,000		15,000	1
33	<b>COMMUNITY DEVELOPMENT</b>					
34	<b><u>Public Improvements</u></b>					
35	SL-1(2) ADA Compliance Projects		72,115		72,115	21
36	<b><u>Economic Development/Public Parking Facilities</u></b>					
37	EO-3(3) West Parking Structure Loan Payment		696,264		696,264	39
38	EO-3(1) Job Creation/Retention				-	n/a
39	<b><u>Public Park /Public Facilities</u></b>					
40	SL-1(1) Village Park/Wittman Center Improvements		18,583		18,583	1
41	Community Campus		89,928		89,928	1
42	<b>NON HOMELESS SPECIAL NEEDS HOUSING</b>					
43	<b><u>Special Needs Services</u></b>					
44	SL-3(3) Senior Home Minor Repairs		91,000		91,000	363
45	SL-1(3) Senior Repair and Handicapped Access		14,229		14,229	-
46	SL-2(1) Senior Housing			200,012	200,012	-
47	<b>Subtotal Programs &amp; Projects</b>		<b>1,092,793</b>	<b>1,397,109</b>	<b>2,489,902</b>	
48						
49	<b>TOTAL EXPENDITURES</b>		<b>1,417,608</b>	<b>1,452,367</b>	<b>2,869,975</b>	
50						
51	<b>REVENUE LESS EXPENDITURES</b>					
52	Remaining to Carry Forward		636,422	147,436	783,858	

Appendix "D", CDBG and HOME Funding Expenditures related to HUD Objectives

Appendix "D" Objectives and Outcomes CDBG and HOME Funding Allocation				
	2007-2008 Expenditures	No. units/services or jobs created or completed	Priority	
<b>HOME Investment Partnership Funds (HOME) - Objective and expected Outcome</b>				
<b>Affordable Housing- HOME Funds</b>				
<b>Objective 1: Provide Decent Affordable Housing</b>				
1. Increase availability of affordable owner-occupied housing through (HAP)	\$ 810,000.00	13	H	
2. Increase availability of affordable owner-occupied housing through leveraging HOME funds with possible CalHome FTHB Grant (eliminated by amend	\$ -	0	funds eliminated	
3. Increase availability of affordable housing. Remaining monies from Encina Development (Summers St project)	\$ 6,039.00	1		
4. Increase quality of owner-occupied housing through rehabilitation (HRP)	\$ 5,631.00	In progress		
5. Increase availability of affordable rental housing through acquisition, rehabilitation and partnership with CHDO & Non-Profit Agencies (Paradise & Court)	\$ 375,427.00	20 units in progress		
6. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (TCHA- Robinwood Project)	\$ -	10		
<b>Objective 2: Suitable Living Environment through Neighborhood Preservation and Services</b>				
1. Increase availability of affordable owner-occupied housing through Loan Recapture Program (CHDO)	\$ -	0		
Total HOME Allocations				
<b>Community Development Block Grant Funds (CDBG) -Objective and expected Outcome</b>				
<b>Affordable Housing- CDBG Funds</b>				
<b>Objective 1: Suitable Living Environment through Neighborhood Preservation and Services</b>				
1. Maintain quality housing by addressing substandard housing through (Code Enforcement Program)	\$ 47,334.00	321	H	
2. Maintain quality of owner-occupied housing through rehabilitation of substandard housing (ERBN)	\$ 4,373.00	in progress		
3. Provide services for low-to -moderate income persons by providing (Fair Housing Education Program)	\$ 43,967.00	259		
<b>Homelessness- CDBG Funds</b>				
<b>Objective 2: Suitable Living Environment by Supporting Special Needs Facilities</b>				
1. Increase accessibility to support facilities to end chronic homelessness (Continuum of Care/Homeless Project)	\$ 15,000.00	1	H	
2. Increase accessibility and availability of housing for disabled persons	\$ -	0	funds to be reallocated	
<b>Community Development- CDBG Funds</b>				
<b>Objective 3: Suitable Living Environment through Public Improvements</b>				
1. Increase availability of handicapped access benefiting population with special needs (Streets ADA Compliance)	\$ 72,115.00	21	H	
<b>Objective 4: Create Economic Development Opportunities and Community Development Opportunities (Parking Facilities)</b>				
1. Improve economic opportunities for low-income persons through (job creation) YF Corporation	\$ -	365	H	
2. Demonstrate a commitment to long-term economic growth by promoting expansion and (job retention) - Section 108 Loan- West Acequia	\$ 696,264.00	39		
<b>Objective 5: Suitable Living Environment through Community Development Opportunities (Public Parks and Parking Facilities)</b>				
1. Improve quality/increase availability of neighborhood facilities for low-income persons (Parks & Recreation- Village Park/Wittman)	\$ 18,583.00	1	M	
2. Improve quality/increase availability of neighborhood facilities for low-income persons (Community Campus Project)	\$ 89,296.00	1		
<b>Objective 6: Suitable Living Environment through Community Development Opportunities (Public Services)</b>				
1. Support non profit agencies with accessibility to public services			M	
<b>Non Homeless Special Needs Housing- CDBG Funds</b>				
<b>Objective 7: Suitable Living Environment by Supporting Special Needs Services</b>				
1. Maintain quality of owner-occupied housing for elderly (Senior Home Repair Program)	\$ 91,000.00	363	H	
2. Increase accessibility and range of housing options for person with special needs (SHARP)	\$ 14,229.00	in progress		
3. Increase availability of affordable rental housing through partnership with Non-Profit Agencies (Christian Church Homes/Visalia Senior Housing)	\$ 200,012.00	42 units in progress		
Total CDBG Allocations				

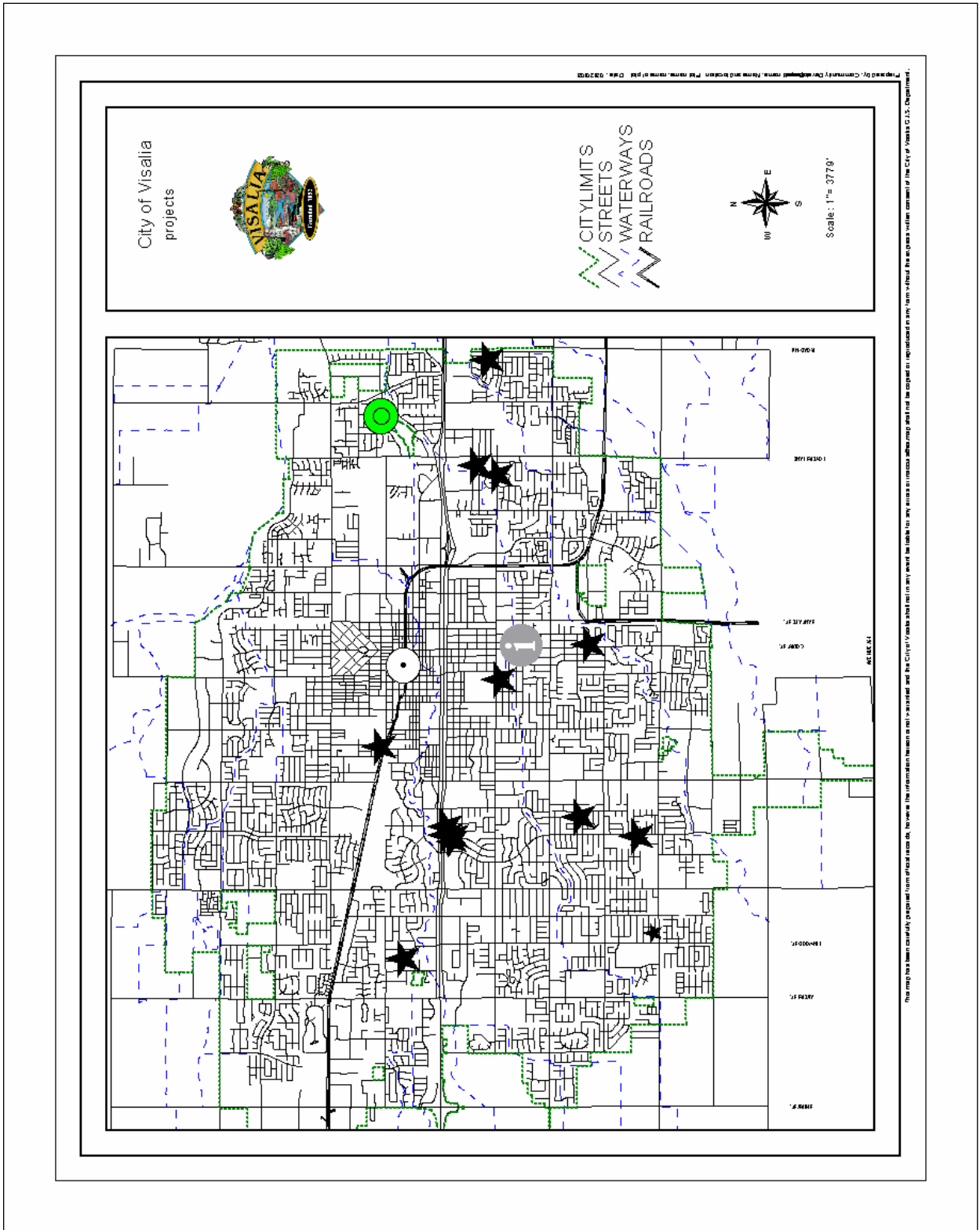








Appendix "G", Map of Housing Projects





Appendix "I", Annual Performance Report and Minority Business Enterprise and Women's Business Enterprise Report

<b>Annual Performance Report HOME Program</b>	<b>U.S. Department of Housing and Urban Development</b> Office of Community Planning and Development	OMB Approval No. 2506-0171 (exp. 8/31/2009)				
<p>Public reporting burden for this collection of information is estimated to average 2.5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless that collection displays a valid OMB control number.</p> <p>The HOME statute imposes a significant number of data collection and reporting requirements. This includes information on assisted properties, on the owners or tenants of the properties, and on other programmatic areas. The information will be used: 1) to assist HOME participants in managing their programs; 2) to track performance of participants in meeting fund commitment and expenditure deadlines; 3) to permit HUD to determine whether each participant meets the HOME statutory income targeting and affordability requirements; and 4) to permit HUD to determine compliance with other statutory and regulatory program requirements. This data collection is authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act or related authorities. Access to Federal grant funds is contingent on the reporting of certain project-specific data elements. Records of information collected will be maintained by the recipients of the assistance. Information on activities and expenditures of grant funds is public information and is generally available for disclosure. Recipients are responsible for ensuring confidentiality when public disclosure is not required.</p> <p>This form is intended to collect numeric data to be aggregated nationally as a complement to data collected through the Cash and Management Information (C/M) System. Participants should enter the reporting period in the first block. The reporting period is October 1 to September 30. Instructions are included for each section if further explanation is needed.</p>						
Submit this form on or before December 31. Send one copy to the appropriate HUD Field Office and one copy to: <b>HOME Program, Rm 7176, 451 7th Street, S.W., Washington D.C. 20410</b>		This report is for period (mm/dd/yyyy) <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%;">Starting</td> <td style="width:50%;">Ending</td> </tr> <tr> <td style="text-align:center;">07/01/2007</td> <td style="text-align:center;">06/30/08</td> </tr> </table>	Starting	Ending	07/01/2007	06/30/08
Starting	Ending					
07/01/2007	06/30/08					
		Date Submitted (mm/dd/yyyy) <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="text-align:center;">09/30/2008</td> </tr> </table>	09/30/2008			
09/30/2008						
<b>Part I Participant Identification</b>						
1. Participant Number MO7-MC060230	2. Participant Name City of Visalia					
3. Name of Person completing this report Ruth Peña		4. Phone Number (Include Area Code) 559-713-4327				
5. Address 707 West Acequia Ave		6. City Visalia				
		7. State CA				
		8. Zip Code 93291				
<b>Part II Program Income</b>						
Enter the following program income amounts for the reporting period: in block 1, enter the balance on hand at the beginning; in block 2, enter the amount generated; in block 3, enter the amount expended; and in block 4, enter the amount for Tenant-Based rental Assistance.						
1. Balance on hand at Beginning of Reporting Period	2. Amount received during Reporting Period	3. Total amount expended during Reporting Period	4. Amount expended for Tenant-Based Rental Assistance	5. Balance on hand at end of Reporting Period (1 + 2 - 3) = 5		
0	274,307	274,307	0	0		
<b>Part III Minority Business Enterprises (MBE) and Women Business Enterprises (WBE)</b>						
In the table below, indicate the number and dollar value of contracts for HOME projects completed during the reporting period.						
	a. Total	Minority Business Enterprises (MBE)				
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
					f. White Non-Hispanic	
<b>A. Contracts</b>						
1. Number						
2. Dollar Amount						
<b>B. Sub-Contracts</b>						
1. Number						
2. Dollar Amount						
	a. Total	b. Women Business Enterprises (WBE)	c. Male			
<b>C. Contracts</b>						
1. Number						
2. Dollar Amount						
<b>D. Sub-Contracts</b>						
1. Number						
2. Dollar Amounts						

**Part IV Minority Owners of Rental Property**

In the table below, indicate the number of HOME assisted rental property owners and the total dollar amount of HOME funds in these rental properties assisted during the reporting period.

	a. Total	Minority Property Owners				f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
1. Number						
2. Dollar Amount						

**Part V Relocation and Real Property Acquisition**

Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition. The data provided should reflect only displacements and acquisitions occurring during the reporting period.

	a. Number	b. Cost
1. Parcels Acquired		
2. Businesses Displaced		
3. Nonprofit Organizations Displaced		
4. Households Temporarily Relocated, not Displaced		

Households Displaced	a. Total	Minority Business Enterprises (MBE)				f. White Non-Hispanic
		b. Alaskan Native or American Indian	c. Asian or Pacific Islander	d. Black Non-Hispanic	e. Hispanic	
5. Households Displaced - Number						
6. Households Displaced - Cost						

Appendix "J", CDBG Financial Summary for PY 2007 (PR26 Report)

<p>U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT          OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT          INTEGRATED DISBURSEMENT AND INFORMATION SYSTEM          CDBG FINANCIAL SUMMARY FOR PROGRAM YEAR 2007          07-01-2007 TO 06-30-2008          VISALIA, CA</p>	<p>DATE: 08-19-08          TIME: 19:25          PAGE: 1</p>
<p>ID IS - 004PR26</p>	
<p>PART I: SUMMARY OF CDBG RESOURCES</p>	
01 UNEXPENDED CDBG FUNDS AT END OF PREVIOUS PROGRAM YEAR	0.00
02 ENTITLEMENT GRANT	1,221,135.00
03 SURPLUS URBAN RENEWAL	0.00
04 SECTION 108 GUARANTEED LOAN FUNDS	0.00
05 CURRENT YEAR PROGRAM INCOME	85,969.45
06 RETURNS	0.00
07 ADJUSTMENT TO COMPUTE TOTAL AVAILABLE	0.00
08 TOTAL AVAILABLE (SUM, LINES 01-07)	1,307,104.45
<p>PART II: SUMMARY OF CDBG EXPENDITURES</p>	
09 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLANNING/ADMINISTRATION	320,275.06
10 ADJUSTMENT TO COMPUTE TOTAL AMOUNT SUBJECT TO LOW/MOD BENEFIT	0.00
11 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 09 + LINE 10)	320,275.06
12 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	252,051.11
13 DISBURSED IN IDIS FOR SECTION 108 REPAYMENTS	570,177.41
14 ADJUSTMENT TO COMPUTE TOTAL EXPENDITURES	0.00
15 TOTAL EXPENDITURES (SUM, LINES 11-14)	1,142,503.58
16 UNEXPENDED BALANCE (LINE 08 - LINE 15)	164,600.87
<p>PART III: LOW/MOD BENEFIT THIS REPORTING PERIOD</p>	
17 EXPENDED FOR LOW/MOD HOUSING IN SPECIAL AREAS	0.00
18 EXPENDED FOR LOW/MOD MULTI-UNIT HOUSING	0.00
19 DISBURSED FOR OTHER LOW/MOD ACTIVITIES	320,275.06
20 ADJUSTMENT TO COMPUTE TOTAL LOW/MOD CREDIT	0.00
21 TOTAL LOW/MOD CREDIT (SUM, LINES 17-20)	320,275.06
22 PERCENT LOW/MOD CREDIT (LINE 21/LINE 11)	100.00%
<p>LOW/MOD BENEFIT FOR MULTI-YEAR CERTIFICATIONS</p>	
23 PROGRAM YEARS(PY) COVERED IN CERTIFICATION	PY
24 CUMULATIVE NET EXPENDITURES SUBJECT TO LOW/MOD BENEFIT CALCULATION	PY 0.00
25 CUMULATIVE EXPENDITURES BENEFITTING LOW/MOD PERSONS	0.00
26 PERCENT BENEFIT TO LOW/MOD PERSONS (LINE 25/LINE 24)	0.00%

IDIS - CD4PR26

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
 OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT  
 INTEGRATED DISBURSEMENT AND INFORMATION SYSTEM  
 CDBG FINANCIAL SUMMARY FOR PROGRAM YEAR 2007  
 07-01-2007 TO 06-30-2008  
 VISALIA, CA

DATE: 08-19-08  
 TIME: 19:25  
 PAGE: 2

**PART IV: PUBLIC SERVICE (PS) CAP CALCULATIONS**

27	DISBURSED IN IDIS FOR PUBLIC SERVICES	15,000.00
28	PS UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	0.00
29	PS UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	0.00
30	ADJUSTMENT TO COMPUTE TOTAL PS OBLIGATIONS	0.00
31	TOTAL PS OBLIGATIONS (LINE 27 + LINE 28 - LINE 29 + LINE 30)	15,000.00
32	ENTITLEMENT GRANT	1,221,135.00
33	PRIOR YEAR PROGRAM INCOME	491,031.05
34	ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PS CAP	0.00
35	TOTAL SUBJECT TO PS CAP (SUM, LINES 32-34)	1,652,166.05
36	PERCENT FUNDS OBLIGATED FOR PS ACTIVITIES (LINE 31/LINE 35)	0.91%

**PART V: PLANNING AND ADMINISTRATION (PA) CAP**

37	DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	252,051.11
38	PA UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	0.00
39	PA UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	0.00
40	ADJUSTMENT TO COMPUTE TOTAL PA OBLIGATIONS	0.00
41	TOTAL PA OBLIGATIONS (LINE 37 + LINE 38 - LINE 39 +LINE 40)	252,051.11
42	ENTITLEMENT GRANT	1,221,135.00
43	CURRENT YEAR PROGRAM INCOME	85,969.45
44	ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PA CAP	0.00
45	TOTAL SUBJECT TO PA CAP (SUM, LINES 42-44)	1,307,104.45
46	PERCENT FUNDS OBLIGATED FOR PA ACTIVITIES (LINE 41/LINE 45)	19.28%

IDIS - CD4PR26

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT  
INTEGRATED DISBURSEMENT AND INFORMATION SYSTEM  
CDEG FINANCIAL SUMMARY FOR PROGRAM YEAR 2007  
07-01-2007 TO 06-30-2008  
VISALIA, CA

DATE: 06-19-08  
TIME: 19:25  
PAGE: 3

LINE 17 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 17  
NONE FOUND



ID IS - CD4PR26

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT  
INTEGRATED DISBURSEMENT AND INFORMATION SYSTEM  
CDBG FINANCIAL SUMMARY FOR PROGRAM YEAR 2007  
07-01-2007 TO 06-30-2008  
VISALIA, CA

DATE: 08-19-08  
TIME: 19:25  
PAGE: 4

LINE 18 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 18

NONE FOUND

IDIS - CD4PR26

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
 OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT  
 INTEGRATED DISBURSEMENT AND INFORMATION SYSTEM  
 CDBG FINANCIAL SUMMARY FOR PROGRAM YEAR 2007  
 07-01-2007 TO 06-30-2008  
 VISALIA, CA

DATE: 08-19-08  
 TIME: 19:25  
 PAGE: 5

LINE 19 DETAIL: ACTIVITIES INCLUDED IN THE COMPUTATION OF LINE 19

PGM YEAR	PROJ ID	IDIS ACT ID	ACTIVITY NAME	MATRIX CODE	NTL OBJ	DRAWN AMOUNT
2003	0015	475	MISC PARK IMPROVEMENTS	03F	LMA	2,604.89
2003	0015	475	MISC PARK IMPROVEMENTS	03F	LMA	7,103.01
2003	0015	475	MISC PARK IMPROVEMENTS	03F	LMA	21,050.47
2003	0015	475	MISC PARK IMPROVEMENTS	03F	LMA	18,582.88
2004	0012	514	NW 3RD REHAB (9505)	03F	LMA	3,072.22
2004	0012	514	NW 3RD REHAB (9505)	03F	LMA	17,046.30
2004	0012	514	NW 3RD REHAB (9505)	03F	LMA	4,622.75
2004	0012	514	NW 3RD REHAB (9505)	03F	LMA	21,050.47
2005	0009	562	CODE ENFORCEMENT	15	LMA	8,377.97
2005	0011	564	ADA COMPLIANCE PROJECTS	03	LMA	6,069.82
2005	0011	564	ADA COMPLIANCE PROJECTS	03	LMA	3,489.45
2006	0002	589	CODE ENFORCEMENT	15	LMA	175.64
2006	0002	589	CODE ENFORCEMENT	15	LMA	17,298.74
2006	0005	592	ADA COMPLIANCE PROJECTS 2006	03	LMA	12,701.26
2006	0005	592	ADA COMPLIANCE PROJECTS 2006	03	LMA	3,997.18
2006	0005	592	ADA COMPLIANCE PROJECTS 2006	03	LMA	6,076.59
2006	0006	595	SENIOR HOME REPAIR AND HANDICAPPED ACCESS	03	LMA	3,887.74
2006	0010	597	SENIOR HOME REPAIR PROGRAM (CSET)	14A	LMA	6,194.98
2006	0010	597	SENIOR HOME REPAIR PROGRAM (CSET)	14A	LMA	12,427.60
2006	0010	597	SENIOR HOME REPAIR PROGRAM (CSET)	14A	LMA	320.62
2006	0012	599	EMERGENCY REPAIRS AND BASIC NEEDS PRGRM	14A	LMA	27,839.68
2006	0012	599	EMERGENCY REPAIRS AND BASIC NEEDS PRGRM	14A	LMA	18,090.00
2006	0012	599	EMERGENCY REPAIRS AND BASIC NEEDS PRGRM	14A	LMA	2,007.82
2007	0001	637	CONTINUUM OF CARE	03T	LMA	9,535.54
2007	0012	648	SHARP	14A	LMA	15,000.00
2007	0013	649	SENIOR HOME REPAIR (CSET)	14A	LMA	4,330.41
TOTAL						67,321.03

Appendix "K", Public Hearing Notice

**NOTICE OF PUBLIC HEARING TO REVIEW THE CITY OF VISALIA 07/08  
CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT  
(CAPER)  
AND  
INTENT TO AMEND ACTION PLAN (Second Amendment)**

The City of Visalia receives an annual Community Development Block Grant (CDBG) and Home Investment Partnerships Grant (HOME) from the Federal Government through the Department of Housing and Urban Development (HUD). The City uses these grants to provide decent, clean, safe and affordable housing and a suitable living environment as well as expanding economic opportunities, principally for persons of low and moderate income. The City of Visalia's Consolidated Plan was previously reviewed and adopted by the City Council of the City of Visalia to meet these objectives. The City of Visalia must submit the Consolidated Annual Performance and Evaluation Report (CAPER) Annually.

The City of Visalia will conduct a public hearing on the 07/08 CAPER  
And  
Action Plan (Second Amendment) 07/08 Funds

Citizens are welcome to attend this meeting to comment on these reports. If you want more information regarding the reports, contact Rhonda Haynes at (559) 713-4361.

**When: Monday, September 15, 2008 at 7:00 P.M.**  
**Where: City Hall Council Chambers**  
**707 West Acequia, Visalia, CA 93291**

The CAPER and Action Plan (Second Amendment) will be reviewed by the following committees:

CAC Committee on September 3, 2008, at 5:30 P.M., located at City Hall Council Chambers,  
707 West Acequia Avenue, Visalia.

Disability Advocacy Committee on September 8, 2008, at 4:00 P.M., located at the Senior  
Center, 310 N. Locust Street, Visalia.

North Visalia Neighborhood Advisory Committee on September 10, 2008, at 5:30 P.M.  
located at Whitman Village Community Center, 315 W. Pearl Street, Visalia.

The 2007/2008 Draft CAPER & Action Plan (Second Amendment of 07/08 funding) will be reviewed at the City Council Work Session on Tuesday, September 02, 2008, at 4:00 P.M. located at City Hall, 707 West Acequia, Visalia.

**The CAPER & Action Plan (Second Amendment will be available for public review and comment at the City of Visalia at 315 E. Acequia, Visalia, California, 93291, beginning Friday, August 15, 2008, ending at 10:00 A.M. Monday, September 15, 2008.** Any written comments may be submitted to The City of Visalia, by 10:00 a.m., Monday, September 15, 2008, at this same address. All comments received at The City of Visalia, or at the public hearing, will be included in the submission of the report to HUD.

Appendix "L", CAC Committee Meeting Agenda & Minutes

To be inserted upon receiving

Appendix "M", Disability Advocacy Committee Meeting Agenda

To be inserted upon receiving

Appendix "N", North Visalia Neighborhood Advisory Committee Meeting Agenda & Minutes

To be inserted upon receiving

Appendix "O", City of Visalia Agenda Draft CAPER and Amendment Report Item  
Transmittal

To be inserted upon approval

Appendix "P", City of Visalia Agenda Public Hearing CAPER Report Item Transmittal

To be inserted upon approval



Appendix "Q", Resolution No. 2008---

To be inserted upon approval

## GREAT LAKES AIR SERVICE BEGINS SEPTEMBER 8, 2008

### 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:

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

To purchase tickets visit [www.flygreatlakes.com](http://www.flygreatlakes.com) or call the Great Lakes reservation center at 800-554-5111. Tickets may also be purchased through your travel agent or through on-line reservations centers such as Expedia.com, Orbitz.com and Travelocity.com.

# ACTION

## PLANNING COMMISSION AGENDA

CHAIRPERSON:  
Vincent Salinas



VICE CHAIRPERSON:  
Lawrence Segrue

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

MONDAY AUGUST 25, 2008; 7:00 P.M., CITY HALL WEST, 707 WEST ACEQUIA, VISALIA CA

- |  |   |
|--|---|
| 7:00 TO 7:00   | 1. THE PLEDGE OF ALLEGIANCE   |
| 7:00 TO 7:00<br>No one spoke   | 2. CITIZEN'S REQUESTS - The Commission requests that a 5-minute time limit be observed for requests. Please note that issues raised under Citizen's Requests are informational only and the Commission will not take action at this time.   |
| 7:00 TO 7:02<br><br>Motion to continue was approved (Peck, Lane)<br>4-0 Segrue absent  | 3. CITY PLANNER AGENDA COMMENTS – Late correspondent that address item #9 to continue to September 8, 2008  |
| 7:02 TO 7:02<br><br>No changes   | 4. CHANGES TO THE AGENDA –  |
| 7:02 TO 7:03<br><br>Consent Calendar was approved (Peck, Lane)<br>4-0 Segrue absent  | 5. CONSENT CALENDAR – All items under the consent calendar are to be considered routine and will be enacted by one motion. For any discussion of an item on the consent calendar, it will be removed at the request of the Commission and made a part of the regular agenda. <ul style="list-style-type: none"> <li>• Time Extension for Tentative Parcel Map No. 2005-14, Conditional Use Permit No. 2005-22 &amp; Variance No. 2005-08</li> </ul>   |
| 7:03 TO 7:50<br><br>Approved as recommended (Lane, Peck) 3-1<br>Soltesz voted no, Segrue absent<br><br>Reopened: 7:17<br>Close: 7:35 | 6. PUBLIC HEARING–Continued from 05/12/08 Presented by Brandon Smith<br><br>Conditional Use Permit No. 2007-62: A request by Daley Homes to amend a Conditional Use Permit (CUP 2004-50) to increase the number of units from 49 to 59 on 18 lots in the multi-family component of the Riverwood Planned Residential Development (portion re-named by applicant as Willow Creek). The site is located near the northeast corner of East Mineral King Avenue and South McAuliff Street. APNs: 103-480-070 through 103-480-070 thru 077, and 103-130-046. |

1. Darlene Mata
2. Paul Daley
3. Maria Gonzalez
4. Ms. Vasquez

7:50 TO 7:57

Approved as recommended (Peck, Soltesz) 4-0 Segrue absent

Open: 7:55  
Close: 7:56

Spoke:  
1. Lyle Munsch

7. PUBLIC HEARING – Presented by Paul Bernal

Conditional Use Permit No. 2008-28: A request by AGA Khan Shaiami Ismaili Council for the Western United States (Canby Architecture Studio, Agent) to establish a 1,974 sq. ft. worship, educational and cultural assembly center within an existing 6,426 sq. ft. office building located within the P-A (Professional / Administrative Office) zone. The site is located on the northwest corner of N. Lovers Lane and E. Paradise Ave. (1501 S. Lovers Lane) (APN: 100-200-001 & 002)

7:57 TO 8:15

Approved as recommended (Soltesz, Peck) 4-0 Segrue absent

Open: 8:10  
Close: 8:11

Spoke:  
1. Rick Branum

8. PUBLIC HEARING – Presented by Paul Bernal

- a. Conditional Use Permit No. 2008-16: a request by John F. and Donna J. George Family Trust for a master plan development of a 23-acre site which will consist of 27 shell buildings on approximately 16 acres and a self service mini-storage facility with a care takers residence on the remaining 7 acres. The project site is located on the northeast corner of N. Shirk St. and the future W. Doe Ave. alignment. (APN's: 077-100-089, 077-530-064 & 077-100-091)
- b. Tentative Parcel Map No. 2008-07: a request by John F. and Donna J. George Family Trust to divide a 23-acre site into 28 parcels with one remainder. The project site is located on the northeast corner of N. Shirk St. and the future W. Doe Ave. alignment. (APN's: 077-100-089, 077-530-064 & 077-100-091)

9. PUBLIC HEARING –

Motion to continue on September 8, 2008 was approved (Peck, Lane) 4-0 Segrue absent

Sequoia Heights No. 2 Tentative Subdivision Map 5534: a request by Harry and Stella Pappas, Forrester, Webber & Associates LLC (Agent), to subdivide 4.66 acres into 20 lots, located west of Oak Avenue and Irma Street (APN 098-330-006)

8:15 TO 8:17

Approved as recommended (Land, Soltesz) 4-0 Segrue absent

Open: 8:17  
Close: 8:17

Spoke:  
1. Darlene Mata

10. PUBLIC HEARING – Presented by Paul Scheibel

General Plan Amendment No. 2008-04: A request by the City of Visalia to amend the General Plan Land Use Element from Professional Administrative Office to Business Research Park, on 13.7 acres located on the south side of Crowley Avenue, approximately 225 feet east of Plaza Drive APN: 081-020-076

8:17 TO 8:30

11. DIRECTOR'S REPORT/PLANNING COMMISSION DISCUSSION: Assistant Director Fred Brusuelas informed Commissioners of the Planning Commission retreat set for October 4<sup>th</sup>, the Social Security Administration hearing set for September 8<sup>th</sup>.



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, SEPTEMBER 8, 2008  
CITY HALL COUNCIL CHAMBERS, 707 WEST ACEQUIA**

8:30 To 8:30

Motion to Adjourn (Salinas, Lane) 4-0 Segrue absent

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10b

**Agenda Item Wording:** Request authorization to file a Notice of Completion for the 2008 Major Street Overlays Project with the final contract amount of \$1,113,046.37. Project No. 1111-00000-720000-0-0-9225-2008.

**Deadline for Action:** None

**Submitting Department:** Community Development

**Contact Name and Phone Number:**

Chris Young, Assistant Community Development Director, 713-4392; Michael Carr, Sr. Transportation Planner, 713-4595

**Department Recommendation:**

Staff recommends that the City Council authorize filing a Notice of Completion for the 2008 Major Street Overlays Project. All work has been completed by the contractor, Lee's Paving, Inc., with the final contract amount of \$1,113,046.37.

**Summary/background:**

The 2008 Major Street Overlays Project resurfaced and striped County Center Drive from just south of Packwood Avenue to Tulare Avenue, and Court Street from Walnut Avenue to Paradise Avenue. The County Center portion is classified as a major collector roadway and is an important north-south street south of Highway 198. Court Street is also a major north-south route through Visalia.

This project also included the installation of Petromat (a mesh pavement fabric) prior to the new asphalt being placed. This product has been used by other agencies to extend the life of the pavement by increasing the strength of the pavement section. Over the next decade, the City's Engineering Division staff will periodically compare the pavement performance with the Petromat to similar overlay projects completed without it. The anticipated result is that the pavement fabric will significantly extend the life of the pavement, resulting in a cost savings to the City.

On October 15, 2007, Council awarded the 2008 Major Street Overlay - County Center Drive and Court Street Project to Lee's Paving, Inc. of Visalia for the contract price of \$999,377.50.

**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.): 1Min.

**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.

There were six change orders required to complete this project with a cost increase totaling \$113,636.87. This represents an 11.4% increase over the originally awarded contract, which approximately can be broken down as follows:

- 8.6% due to the rising oil prices during a weather delay;
- 1% due to adjustment of quantities;
- 1% due to a change in scope which repaved intersections; and
- 0.8% for the installation of additional detection loops.

The change orders were all reviewed and approved by the Change Order Committee and entailed the following work:

**Substitute grinding and paving for specified slurry seal at four major intersections**

Due to the long cure time recommended by the contractor for the slurry seal, City Engineering staff decided that grinding and paving the major intersections on County Center would be preferred to slurry seal as it was bid. Slurry sealing the intersections would have required closing the intersections and setting up major detours for almost full day. By grinding and paving the intersections, one lane of traffic remained open in each direction without the need for detours. This change in scope resulted in an increase in project cost of \$14,500.00 for the grinding and repaving, and a decrease in cost of slurry sealing of \$4,888.50. Net increase = \$9,611.50

**Additional vehicle detection loops at intersections**

The plans called for replacement of all the electronic traffic loops to actuate the signals on County Center. However, the right-turn pocket loops (14 in all) were inadvertently missed on the project drawings. In addition, four loops had to be replaced after they were installed directly over the top of a water valve that could not be seen since it had been lowered and paved over. Cal Water needed to cut the loops to raise the valve back up to the pavement surface. Net increase = \$8,600.00.

**Cost adjustment for Oil Index**

The contract was awarded in late October, 2007. The contractor was able to complete the storm drain and concrete work in November. However, prior to paving, temperatures dropped below the acceptable range for asphalt paving. The City requested that the contractor hold off the paving portion of the work until acceptable temperatures were reached in the spring. During that time, the cost of the oil in the asphalt went from \$393.40/ton to \$567.70/ton – an increase of \$174.30/ton. Between the asphalt paving and the application of the Petromat, a total of 495.56 tons of oil were used. Net cost increase = \$86,376.87.

The following changes represent adjustments in quantities:

**Construct additional storm drain inlet**

Replacing and upgrading a portion of the storm drain system was included in this project. City Engineering staff determined during construction that an additional storm drain needed to be replaced and upgraded to meet current City standards. This was done at the contract unit bid price of \$6,000 per inlet. Net increase = \$6,000.00

**Additional pavement fabric**

Due to variations in the side and end overlaps, an additional 1,925 square yards of the Petromat pavement fabric was required to complete the job at the unit bid cost of \$1.22 per square yard. Net increase = \$2,348.50.

**Add one additional survey monument**

During construction, an additional mid-block survey monument was discovered. The City asked the contractor to reinstall it at the unit bid cost of \$700. Net increase = \$700.

A total of \$1,130,000.00 was budgeted to complete the project including costs associated with project management, surveying, testing, and inspection.

**Prior Council/Board Actions:** Award of contract on October 15, 2007.

**Committee/Commission Review and Actions:** None

**Alternatives:** None

**Attachments:** Location Map, Contract Line Item Bids, Ownership Disclosure Form

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

I move to authorize staff to file a Notice of Completion for the 2008 Major Street Overlays Project with the final contract amount of \$1,113,046.37.

**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)  
Notice of Completion to be filed with County Recorders Office through City Engineer's office.*

Copies of this report have been provided to:



# City of Visalia Agenda Item Transmittal

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10c

**Agenda Item Wording:** Award a construction contract for the Akers Street and Cypress Avenue Intersection Improvement Project to the low bidder JWT General Engineering Inc., in the amount of \$182,116.16. Project # 1614-00000-720000-0-9944-2008

**Deadline for Action:** September 19, 2008 (30 days after bid opening)

**Submitting Department:** Community Development Department, Engineering

**Contact Name and Phone Number:** Chris Young 713-4392, Adam Ennis 713-4323, Rebecca Keenan 713-4541

### Department Recommendation

The Community Development Department recommends that the City Council award a contract for the Akers Street and Cypress Avenue Intersection Improvement Project to the low bidder JWT General Engineering Inc., in the amount of \$182,116.16. Project # 1614-00000-720000-0-9944-2008.

### Summary

The project is generally located at the intersection of Akers Street and Cypress Avenue. It will include the installation of dual left turn lanes on southbound Akers Street and the widening of Cypress Avenue, east of Akers Street. Cypress will be widened 18 feet to the south, to allow for the acceptance of traffic from the new dual left turn lane. The dual left turn lanes will improve the flow of traffic through the intersection, especially during periods of high volume traffic to the Kaweah Delta Health Care Facility.

The Akers Street and Cypress Avenue Improvements Project will consist of modifications to the following intersection components: curb and gutter, pavement, striping, pavement markings, a storm drainage inlet, median curb, and the traffic signal. The proposed widening required the acquisition of right of way from the Kaweah Delta Health Care District, along the south side of Cypress Avenue.

On August 21, 2008, the City opened nine bids submitted for the Akers Street and Cypress Avenue Improvements Project. The results of the bid opening are as follows:

#### 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**   N/A    
(Initials & date required or N/A)

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

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

1. JWT General Engineering Inc.	\$182,116.16
2. Central Valley Asphalt	\$212,301.00
3. American Paving	\$223,145.10
4. Lee's Paving	\$229,908.40
5. Seal Rite Paving	\$229,940.00
6. Victory Engineers Inc.	\$234,380.00
7. Dunn's Sand, Inc.	\$234,802.50
8. R.J. Berry Jr. Inc.	\$244,333.75
9. Don Berry Construction	\$248,490.00

Bart Jones is the President of JWT General Engineering Inc. The City has not previously contracted with JWT General Engineering Inc. for construction. Staff obtained a list of references from them, and has contacted the four listed names. Staff spoke with the City of Hanford regarding a similar street project completed by JWT, and received positive feedback from City of Hanford staff. In addition, the contractor, JWT, submitted a letter indicating satisfaction with their work from a local consulting engineer. This was subsequently collaborated through discussions with the consultant. The two other listed references were not available at the time of staff contact.

In addition to the contacts made to the listed references, staff also contacted the listed subcontractors, which have completed many past City of Visalia Projects, and received positive feedback regarding JWT General Engineering Inc. Per staff discussion with one of the subcontractors, JWT has worked in the Fresno area in the past, and has performed well.

The Engineers Estimate for construction of this project was \$175,000.00. The total project estimated cost, including construction, project management, inspection, staking, design, and testing was \$240,000.

This project is a part of an overall widening project planned along Akers Avenue, from Hillsdale Street to Tulare Avenue. Therefore, there are currently funds available for the overall project in the amount of \$955,000. A portion of the overall project funds will come from locally generated Transportation Impact Fees (\$680,000) and a portion will come from Proposition 1B (\$275,000) funds. The City will use a portion from each of these funds to finance the current project.

The Akers Street and Cypress Avenue Improvements Project is planned to be completed by December, 2008.

**Prior Council/Board Actions:** none

**Committee/Commission Review and Actions:**

**Alternatives:** Do not award contract.

**Attachments:** Exhibit # 1 - Location Map, Exhibit #2 - Bid Opening Spreadsheet

**City Manager Recommendation:**

**Recommended Motion (and Alternative Motions if expected):** I move to award a contract for the Akers Street and Cypress Avenue Improvements Project to the low bidder JWT General Engineering Inc., in the amount of \$182,116.16. Project # 1614-00000-720000-0-9944-2008

***Financial Impact***

**Funding Source:**

Account Number: 1614-00000-720000-0-9944-2008

**Budget Recap:**

Total Estimated cost: \$240,000	New Revenue:	\$
Amount Budgeted: \$955,000	Lost Revenue:	\$
New funding required: \$00,000	New Personnel:	\$
Council Policy Change: Yes____	No <u>X</u>	

Copies of this report have been provided to:

***Environmental Assessment Status***

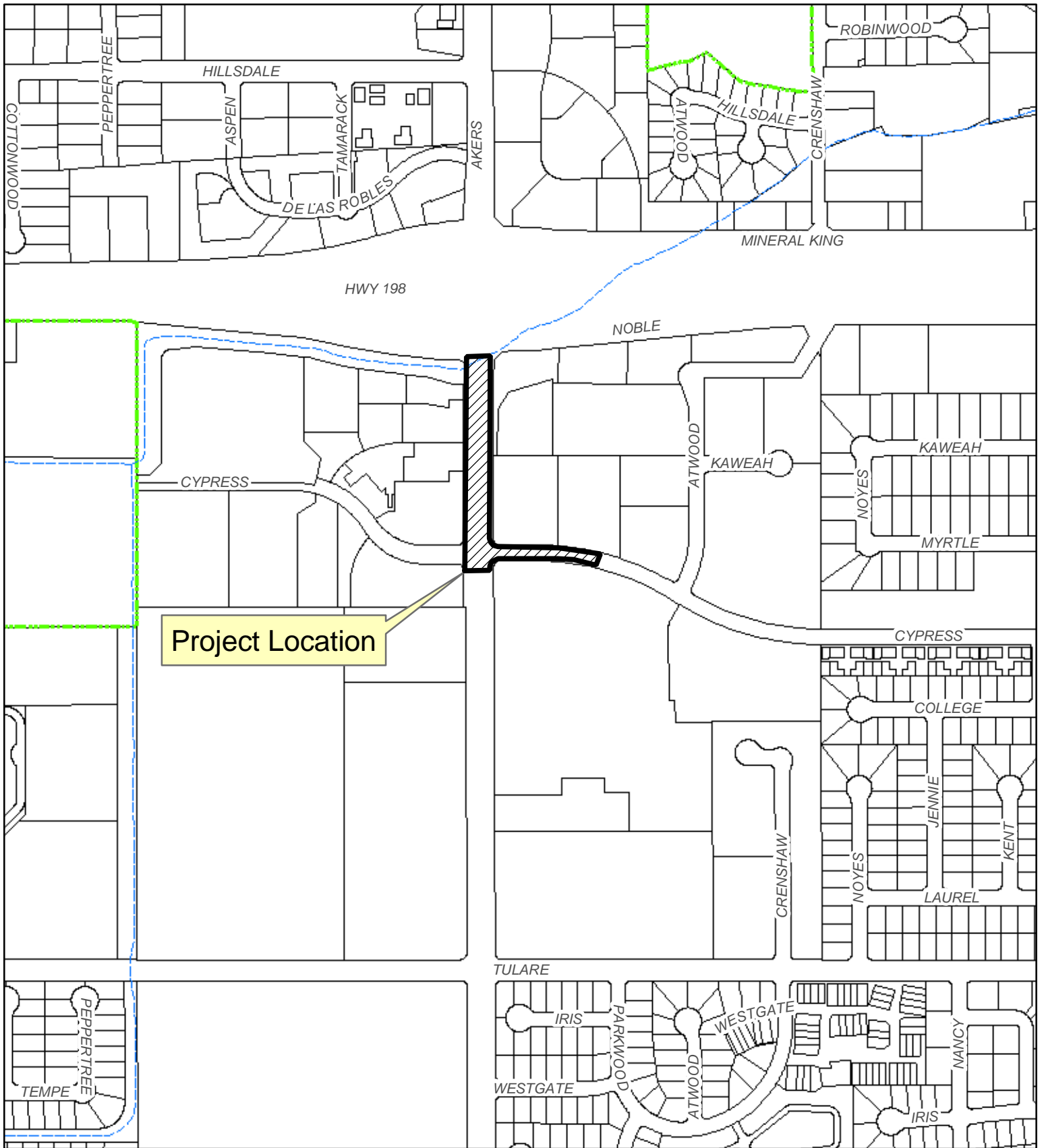
**CEQA Review:**

Required? Yes  No  
Review and Action: Prior: Negative Declaration per Initial Study #94-32  
Required:

**NEPA Review:**

Required? Yes No   
Review and Action: Prior:  
Required:

**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*)



**Exhibit 1**  
**Akers Street & Cypress Avenue**  
**Intersection Improvements**  
**Vicinity Map**



Scale: 1"=500'

Project No. 1614-00000-720000-0-9944-2008  
 Bid Opening: 10:00 AM, August 21, 2008  
 Prevailing Wage

Akers Street and Cypress Avenue  
 Intersection Improvement Project  
 Bid Summary Sheet

**BIDDERS NAMES**

	ITEMS	UNIT	QTY	ENGINEERS		JWT General Engineering	
				ESTIMATE		UNIT COST	TOTAL
				UNIT COST	TOTAL		
	<b>BASE BID</b>						
1	Clearing and Grubbing	L.S.	1	\$ 15,000.00	\$ 15,000.00	\$ 19,455.00	\$ 19,455.00
2	Prepare Storm Water Pollution Prevention Plan	L.S.	1	\$ 5,000.00	\$ 5,000.00	\$ 1,500.00	\$ 1,500.00
3	Water Pollution Control Implementation	L.S.	1	\$ 5,000.00	\$ 5,000.00	\$ 1,000.00	\$ 1,000.00
4	Traffic Control System/Construction Area Signs	L.S.	1	\$ 6,000.00	\$ 6,000.00	\$ 3,500.00	\$ 3,500.00
5	Roadway Excavation	L.S.	1	\$ 3,000.00	\$ 3,000.00	\$ 7,330.00	\$ 7,330.00
6	12" Storm Drain Pipe	LF	43	\$ 110.00	\$ 4,730.00	\$ 190.00	\$ 8,170.00
7	Type GO Catch Basin	Each	1	\$ 3,000.00	\$ 3,000.00	\$ 6,500.00	\$ 6,500.00
8	City Std. Barrier Curb and Guter	L.F.	320	\$ 22.00	\$ 7,040.00	\$ 23.91	\$ 7,651.20
9	City Std. Median Curb	L.F.	25	\$ 18.00	\$ 450.00	\$ 30.00	\$ 750.00
10	City Std. 35' Curb Return	Each	2	\$ 3,500.00	\$ 7,000.00	\$ 450.00	\$ 900.00
11	Handicap Ramp	Each	3	\$ 3,000.00	\$ 9,000.00	\$ 1,500.00	\$ 4,500.00
12	City Std. 5' Sidewalk	SF	1265	\$ 6.00	\$ 7,590.00	\$ 3.40	\$ 4,301.00
13	Class 2 Aggregate Base	Ton	518	\$ 60.00	\$ 31,080.00	\$ 31.92	\$ 16,534.56
14	Asphalt Concrete (Type B)	Ton	176	\$ 100.00	\$ 17,600.00	\$ 140.65	\$ 24,754.40
15	Relocate Street Light	Each	1	\$ 1,500.00	\$ 1,500.00	\$ 3,750.00	\$ 3,750.00
16	Signing, Striping and Marking	LS	1	\$ 5,000.00	\$ 5,000.00	\$ 9,060.00	\$ 9,060.00
17	Akers at Cypress Traffic Signal modification	LS	1	\$ 35,000.00	\$ 35,000.00	\$ 52,460.00	\$ 52,460.00
18	Driveway Approach	LS	1	\$ 3,660.00	\$ 3,660.00	\$ 6,500.00	\$ 6,500.00
19	Miscellaneous	LS	1	\$ 8,000.00	\$ 8,000.00	\$ 3,500.00	\$ 3,500.00
	<b>BASE BID TOTAL</b>				\$ 174,650.00		\$ 182,116.16

\*Indicates addition error in bid.

Project No. 1614-00000-720000-0-9944-2008  
 Bid Opening: 10:00 AM, August 21, 2008  
 Prevailing Wage

Akers Street and Cypress Avenue  
 Intersection Improvement Project  
 Bid Summary Sheet

<i>Central Valley Asphalt</i>		<i>American Paving</i>		<i>Lee's Paving</i>	
<i>UNIT COST</i>	<i>TOTAL</i>	<i>UNIT COST</i>	<i>TOTAL</i>	<i>UNIT COST</i>	<i>TOTAL</i>
\$ 16,500.00	\$ 16,500.00	\$ 21,700.00	\$ 21,700.00	\$ 16,595.00	\$ 16,595.00
\$ 4,810.00	\$ 4,810.00	\$ 1,100.00	\$ 1,100.00	\$ 3,012.00	\$ 3,012.00
\$ 800.00	\$ 800.00	\$ 2,100.00	\$ 2,100.00	\$ 5,000.00	\$ 5,000.00
\$ 5,000.00	\$ 5,000.00	\$ 4,600.00	\$ 4,600.00	\$ 5,000.00	\$ 5,000.00
\$ 7,500.00	\$ 7,500.00	\$ 13,400.00	\$ 13,400.00	\$ 14,575.00	\$ 14,575.00
\$ 200.00	\$ 8,600.00	\$ 409.00	\$ 17,587.00	\$ 175.00	\$ 7,525.00
\$ 12,000.00	\$ 12,000.00	\$ 5,900.00	\$ 5,900.00	\$ 5,000.00	\$ 5,000.00
\$ 25.00	\$ 8,000.00	\$ 34.40	\$ 11,008.00	\$ 23.91	\$ 7,651.20
\$ 20.00	\$ 500.00	\$ 19.50	\$ 487.50	\$ 25.00	\$ 625.00
\$ 2,400.00	\$ 4,800.00	\$ 1,600.00	\$ 3,200.00	\$ 450.00	\$ 900.00
\$ 2,744.00	\$ 8,232.00	\$ 800.00	\$ 2,400.00	\$ 3,000.00	\$ 9,000.00
\$ 4.00	\$ 5,060.00	\$ 3.60	\$ 4,554.00	\$ 3.40	\$ 4,301.00
\$ 36.00	\$ 18,648.00	\$ 36.50	\$ 18,907.00	\$ 40.90	\$ 21,186.20
\$ 166.00	\$ 29,216.00	\$ 146.60	\$ 25,801.60	\$ 148.00	\$ 26,048.00
\$ 5,250.00	\$ 5,250.00	\$ 3,800.00	\$ 3,800.00	\$ 3,500.00	\$ 3,500.00
\$ 12,585.00	\$ 12,585.00	\$ 9,000.00	\$ 9,000.00	\$ 19,290.00	\$ 19,290.00
\$ 55,000.00	\$ 55,000.00	\$ 48,900.00	\$ 48,900.00	\$ 45,400.00	\$ 45,400.00
\$ 7,000.00	\$ 7,000.00	\$ 12,500.00	\$ 12,500.00	\$ 6,500.00	\$ 6,500.00
\$ 2,800.00	\$ 2,800.00	\$ 16,200.00	\$ 16,200.00	\$ 28,800.00	\$ 28,800.00
	\$ 212,301.00		\$ 223,145.10		\$ 229,908.40

Project No. 1614-00000-720000-0-9944-2008  
 Bid Opening: 10:00 AM, August 21, 2008  
 Prevailing Wage

Akers Street and Cypress Avenue  
 Intersection Improvement Project  
 Bid Summary Sheet

<i>Seal Rite Paving</i>		<i>Victory Engineers Inc.</i>		<i>Dunn's Sand, Inc.</i>	
<i>UNIT COST</i>	<i>TOTAL</i>	<i>UNIT COST</i>	<i>TOTAL</i>	<i>UNIT COST</i>	<i>TOTAL</i>
\$ 23,333.40	\$ 23,333.40	\$ 12,000.00	\$ 12,000.00	\$ 6,200.00	\$ 6,200.00
\$ 3,922.00	\$ 3,922.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
\$ 3,710.00	\$ 3,710.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
\$ 15,900.00	\$ 15,900.00	\$ 2,500.00	\$ 2,500.00	\$ 14,000.00	\$ 14,000.00
\$ 12,198.06	\$ 12,198.06	\$ 8,000.00	\$ 8,000.00	\$ 25,000.00	\$ 25,000.00
\$ 291.50	\$ 12,534.50	\$ 525.00	\$ 22,575.00	\$ 220.00	\$ 9,460.00
\$ 3,720.60	\$ 3,720.60	\$ 7,500.00	\$ 7,500.00	\$ 2,750.00	\$ 2,750.00
\$ 21.20	\$ 6,784.00	\$ 27.00	\$ 8,640.00	\$ 28.00	\$ 8,960.00
\$ 19.08	\$ 477.00	\$ 44.00	\$ 1,100.00	\$ 34.00	\$ 850.00
\$ 1,166.00	\$ 2,332.00	\$ 2,000.00	\$ 4,000.00	\$ 1,900.00	\$ 3,800.00
\$ 2,756.00	\$ 8,268.00	\$ 1,500.00	\$ 4,500.00	\$ 2,500.00	\$ 7,500.00
\$ 4.24	\$ 5,363.60	\$ 5.00	\$ 6,325.00	\$ 6.50	\$ 8,222.50
\$ 30.19	\$ 15,638.42	\$ 45.00	\$ 23,310.00	\$ 40.00	\$ 20,720.00
\$ 125.52	\$ 22,091.52	\$ 180.00	\$ 31,680.00	\$ 115.00	\$ 20,240.00
\$ 3,710.00	\$ 3,710.00	\$ 5,000.00	\$ 5,000.00	\$ 4,000.00	\$ 4,000.00
\$ 8,893.40	\$ 8,893.40	\$ 22,000.00	\$ 22,000.00	\$ 27,000.00	\$ 27,000.00
\$ 52,470.00	\$ 52,470.00	\$ 52,500.00	\$ 52,500.00	\$ 55,700.00	\$ 55,700.00
\$ 10,573.50	\$ 10,573.50	\$ 18,000.00	\$ 18,000.00	\$ 13,500.00	\$ 13,500.00
\$ 18,020.00	\$ 18,020.00	\$ 1,250.00	\$ 1,250.00	\$ 3,400.00	\$ 3,400.00
	\$ 229,940.00		\$ 234,380.00		\$ 234,802.50

\*\$233,802.00

Project No. 1614-00000-720000-0-9944-2008  
 Bid Opening: 10:00 AM, August 21, 2008  
 Prevailing Wage

Akers Street and Cypress Avenue  
 Intersection Improvement Project  
 Bid Summary Sheet

<i>R.J. Berry Jr. Inc.</i>		<i>Don Berry Construction</i>	
<i>UNIT COST</i>	<i>TOTAL</i>	<i>UNIT COST</i>	<i>TOTAL</i>
\$ 23,000.00	\$ 23,000.00	\$ 35,000.00	\$ 35,000.00
\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 1,000.00
\$ 5,000.00	\$ 5,000.00	\$ 1,200.00	\$ 1,200.00
\$ 10,000.00	\$ 10,000.00	\$ 6,000.00	\$ 6,000.00
\$ 24,500.00	\$ 24,500.00	\$ 28,500.00	\$ 28,500.00
\$ 280.00	\$ 12,040.00	\$ 162.00	\$ 6,966.00
\$ 3,800.00	\$ 3,800.00	\$ 5,400.00	\$ 5,400.00
\$ 26.00	\$ 8,320.00	\$ 25.00	\$ 8,000.00
\$ 28.00	\$ 700.00	\$ 22.00	\$ 550.00
\$ 500.00	\$ 1,000.00	\$ 1,200.00	\$ 2,400.00
\$ 1,750.00	\$ 5,250.00	\$ 3,200.00	\$ 9,600.00
\$ 3.75	\$ 4,743.75	\$ 8.00	\$ 10,120.00
\$ 35.00	\$ 18,130.00	\$ 53.00	\$ 27,454.00
\$ 175.00	\$ 30,800.00	\$ 175.00	\$ 30,800.00
\$ 3,750.00	\$ 3,750.00	\$ 3,800.00	\$ 3,800.00
\$ 20,000.00	\$ 20,000.00	\$ 9,000.00	\$ 9,000.00
\$ 48,000.00	\$ 48,000.00	\$ 53,000.00	\$ 53,000.00
\$ 7,500.00	\$ 7,500.00	\$ 8,500.00	\$ 8,500.00
\$ 17,300.00	\$ 17,300.00	\$ 1,200.00	\$ 1,200.00
	\$ 244,333.75		\$ 248,490.00
			<b>*\$259,290.00</b>



**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10d

**Agenda Item Wording:** Authorize the Recordation of the Final Parcel Map for Tentative Parcel Map 2006-19, located on the north side of Hurley Avenue approximately 90' east of Tommy Street (2 lots). APN 085-530-007

**Deadline for Action:** N/A

**Submitting Department:** Community Development  
Engineering Division

**Contact Name and Phone Number:**

Chris Young, Assistant Community Dev. Director 713-4392  
Ken McSheehy, Associate Engineer 713-4447

**Department Recommendation and Summary:**

Staff recommends that the City Council authorizes the recordation of the final map for Tentative Parcel Map 2006-19 containing 2 parcels. Tentative Parcel Map is dividing 0.67 acres into 2 build-able lots (13,204 square feet & 15,882 square feet).

**Prior Council/Board Actions:** None

**Committee/Commission Review and Actions:**

On November 28, 2006, the Planning Commission approved Variance 2006-07. (Lot width)

On November 28, 2006, the Planning Commission approved Tentative Parcel Map 2006-19. This tentative map will expire November 28, 2009.

**Alternatives:**

**Attachments:** Location map  
Aerial 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

**Review:**

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

**Finance** N/A  
**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 move to authorize the recordation of the Final Map for Tentative Parcel Map 2006-19.

***Environmental Assessment Status***

**CEQA Review: N/A**

**NEPA Review: N/A**

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

Copies of this report have been provided to:

## Agenda Item Transmittal

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10e

**Agenda Item Wording:** Establish or revise prima facie speed zones at the following locations: Walnut Avenue between Aviation Drive and Road 148, Mill Creek Avenue between Lovers Lane and McAuliff Street, Ben Maddox Way between Caldwell Avenue and the Saint Johns River, Willis Street between Center Avenue and Houston Avenue, and Ferguson Avenue between Shirk Street and Bridge Street. Adopt Resolution No. 2008-44 to amend the Official Speed Zone List of the City of Visalia.

**Deadline for Action:** None

**Submitting Department:** Community Development Department

**Contact Name and Phone Number:**

Chris Young, Assistant Community Dev. Director: 713-4392  
Eric Bons, Senior Civil Engineer: 713-4350

**Department Recommendation:** Staff recommends City Council adopts Resolution No. 2008-44, which will establish or revise prima facie speed zones at the following locations: Walnut Avenue between Aviation Drive and Road 148, Mill Creek Avenue between Lovers Lane and McAuliff Street and Ben Maddox Way between Caldwell Avenue and the Saint Johns River, Willis Street between Center Avenue and Houston Avenue, and Ferguson Avenue between Shirk Street and Bridge Street amending the Official Speed Zone List of the City of Visalia.

**Summary/background:**

A traffic study was conducted in accordance with the Manual on Uniform Traffic Control Devices (MUTCD) within the last six months. Information contained in this study was used to recommend appropriate speed zones at the locations studied. A summary of the streets studied and their associated speeds (existing and proposed) are shown in the table below. The establishment of new speed zones or changes to existing speed zones may be adopted by the approval of the attached resolution. The study recommended that certain segments of roadway with existing speed limits not be changed. These segments are also shown in the table below.

Mill Creek Avenue: Traffic volume on Mill Creek Avenue between Lovers Lane and McAuliff Street has increased significantly due to McAuliff Street being connected at Houston Avenue and recent multi-family development in the area. Currently there is not a posted speed limit on this portion of Mill Creek. By default, the speed limit becomes 55 miles per hour. A traffic study was performed at two locations along this segment of Mill Creek with the 85<sup>th</sup> percentile being 41 mph and 43 mph. Staff is recommending this portion of Mill Creek to be posted at 40 mph.

**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.): 3 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.

Ferguson Avenue: A traffic study has been performed on Ferguson Avenue from Shirk Street to Mooney Blvd and from Giddings Street to Bridge Street. Full street improvements have been completed for most of Ferguson Avenue between Shirk Street and Mooney Blvd. This portion of Ferguson Avenue is unposted except for the areas surrounding the two elementary schools. The traffic engineering study showed the 85<sup>th</sup> percentile ranging from 44 mph to 50 mph. Out of the eight different locations where the radar speed surveys were conducted, only one location had an 85<sup>th</sup> percentile speed of 50mph. The other seven locations had the 85<sup>th</sup> percentile speed between 44 mph and 48 mph. Staff is recommending a posted speed limit of 45 mph on Ferguson Avenue between Shirk Street and Mooney Blvd.

The easterly segment of Ferguson Avenue from Giddings Street to Bridge Street is currently unposted. The traffic engineering study showed that the 85<sup>th</sup> percentile speed of the cars surveyed ranged from 35 mph to 41 mph. Staff is recommending that this portion of Ferguson Avenue be posted at 35 mph.

The section of Ferguson Avenue between Mooney Blvd and Giddings Street is not constructed at this time. Approximately 450 feet of Ferguson Avenue west of Giddings Street has been constructed with the Luisi Acres, Unit No. 1 subdivision. The remaining portion of Ferguson Avenue will be constructed as a City CIP project with an anticipated completion by the spring of 2010.

Walnut Avenue: A traffic study has been performed on Walnut Avenue from Aviation Drive to Road 148. The portion of Walnut Avenue between Aviation Drive and Shirk St is currently posted at 55 mph and the 85<sup>th</sup> percentile is 58 mph. The traffic engineering study validates the posted speed limit and no change is recommended.

Walnut Avenue between Shirk Street and Roeben Street is unposted and the speed limit is 55 mph as defined in the California Vehicle Code. The traffic engineering study showed the 85<sup>th</sup> percentile to be 54 mph and therefore, staff is recommending that this portion of Walnut Avenue be posted at 50 mph.

Walnut Avenue between Roeben Street and Akers Street is currently posted at 45 mph. The traffic study showed that the 85<sup>th</sup> percentile of vehicles traveled at 41 mph. Staff is recommending that the speed limit remain at 45 mph since Walnut Avenue west of Akers will be posted at 45 mph.

The segment of Walnut Avenue between Akers Street and Linwood Street is currently posted at 40 mph but the traffic engineering study showed the 85<sup>th</sup> percentile of vehicles traveling at 46 mph. Staff is recommending this section of Walnut to be posted at 45 mph. This will make the posted speed consistent with the recommended speed limits on the east and west side of this segment.

Walnut Avenue between Linwood Street and County Center is currently posted at 45 mph. The traffic study show the 85<sup>th</sup> percentile of vehicles traveling at 45 mph and 48 mph at the two locations surveyed. This validated the posted speed limit of 45 mph and no change is recommended.

The segment of Walnut Avenue between County Center and Woodland is currently posted 45 mph but the traffic study shows the 85<sup>th</sup> percentile of vehicles traveled at 43 mph. Staff is

recommending this segment be reduced from the current posted speed limit of 45 mph down to 40 mph. This will make for a good transition for the approach to Mooney Blvd (SR-63).

The segment of Walnut Avenue between Woodland to Conyer Street is posted 40 mph. The traffic study showed the 85<sup>th</sup> percentile of vehicles traveled at 42 mph, 39 mph, 41 mph, and 43 mph which validates the current posted speed limit of 40 mph and no change is recommended.

Walnut Avenue between Conyer Street and Santa Fe is posted 45 mph but the traffic engineering study showed the 85<sup>th</sup> percentile of vehicles traveled at 44 mph, 42 mph and 41 mph. Staff is recommending that the speed limit be reduced to 40 mph in accordance with the traffic engineering study.

Walnut Avenue between Santa Fe and Lovers Lane is currently posted 50 mph but the traffic engineering study showed the 85<sup>th</sup> percentile of vehicles traveled at 48 mph, 51 mph, 49 mph, 43 mph, 47 mph, and 49 mph. Staff is recommending that the speed on this segment of Walnut Avenue be reduced from 50 mph to 45 mph.

The segment of Walnut Avenue from Lovers Lane to Road 148 is currently unposted and is a 55 mph roadway as defined in the California Vehicle code. The traffic study showed the 85<sup>th</sup> percentile of vehicles traveled at 55 mph and 57 mph. Staff is recommending this segment to be posted at 55 mph.

Ben Maddox Way: Ben Maddox Way is an arterial roadway as designated in the City of Visalia's Circulation Element. A traffic study was performed on Ben Maddox Way from Caldwell Avenue to St Johns Parkway.

The segment of Ben Maddox Way from Caldwell Avenue to K Avenue is currently unposted and is 65 mph because it is a multi-lane roadway as defined by the California Vehicle Code. The traffic study showed the 85<sup>th</sup> percentile of vehicles traveled at 51 mph and 49 mph. Therefore, staff is recommending the speed limit be posted at 50 mph along this segment.

Ben Maddox Way from K Avenue to Walnut Avenue is currently unposted and is 65 mph because it is a multi-lane roadway as defined by the California Vehicle Code. The traffic study showed the 85<sup>th</sup> percentile of vehicles traveled at 47 mph and 49 mph. Staff is recommending this portion of Ben Maddox Way between K Avenue and Walnut Avenue to be posted at 45 mph.

The segment of Ben Maddox Way from Walnut Avenue to Goshen Avenue is currently posted at 40 mph. The traffic study confirmed the existing posted speed limit with the 85<sup>th</sup> percentile of vehicles traveled ranging from 38 mph to 48 mph at seven different locations along this segment with all but one location showing speeds less than 45 mph. No change is recommended.

The segment of Ben Maddox Way from Goshen Avenue to St Johns River is currently posted at 50 mph. The traffic study surveyed three locations along this stretch of roadway. The 85<sup>th</sup> percentile of vehicles showed speeds of 50 mph, 51 mph and 57 mph. Staff recommends no change to the posted speed limit.

Willis Street: The segment of Willis Street from Mineral King Avenue to Center Avenue is currently posted at 25 mph. The traffic study confirms the posted speed limit and staff is recommending no change.

The segment of Willis Street from Center Avenue to Houston Avenue is currently posted at 25 mph. The traffic study surveyed four locations and the 85<sup>th</sup> percentile of vehicles traveled speed ranged from 32 mph to 34 mph. Staff is recommending this segment of Willis Street to be posted at 30 mph.

In summary, staff recommends establishing the following speed zones;

Street Name	Limits		Posted Speed Limit	Proposed Speed Limit
<b>Mill Creek Ave</b>	Lovers Lane	McAuliff St	None	40
<b>Ben Maddox Way</b>	Caldwell Ave	K Ave	None	50
	K Ave	Walnut Ave	None	45
	Walnut Ave	Noble Ave	40	40
	Mineral King Ave	Houston Ave	40	40
	Houston Ave	St Johns Pkwy	50	50
<b>Ferguson Ave</b>	Shirk St	Demaree St	None	45
	Demaree St	Mooney St	None	45
	Giddings St	Bridge St	None	35
<b>Walnut Ave</b>	Aviation Drive	Shirk St	None	55
	Shirk St	Roeben St	None	50
	Roeben St	Akers St	45	45
	Akers St	Linwood St	40	45
	Linwood St	County Center	45	45
	County Center	Woodland St	45	40
	Woodland St	Mooney Blvd (SR-63)	40	40
	Mooney Blvd (SR-63)	Conyer St	40	40
	Conyer St	Court St	45	40
	Court St	Santa Fe	45	40
	Santa Fe	Lovers Lane	50	45
	Lovers Lane	Road 148	None	55
<b>Willis St</b>	Mineral King	Center Ave	25	25
	Center	Houston Ave	25	30

The above prima facie speed limits shall become effective with the adoption of this resolution.

**Prior Council/Board Actions:** None

**Committee/Commission Review and Actions:** None

**Alternatives:** Current speed limits to remain.

**Attachments:** Proposed Resolution No. 2008-44  
Location Maps  
City-wide Speed Limit Exhibit

**Recommended Motion (and Alternative Motions if expected):** Staff recommends the adoption of Resolution No. 2008-44, which will establish or revise prima facie speed zones at the location listed in the resolution and amend the Official Speed Zone List of the City of Visalia.

***Environmental Assessment Status***

**CEQA Review:** Categorically Exempt

**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:

**RESOLUTION No. 2008 - 44**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VISALIA AMENDING THE  
OFFICAL SPEED ZONE LIST PURSUANT TO  
CHAPTER 10.12 INCLUSIVE OF TITLE 10, VEHICLES AND TRAFFIC**

**WHEREAS**, The Council of the City of Visalia, pursuant to Chapter 10.12 inclusive of Title 10, Vehicles and Traffic, of the Ordinance Code, may enact prima facie speed limits on various roadways or portions thereof within the City of Visalia; and

**WHEREAS**, an “Engineering and Traffic” survey was performed pursuant to Section 10.12.060 of the Ordinance Code; and

**WHEREAS**, said prima facie speed limits are enacted pursuant to the provisions as set forth within the California Vehicle Code;

**NOW, THEREFORE BE IT RESOLVED** by the Council of the City of Visalia as follows:

Under the provisions of Chapter 10.12 inclusive of Title 10, Vehicles and Traffic, of the Ordinance Code, the prima facie speed limit for the following roadway, or portions thereof, are hereby determined and declared to be as shown below, and shall be included in the official City of Visalia Speed Zone List:

<b>Street Name</b>	<b>Limits</b>		<b>Posted Speed Limit</b>	<b>Proposed Speed Limit</b>
<b>Mill Creek Ave</b>	Lovers Lane	McAuliff St	None	40
<b>Ben Maddox Way</b>	Caldwell Ave	K Ave	None	50
	K Ave	Walnut Ave	None	45
	Walnut Ave	Noble Ave	40	40
	Mineral King Ave	Houston Ave	40	40
	Houston Ave	St Johns Pkwy	50	50
<b>Ferguson Ave</b>	Shirk St	Demaree St	None	45
	Demaree St	Mooney St	None	45
	Giddings St	Bridge St	None	35
<b>Walnut Ave</b>	Aviation Drive	Shirk St	None	55
	Shirk St	Roeben St	None	50
	Roeben St	Akers St	45	45
	Akers St	Linwood St	40	45
	Linwood St	County Center	45	45
	County Center	Woodland St	45	40
	Woodland St	Mooney Blvd (SR-63)	40	40
	Mooney Blvd (SR-63)	Conyer St	40	40
	Conyer St	Court St	45	40



<b>Street Name</b>	<b>Limits</b>		<b>Posted Speed Limit</b>	<b>Proposed Speed Limit</b>
<b>Walnut Ave</b>	Court St	Santa Fe	45	40
	Santa Fe	Lovers Lane	50	45
	Lovers Lane	Road 148	None	55
<b>Willis St</b>	Mineral King	Center Ave	25	25
	Center	Houston Ave	25	30

The above prima facie speed limits shall become effective with the posting of the appropriate speed limit signs.

**PASSED AND ADOPTED:**

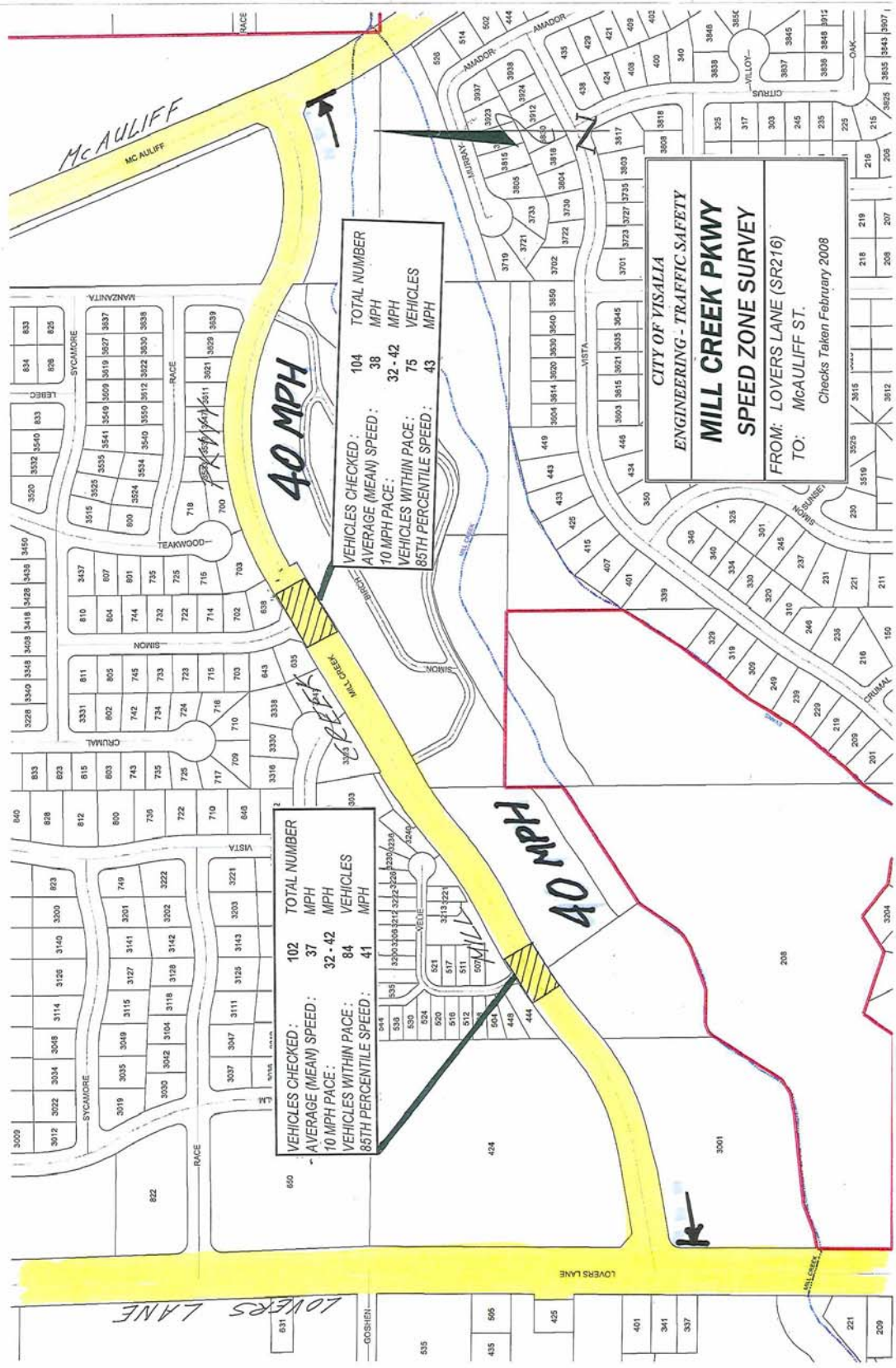
\_\_\_\_\_  
Mayor

ATTEST:

APPROVED BY CITY ATTORNEY:

\_\_\_\_\_  
Steven M. Salomon, City Clerk

\_\_\_\_\_



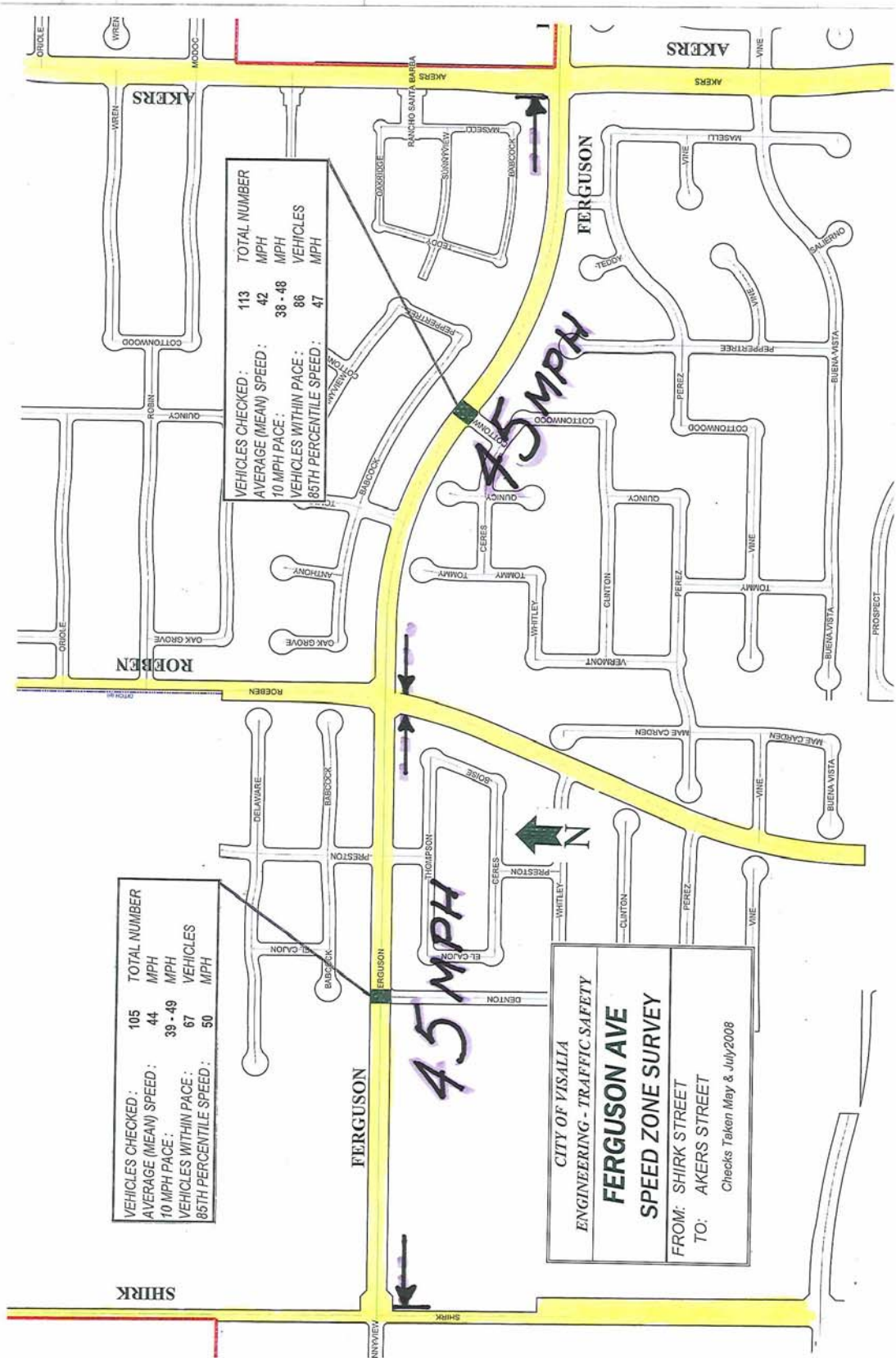
**40 MPH**

VEHICLES CHECKED: 104 TOTAL NUMBER  
 AVERAGE (MEAN) SPEED: 38 MPH  
 10 MPH PACE: 32 - 42 MPH  
 VEHICLES WITHIN PACE: 75 VEHICLES  
 85TH PERCENTILE SPEED: 43 MPH

**40 MPH**

VEHICLES CHECKED: 102 TOTAL NUMBER  
 AVERAGE (MEAN) SPEED: 37 MPH  
 10 MPH PACE: 32 - 42 MPH  
 VEHICLES WITHIN PACE: 84 VEHICLES  
 85TH PERCENTILE SPEED: 41 MPH

**CITY OF VISALIA**  
 ENGINEERING - TRAFFIC SAFETY  
**MILL CREEK PKWY**  
 SPEED ZONE SURVEY  
 FROM: LOVERS LANE (SR216)  
 TO: MCAULIFF ST.  
 Checks Taken February 2008

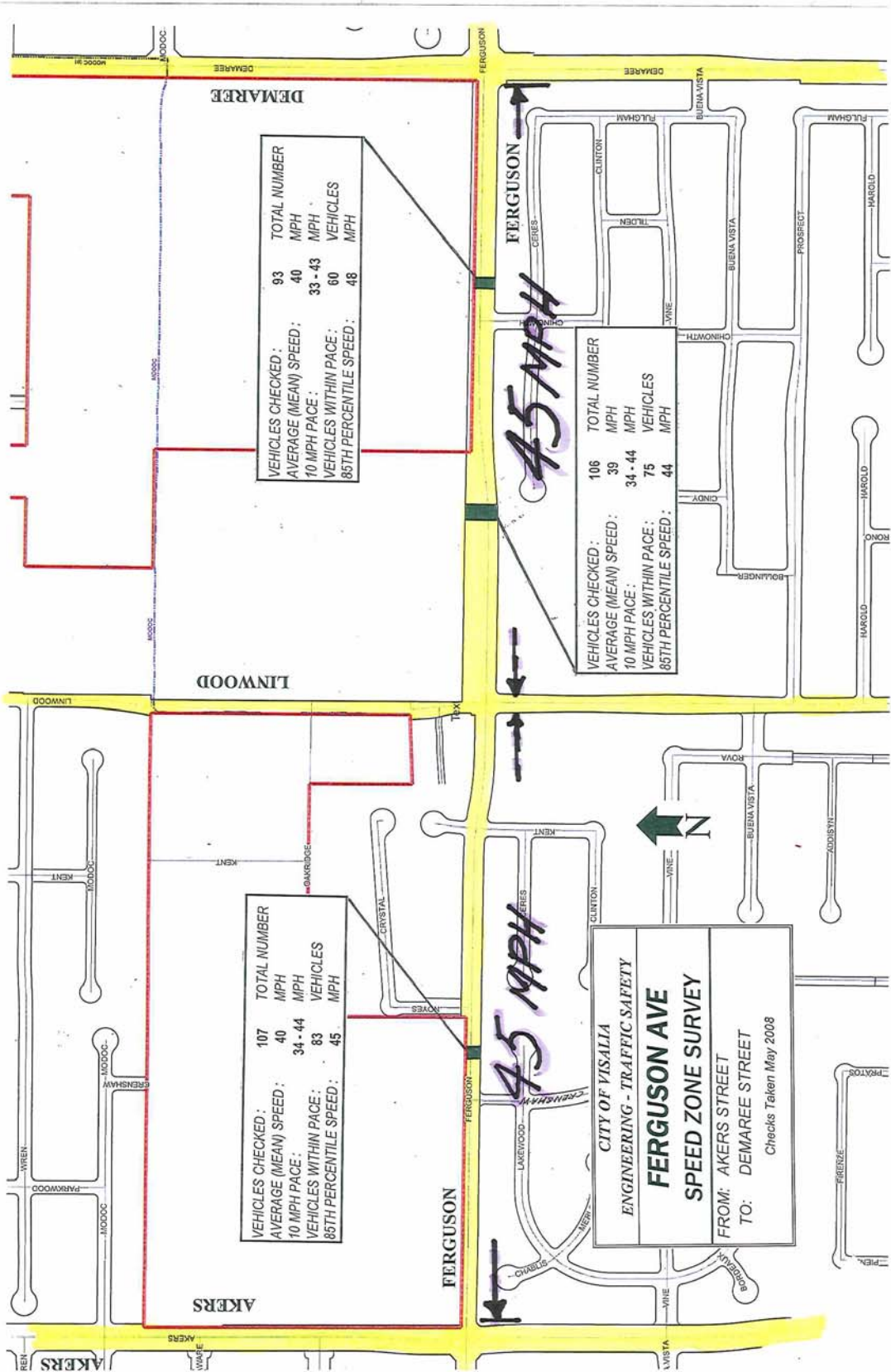


VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	44	MPH
10 MPH PACE :	39 - 49	MPH
VEHICLES WITHIN PACE :	67	VEHICLES
85TH PERCENTILE SPEED :	50	MPH

VEHICLES CHECKED :	113	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	42	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	86	VEHICLES
85TH PERCENTILE SPEED :	47	MPH

CITY OF VISALIA  
 ENGINEERING - TRAFFIC SAFETY  
**FERGUSON AVE**  
 SPEED ZONE SURVEY  
 FROM: SHIRK STREET  
 TO: AKERS STREET  
 Checks Taken May & July 2008

**45 MPH**



VEHICLES CHECKED :	107	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40 MPH	
10 MPH PACE :	34 - 44 MPH	
VEHICLES WITHIN PACE :	83	VEHICLES
85TH PERCENTILE SPEED :	45 MPH	

VEHICLES CHECKED :	93	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40 MPH	
10 MPH PACE :	33 - 43 MPH	
VEHICLES WITHIN PACE :	60	VEHICLES
85TH PERCENTILE SPEED :	48 MPH	

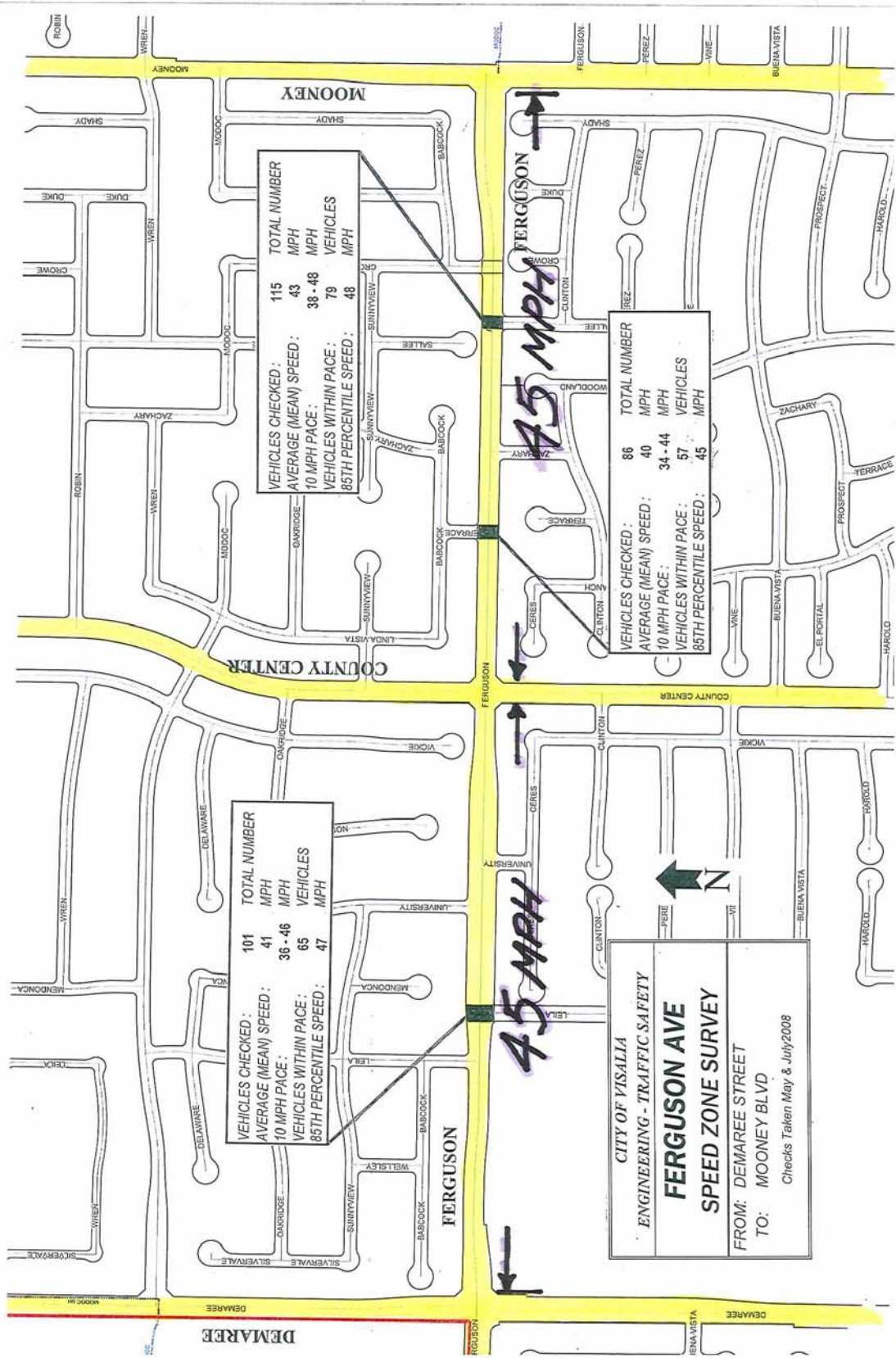
CITY OF VISALLA  
 ENGINEERING - TRAFFIC SAFETY  
**FERGUSON AVE**  
 SPEED ZONE SURVEY  
 FROM: AKERS STREET  
 TO: DEMAREE STREET  
 Checks Taken May 2008

**45 MPH**

**45 MPH**

VEHICLES CHECKED :	106	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	39 MPH	
10 MPH PACE :	34 - 44 MPH	
VEHICLES WITHIN PACE :	75	VEHICLES
85TH PERCENTILE SPEED :	44 MPH	





VEHICLES CHECKED :	101	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	41	MPH
10 MPH PACE :	36 - 46	MPH
VEHICLES WITHIN PACE :	65	VEHICLES
85TH PERCENTILE SPEED :	47	MPH

VEHICLES CHECKED :	115	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	43	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	79	VEHICLES
85TH PERCENTILE SPEED :	48	MPH

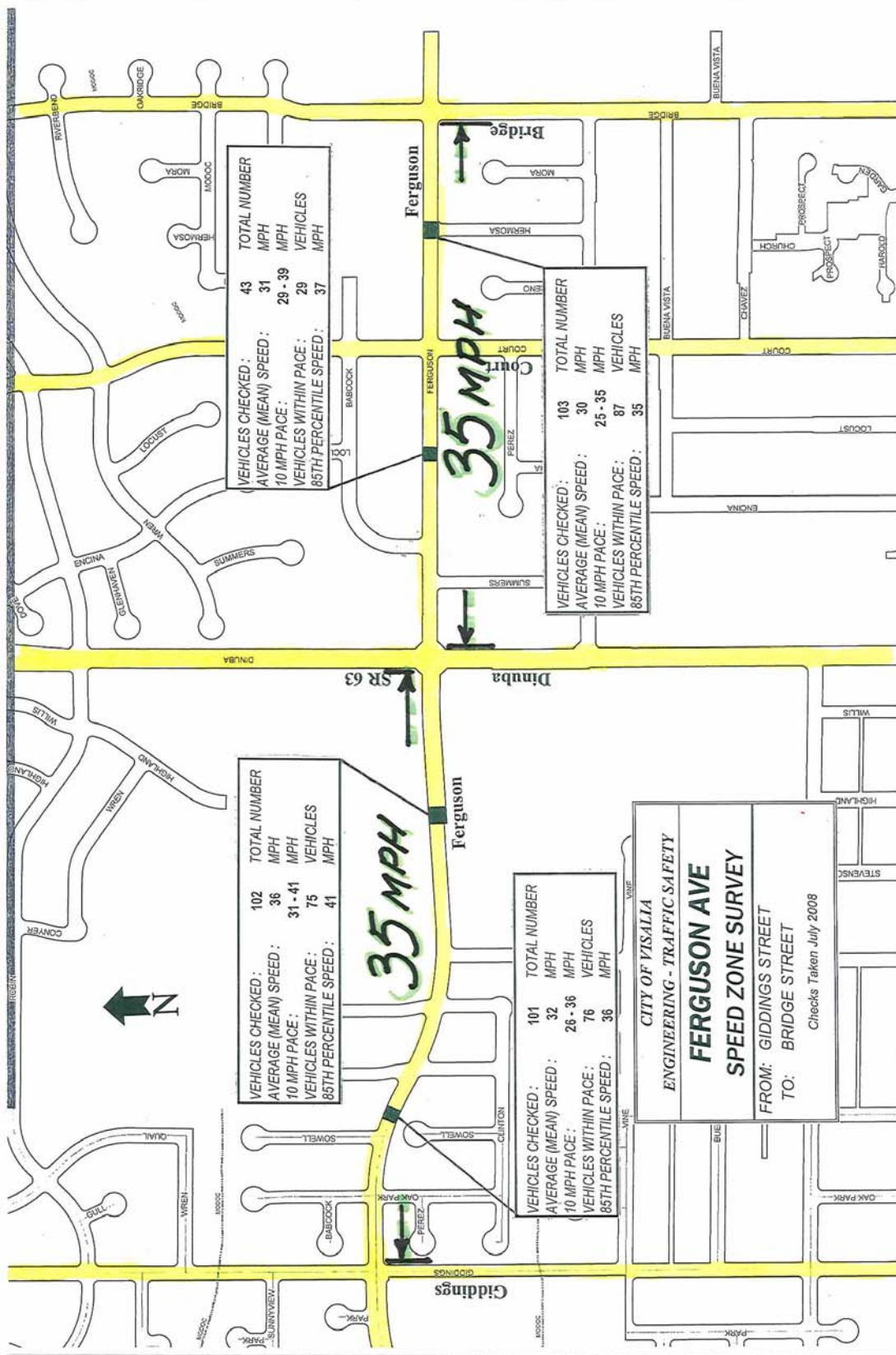
CITY OF VISALIA  
 ENGINEERING - TRAFFIC SAFETY  
**FERGUSON AVE**  
 SPEED ZONE SURVEY  
 FROM: DEMAREE STREET  
 TO: MOONEY BLVD  
 Checks Taken May & July 2008

VEHICLES CHECKED :	86	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40	MPH
10 MPH PACE :	34 - 44	MPH
VEHICLES WITHIN PACE :	57	VEHICLES
85TH PERCENTILE SPEED :	45	MPH

**45 MPH**

**45 MPH**





VEHICLES CHECKED :	43	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	31 MPH	
10 MPH PACE :	29 - 39	VEHICLES
VEHICLES WITHIN PACE :	29	
85TH PERCENTILE SPEED :	37	MPH

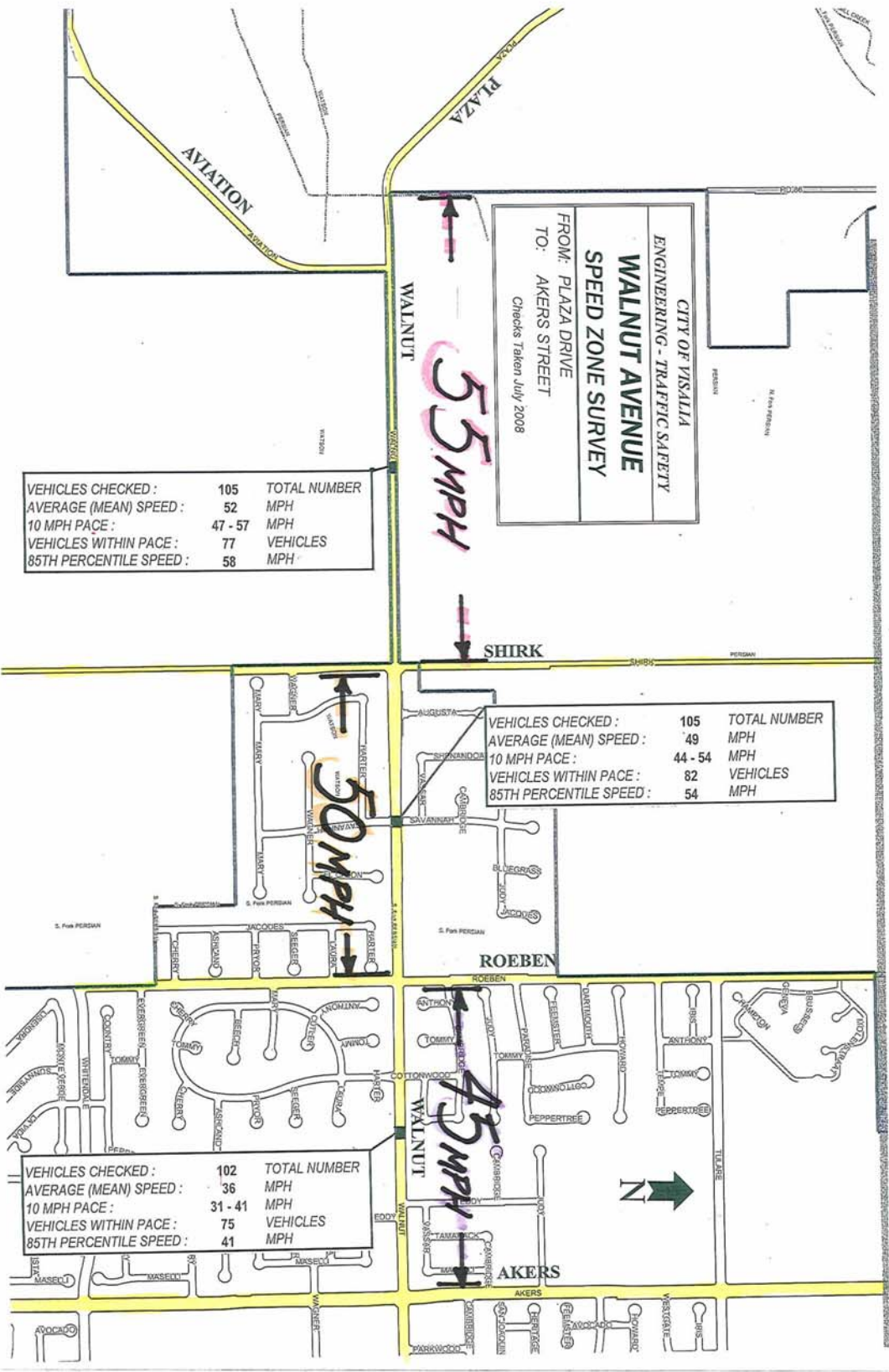
VEHICLES CHECKED :	103	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	30 MPH	
10 MPH PACE :	25 - 35	VEHICLES
VEHICLES WITHIN PACE :	87	
85TH PERCENTILE SPEED :	35	MPH

VEHICLES CHECKED :	102	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	36 MPH	
10 MPH PACE :	31 - 41	VEHICLES
VEHICLES WITHIN PACE :	75	
85TH PERCENTILE SPEED :	41	MPH

VEHICLES CHECKED :	101	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	32 MPH	
10 MPH PACE :	26 - 36	VEHICLES
VEHICLES WITHIN PACE :	76	
85TH PERCENTILE SPEED :	36	MPH

**CITY OF VISALIA**  
**ENGINEERING - TRAFFIC SAFETY**  
**FERGUSON AVE**  
**SPEED ZONE SURVEY**  
 FROM: GIDDINGS STREET  
 TO: BRIDGE STREET  
 Checks Taken July 2008





**CITY OF VISALIA**  
**ENGINEERING - TRAFFIC SAFETY**  
**WALNUT AVENUE**  
**SPEED ZONE SURVEY**  
 FROM: PLAZA DRIVE  
 TO: AKERS STREET  
 Checks Taken July 2008

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	52	MPH
10 MPH PACE :	47 - 57	MPH
VEHICLES WITHIN PACE :	77	VEHICLES
85TH PERCENTILE SPEED :	58	MPH

**55 MPH**

**SHIRK**

**ROEBEN**

**AKERS**

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	49	MPH
10 MPH PACE :	44 - 54	MPH
VEHICLES WITHIN PACE :	82	VEHICLES
85TH PERCENTILE SPEED :	54	MPH

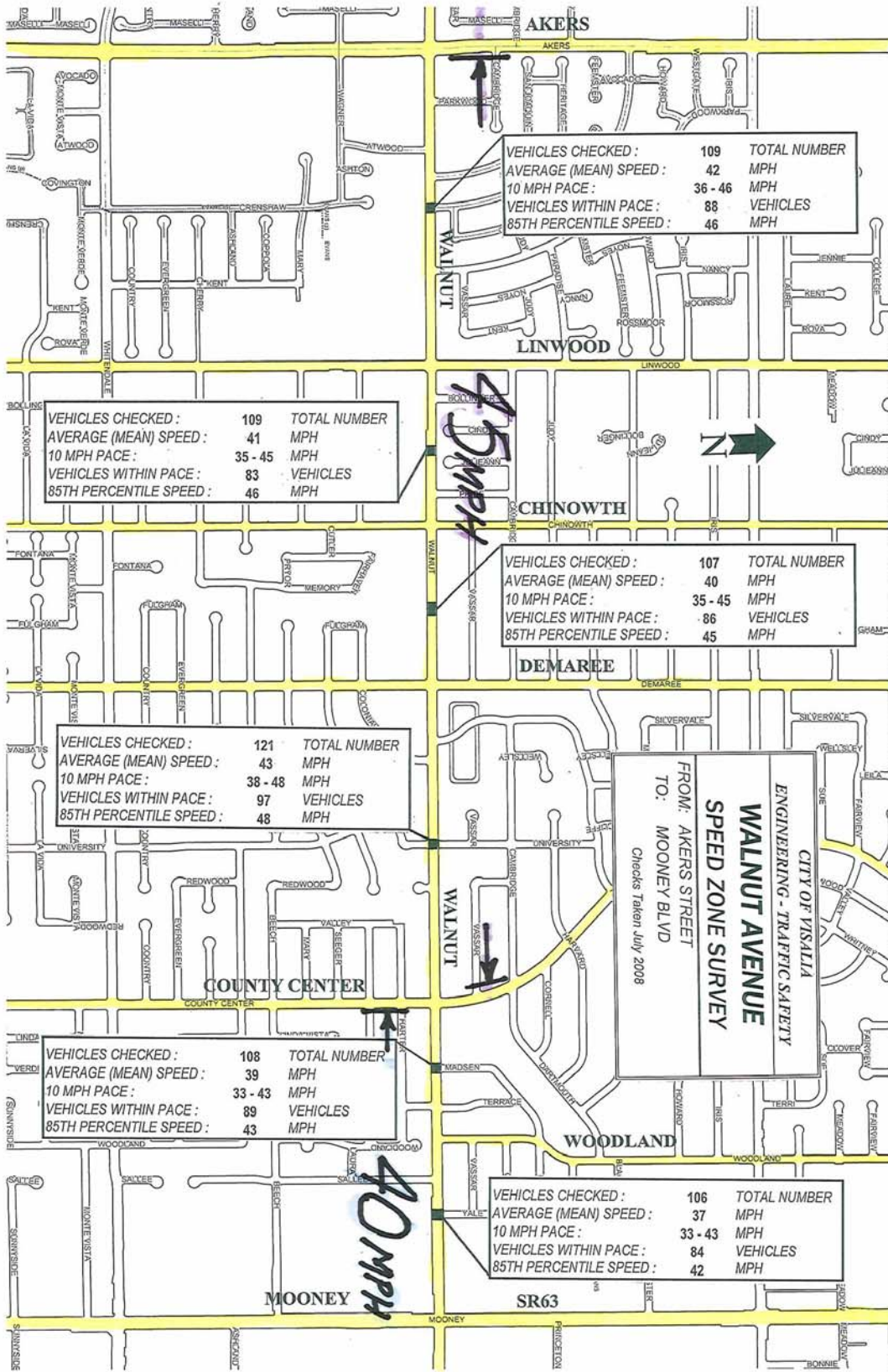
**50 MPH**

**45 MPH**

VEHICLES CHECKED :	102	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	36	MPH
10 MPH PACE :	31 - 41	MPH
VEHICLES WITHIN PACE :	75	VEHICLES
85TH PERCENTILE SPEED :	41	MPH







VEHICLES CHECKED :	109	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	42	MPH
10 MPH PACE :	36 - 46	MPH
VEHICLES WITHIN PACE :	88	VEHICLES
85TH PERCENTILE SPEED :	46	MPH

VEHICLES CHECKED :	109	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	41	MPH
10 MPH PACE :	35 - 45	MPH
VEHICLES WITHIN PACE :	83	VEHICLES
85TH PERCENTILE SPEED :	46	MPH

VEHICLES CHECKED :	107	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40	MPH
10 MPH PACE :	35 - 45	MPH
VEHICLES WITHIN PACE :	86	VEHICLES
85TH PERCENTILE SPEED :	45	MPH

VEHICLES CHECKED :	121	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	43	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	97	VEHICLES
85TH PERCENTILE SPEED :	48	MPH

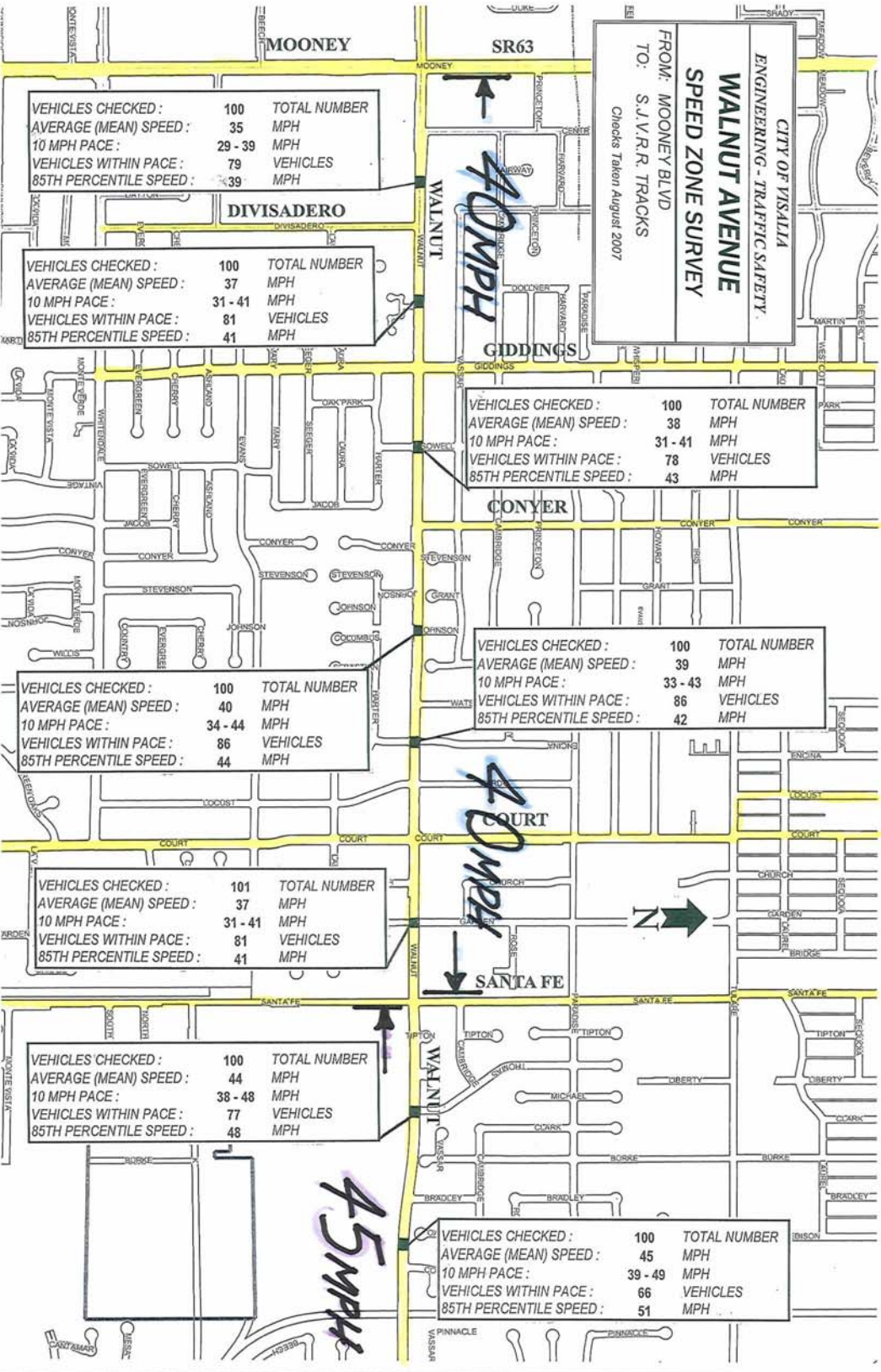
**CITY OF VISALIA**  
 ENGINEERING - TRAFFIC SAFETY  
**WALNUT AVENUE**  
 SPEED ZONE SURVEY  
 FROM: AKERS STREET  
 TO: MOONEY BLVD  
 Checks Taken July 2008

VEHICLES CHECKED :	108	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	39	MPH
10 MPH PACE :	33 - 43	MPH
VEHICLES WITHIN PACE :	89	VEHICLES
85TH PERCENTILE SPEED :	43	MPH

VEHICLES CHECKED :	106	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	37	MPH
10 MPH PACE :	33 - 43	MPH
VEHICLES WITHIN PACE :	84	VEHICLES
85TH PERCENTILE SPEED :	42	MPH

40 MPH





VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	35	MPH
10 MPH PACE :	29 - 39	MPH
VEHICLES WITHIN PACE :	79	VEHICLES
85TH PERCENTILE SPEED :	39	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	37	MPH
10 MPH PACE :	31 - 41	MPH
VEHICLES WITHIN PACE :	81	VEHICLES
85TH PERCENTILE SPEED :	41	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	38	MPH
10 MPH PACE :	31 - 41	MPH
VEHICLES WITHIN PACE :	78	VEHICLES
85TH PERCENTILE SPEED :	43	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40	MPH
10 MPH PACE :	34 - 44	MPH
VEHICLES WITHIN PACE :	86	VEHICLES
85TH PERCENTILE SPEED :	44	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	39	MPH
10 MPH PACE :	33 - 43	MPH
VEHICLES WITHIN PACE :	86	VEHICLES
85TH PERCENTILE SPEED :	42	MPH

VEHICLES CHECKED :	101	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	37	MPH
10 MPH PACE :	31 - 41	MPH
VEHICLES WITHIN PACE :	81	VEHICLES
85TH PERCENTILE SPEED :	41	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	44	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	77	VEHICLES
85TH PERCENTILE SPEED :	48	MPH

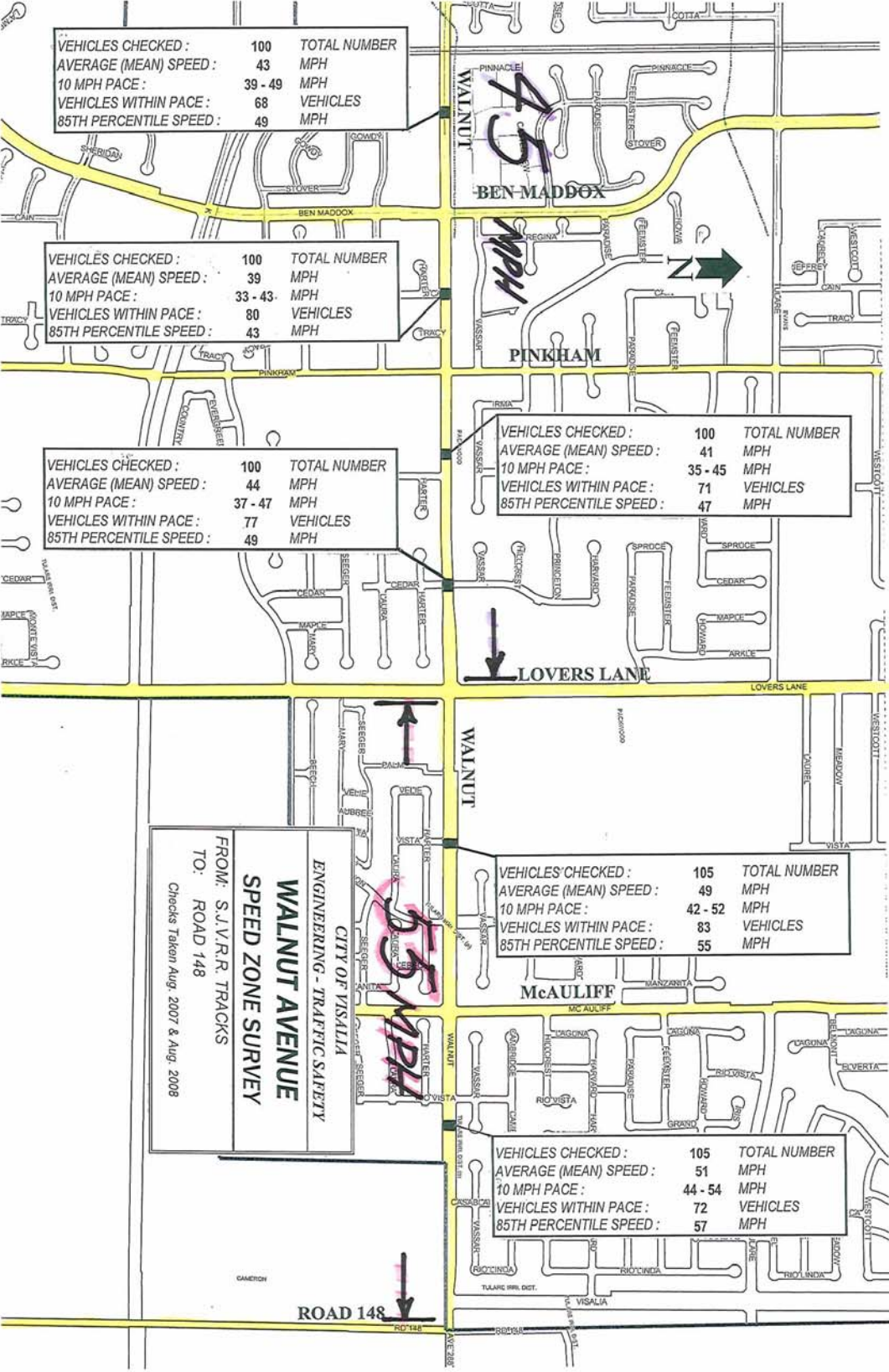
VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	45	MPH
10 MPH PACE :	39 - 49	MPH
VEHICLES WITHIN PACE :	66	VEHICLES
85TH PERCENTILE SPEED :	51	MPH

**CITY OF VISALIA**  
**ENGINEERING - TRAFFIC SAFETY**  
**WALNUT AVENUE**  
**SPEED ZONE SURVEY**  
 FROM: MOONEY BLVD  
 TO: S.J.V.R.R. TRACKS  
 Checks Taken August 2007

**40 MPH**

**40 MPH**

**45 MPH**



VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	43	MPH
10 MPH PACE :	39 - 49	MPH
VEHICLES WITHIN PACE :	68	VEHICLES
85TH PERCENTILE SPEED :	49	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	39	MPH
10 MPH PACE :	33 - 43	MPH
VEHICLES WITHIN PACE :	80	VEHICLES
85TH PERCENTILE SPEED :	43	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	44	MPH
10 MPH PACE :	37 - 47	MPH
VEHICLES WITHIN PACE :	77	VEHICLES
85TH PERCENTILE SPEED :	49	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	41	MPH
10 MPH PACE :	35 - 45	MPH
VEHICLES WITHIN PACE :	71	VEHICLES
85TH PERCENTILE SPEED :	47	MPH

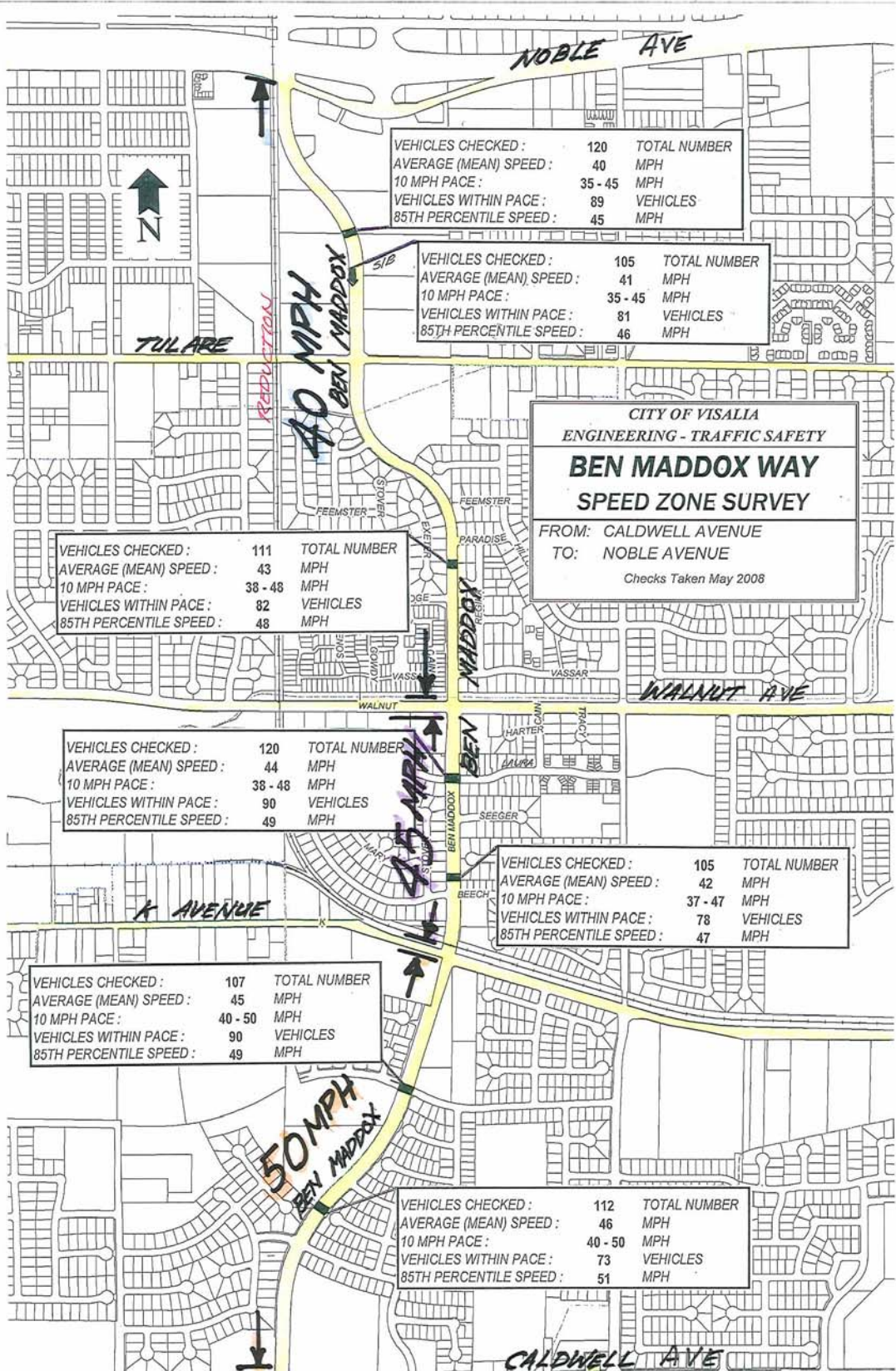
VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	49	MPH
10 MPH PACE :	42 - 52	MPH
VEHICLES WITHIN PACE :	83	VEHICLES
85TH PERCENTILE SPEED :	55	MPH

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	51	MPH
10 MPH PACE :	44 - 54	MPH
VEHICLES WITHIN PACE :	72	VEHICLES
85TH PERCENTILE SPEED :	57	MPH

CITY OF VISALIA  
 ENGINEERING - TRAFFIC SAFETY  
**WALNUT AVENUE**  
**SPEED ZONE SURVEY**  
 FROM: S.V.V.R. TRACKS  
 TO: ROAD 148  
 Checks Taken Aug. 2007 & Aug. 2008

ROAD 148





VEHICLES CHECKED :	120	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	40	MPH
10 MPH PACE :	35 - 45	MPH
VEHICLES WITHIN PACE :	89	VEHICLES
85TH PERCENTILE SPEED :	45	MPH

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	41	MPH
10 MPH PACE :	35 - 45	MPH
VEHICLES WITHIN PACE :	81	VEHICLES
85TH PERCENTILE SPEED :	46	MPH

**CITY OF VISALIA**  
 ENGINEERING - TRAFFIC SAFETY  
**BEN MADDOX WAY**  
**SPEED ZONE SURVEY**  
 FROM: CALDWELL AVENUE  
 TO: NOBLE AVENUE  
 Checks Taken May 2008

VEHICLES CHECKED :	111	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	43	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	82	VEHICLES
85TH PERCENTILE SPEED :	48	MPH

VEHICLES CHECKED :	120	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	44	MPH
10 MPH PACE :	38 - 48	MPH
VEHICLES WITHIN PACE :	90	VEHICLES
85TH PERCENTILE SPEED :	49	MPH

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	42	MPH
10 MPH PACE :	37 - 47	MPH
VEHICLES WITHIN PACE :	78	VEHICLES
85TH PERCENTILE SPEED :	47	MPH

VEHICLES CHECKED :	107	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	45	MPH
10 MPH PACE :	40 - 50	MPH
VEHICLES WITHIN PACE :	90	VEHICLES
85TH PERCENTILE SPEED :	49	MPH

VEHICLES CHECKED :	112	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	46	MPH
10 MPH PACE :	40 - 50	MPH
VEHICLES WITHIN PACE :	73	VEHICLES
85TH PERCENTILE SPEED :	51	MPH

CITY OF VISALLA  
ENGINEERING - TRAFFIC SAFETY

**BEN MADDOX WAY  
SPEED ZONE SURVEY**

FROM: MINERAL KING AVENUE  
TO: ST. JOHNS RIVER BR

Checks Taken July 2008

VEHICLES CHECKED :	115	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	50	MPH
10 MPH PACE :	47 - 57	MPH
VEHICLES WITHIN PACE :	72	VEHICLES
85TH PERCENTILE SPEED :	57	MPH

VEHICLES CHECKED :	120	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	46	MPH
10 MPH PACE :	40 - 50	MPH
VEHICLES WITHIN PACE :	78	VEHICLES
85TH PERCENTILE SPEED :	51	MPH

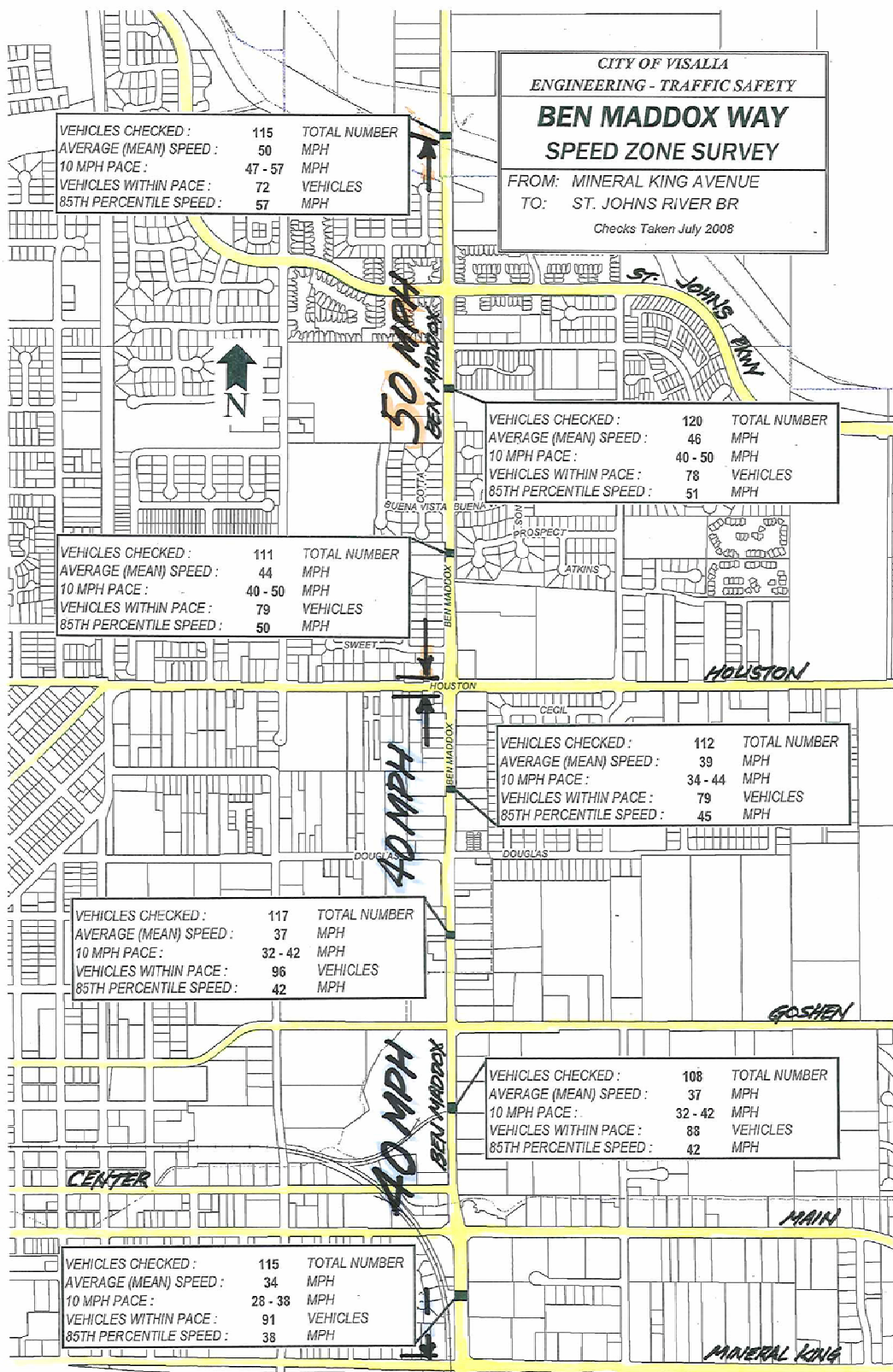
VEHICLES CHECKED :	111	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	44	MPH
10 MPH PACE :	40 - 50	MPH
VEHICLES WITHIN PACE :	79	VEHICLES
85TH PERCENTILE SPEED :	50	MPH

VEHICLES CHECKED :	112	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	39	MPH
10 MPH PACE :	34 - 44	MPH
VEHICLES WITHIN PACE :	79	VEHICLES
85TH PERCENTILE SPEED :	45	MPH

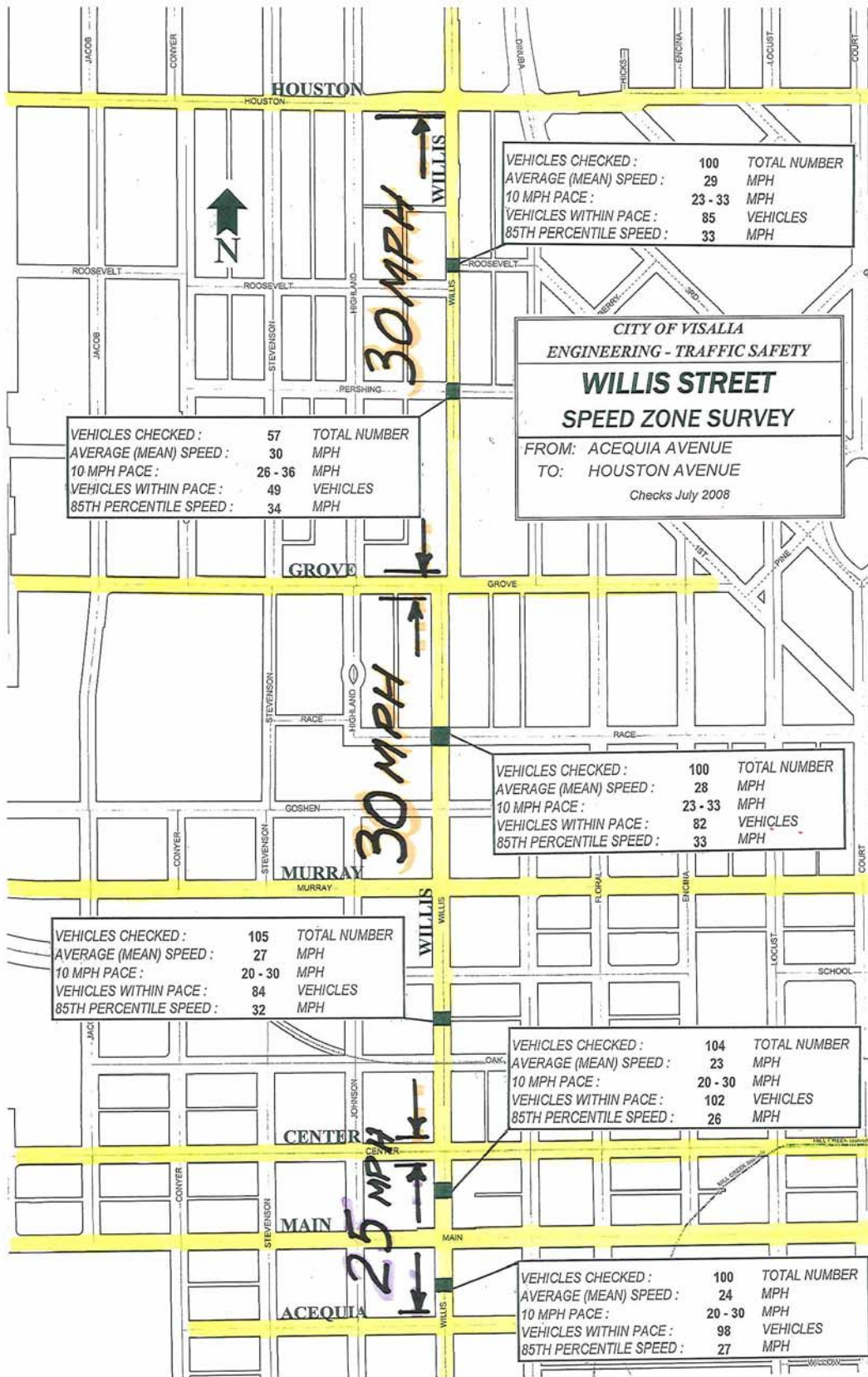
VEHICLES CHECKED :	117	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	37	MPH
10 MPH PACE :	32 - 42	MPH
VEHICLES WITHIN PACE :	96	VEHICLES
85TH PERCENTILE SPEED :	42	MPH

VEHICLES CHECKED :	108	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	37	MPH
10 MPH PACE :	32 - 42	MPH
VEHICLES WITHIN PACE :	88	VEHICLES
85TH PERCENTILE SPEED :	42	MPH

VEHICLES CHECKED :	115	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	34	MPH
10 MPH PACE :	28 - 38	MPH
VEHICLES WITHIN PACE :	91	VEHICLES
85TH PERCENTILE SPEED :	38	MPH







VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	29	MPH
10 MPH PACE :	23 - 33	MPH
VEHICLES WITHIN PACE :	85	VEHICLES
85TH PERCENTILE SPEED :	33	MPH

**CITY OF VISALIA**  
**ENGINEERING - TRAFFIC SAFETY**  
**WILLIS STREET**  
**SPEED ZONE SURVEY**  
 FROM: ACEQUIA AVENUE  
 TO: HOUSTON AVENUE  
 Checks July 2008

VEHICLES CHECKED :	57	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	30	MPH
10 MPH PACE :	26 - 36	MPH
VEHICLES WITHIN PACE :	49	VEHICLES
85TH PERCENTILE SPEED :	34	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	28	MPH
10 MPH PACE :	23 - 33	MPH
VEHICLES WITHIN PACE :	82	VEHICLES
85TH PERCENTILE SPEED :	33	MPH

VEHICLES CHECKED :	105	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	27	MPH
10 MPH PACE :	20 - 30	MPH
VEHICLES WITHIN PACE :	84	VEHICLES
85TH PERCENTILE SPEED :	32	MPH

VEHICLES CHECKED :	104	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	23	MPH
10 MPH PACE :	20 - 30	MPH
VEHICLES WITHIN PACE :	102	VEHICLES
85TH PERCENTILE SPEED :	26	MPH

VEHICLES CHECKED :	100	TOTAL NUMBER
AVERAGE (MEAN) SPEED :	24	MPH
10 MPH PACE :	20 - 30	MPH
VEHICLES WITHIN PACE :	98	VEHICLES
85TH PERCENTILE SPEED :	27	MPH

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 10f

**Agenda Item Wording:** Authorize the City Manager to enter into a professional services agreement with Mendoza & Associates Consulting Engineers for Construction Management and Resident Engineer Services for the construction of the Highway 198 Overcrossing at Santa Fe Street. Project Number 3011-00000-720000-0-9236.

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

**Submitting Department:** Community Development  
Engineering Division

**Contact Name and Phone Number:** Fred Lampe 713-4270,  
Adam Ennis, 713-4323, Chris Young, 713-4392

**Department Recommendation:** Staff recommends that the Visalia City Council authorize the City Manager to enter into a professional services agreement with Mendoza & Associates for Construction Management and Resident Engineer Services for the construction of the Highway 198 Overcrossing at Santa Fe Street. The fee for the services will be \$714,240.00. The project is scheduled to be released to bid September 29, 2008. Construction cost is estimated to be \$6,700,000. Construction is expected to begin in January, 2009.

**Summary/background:** The City of Visalia has entered into a cooperative agreement with the State Department of Transportation (Caltrans) for the construction of the Highway 198 Overcrossing at Santa Fe Street. The City has agreed to fund the construction and complete the bridge project according to Caltrans specifications and with Caltrans oversight. The cooperative agreement requires the City to provide a field site representative, who is a California licensed Civil Engineer, to perform the functions of the Resident Engineer. The cooperative agreement directs the City to provide qualified support staff to assist the Resident Engineer in, but not limited to, construction surveys, soils and foundation tests, measurement and computation of quantities, testing of construction materials, checking shop drawings, preparation of estimates and reports, preparation of "As-Built" drawings, and other inspection and staff services necessary to assure the construction is being performed in accordance with the plans and specifications.

**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.

Since 2005 the City has constructed several large projects including the Acequia Parking Structure, the Sports Park, and the Transit Maintenance Facility. Construction management firms were hired by the city to review plans and specifications, provide constructability reviews, conduct the bid process, and provide contract administration, coordination, planning, and contractor oversight. Construction managers also reviewed, tracked, and processed construction schedules, requests for information, submittals, potential change orders, and potential claims. The project management firms were able to commit their staff as needed to fully provide these specialized services.

This bridge project in the State Highway right of way has many special needs and requirements. Challenges include demolition and disposal of the existing steel railroad bridge including state highway closures, California Highway Patrol coordination, and lead paint and asbestos abatement. Throughout the project the construction manager will have to deal with highway lane closures and full highway closures with detours all of which require full time inspection night and day. Construction of the concrete drilled pile footings, erection of the bridge false work, ordering and handling of pre-cast concrete girders are all strictly regulated by Caltrans. Caltrans has specific and detailed requirements for inspection, testing, traffic control, and record keeping. Caltrans construction projects often combine the responsibilities of the Resident Engineer and Construction Manager, with one firm hired to provide both services. By combining the Resident Engineer and Construction Manager in one firm, the coordination and record keeping are less redundant and more uniform and consistent. Because of the need for qualified personnel and the specialized structural requirements of State Highway bridge construction, city staff believes that the combined Construction Management and Resident Engineer Firm is the best and most cost effective method of managing the construction of the Highway 198 Overcrossing at Santa Fe.

On June 25, 2008 the City Purchasing Department issued a Request for Proposals (RFP) for the Construction Management (CM) & Resident Engineer (RE) Services for the Highway 198 Overcrossing at Santa Fe Street. Three firms submitted proposals. The proposals were rated by a committee of City and Caltrans staff. The review committee included Jeffery J. Abercrombie, PE, Area Construction Manager - Caltrans, Bill Carr, PE, City Engineer Retired – City of Visalia, Adam Ennis, PE, Senior Civil Engineer – COV, Phyllis Coring, Special Projects Manager – COV, and Fred Lampe, PE, Project Manager – COV. The firms were then invited to interview before a panel of City and Caltrans staff. The interview panel included Mr. Abercrombie, Mr. Lampe, Doug Damko, PE, Senior Civil Engineer – COV, and Rebecca Keenan, PE, Civil Engineer – COV. Mendoza & Associates was chosen due to their qualifications, the similar projects they have managed, and their familiarity with Caltrans District 6 personnel and procedures. The selection of Mendoza & Associates as the CM & RE firm for Council consideration was unanimously supported by the joint City/Caltrans technical review committees.

The proposed fees from the three firms responding to the RFP were within twenty three percent (23%) of each other and Mendoza & Associates was the lowest. The cost proposals for all firms are as follows:

Mendoza & Associates	\$714,240
Provost & Pritchard	\$773,000
Don Todd Associates	\$875,965

City staff has contacted Caltrans District 6 project managers, Fresno County Transportation Authority staff, and consulting engineering firms to determine the range of fees expected for Construction Management and Resident Engineer services that meet Caltrans requirements for similar state highway facilities. The expected fees for these services are between ten percent (10%) and fifteen percent (15%) of the construction cost depending on the size and complexity of the project.

Mendoza & Associates is currently completing construction management & resident engineer services for the Fresno County Transportation Authority under their Measure C Program. The \$48 million construction project on State Route 180 West included three bridges and a pump station. The project will be completed on time and on budget. Mendoza & Associates is also under contract with Caltrans District 6 for On-Call As-Needed Construction Engineering Services.

**Prior Council/Board Actions:**

1999/2000 City budget authorized Capital Improvement Project 3001-00000-720000-0-9236

Further budget appropriations: 2000-2008

November 18, 2002 Council adopted a Mitigated Negative Declaration (Resolution #2002-117)

September 2004 – April 2005 Council reviewed conceptual architectural designs for the project

August 6, 2007 Council approved appraisals of properties 1, 2, 7 and 8.

August 20, 2007 Council approved appraisals of properties 3, 4, 5, and 6.

August 4, 2008 Council approved a Resolution of Necessity on property 6 located at 500 S. Santa Fe Avenue. Resolution 2008-43

**Committee/Commission Review and Actions:**

**Alternatives:**

Use City staff to manage the construction, hiring additional specialized personnel as needed.

Re-distribute the Request for Proposals with a revised scope.



**Attachments:** Project location map.

**Recommended Motion (and Alternative Motions if expected):** I move to authorize the City Manager to enter into a professional services agreement with Mendoza & Associates Consulting Engineers for Construction Management and Resident Engineer Services for the construction of the Highway 198 Overcrossing at Santa Fe Street.

***Environmental Assessment Status***

**CEQA Review:** Mitigated Negative Declaration, adopted by City Council on November 18, 2002 by Resolution 2002-117

**NEPA Review:** Federal funding will not be used on this project.

**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:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 11

**Agenda Item Wording:** Status report on Transportation Impact Fees

**Deadline for Action:** Not Applicable.

**Submitting Department:** Public Works Department

**Contact Name and Phone Number:** Andrew Benelli, Public Works Director, 713-4340  
Eric Frost, Finance Director, 713-4474

**Recommendation**

Staff and Muni-Financial have completed preliminary work on the City's transportation impact fee evaluation. Although a final recommendation is not ready, the preliminary major staff recommendations are that:

- 1) The current full cash funding of arterial and collector street program be revised towards a partly cash and partly developer in-kind funded program.
- 2) That some discretionary transportation dollars be directed as an off-set to the industrial, office and hotel fees in order to limit increased fees to a pragmatically acceptable level.
- 3) That the City accepts a land vacancy factor of 20% as the level of land which will not be developed before the approved road project list needs to be complete.
- 4) That the City either collect enough in the fee or dedicate sufficient discretionary transportation revenues for building 20% of the developer in-kind responsibility where development needs to occur prior to when a land owner chooses to develop. When possible, mechanisms also need to be developed to recover some of these monies when development occurs later.
- 5) That the City adjusts trips by a trip length factor, recognizing that all trips are not the same.

**Discussion**

**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.

On September 17, 2007 the City Council authorized staff to retain Muni-Financial to prepare an analysis of the current fee program and recommend changes to the program where necessary. Muni-Financial has become Willdan Financial Services.

On December 17, 2007 staff updated the City Council on the progress that had been made on the transportation impact fees. Council directed staff to form a Task Force to evaluate the City's Transportation Impact Fee program. The Task Force consists of four development members and four public at large members. The Task Force members are:

- David Hernández – Allen Group
- Glenn Morris – Chamber of Commerce
- Steve Peck – Mangano Company
- Mike Lane – Lane Engineers  
(Representing the Home Builders Association)
- Brian Kempf – Urban Tree Foundation
- Sue Merrill – Retired Financial Analyst
- Adam Peck – Planning Commission
- Larry Segrue – Planning Commission

It has taken some time for staff to develop the appropriate background information to fully evaluate the City's Transportation Impact Fee program. A number of alternatives were considered, investigated and analyzed. Now, the Task Force has met five times with City staff to discuss the program and evaluate changes recommended by City staff and Willdan. City staff has also met about ten times with a group of representatives from the development community to discuss the details of the program. Some of the comments and issues that staff has discussed with the development representatives have been summarized in a chart which is included as **Attachment C** to this report and labeled "Stakeholder Feedback".

## Background

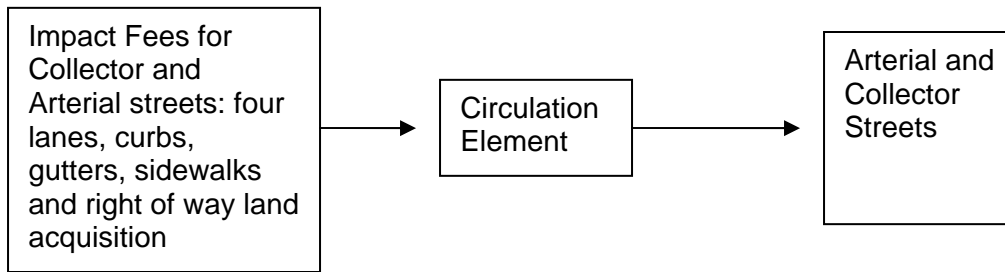
Current Transportation Impact Fee Program. On October 18, 2004 the City Council approved a change in policy for the City's Transportation Impact fee program that was designed to avoid saw-tooth street development but resulted in higher cash fees for all new construction and higher reimbursements to builders and developers. (Note: The "sawtooth" effect occurs where fragmented development causes multi-lane arterial and collector streets to not fully build out, thereby causing traffic to weave from two travel lanes to one travel lane.) The current policy stipulates that funds collected from the impact fees will be used to construct full street improvements, from curb to curb, on all designated arterial and collector streets, including utility relocation. Prior to 2004, developers were responsible for dedicating the right of way and constructing outside portions of the roadways (outside travel lanes, parking lane, curb, gutter, sidewalk and utility relocation) adjacent to their developments, as shown in Chart I, Current Major Street Development Process.

This change shifted a large share of the right-of-way and construction costs away from the developers' in-kind contributions and to the City's fee program. The advantage of this change is that the City is not dependent on adjacent development to initiate a new extension or street widening project. This policy change was intended to allow construction of major streets to be delivered ahead of development.

In September 2005, the City Council voted to raise the Transportation Impact fees for residential projects to \$612.46 per trip. This increase was to generate sufficient revenue to acquire right of way at current market rates. Real estate values were rapidly increasing in 2005 and developers and land owners were refusing to sell the City right of way at the old (2004) appraisal values.

### Chart I

## Current Major Street Delivery Process



After hearing testimony from several developers, the Council decided not to increase the rates for office, commercial and industrial projects. The developers indicated that the commercial, office and industrial projects are planned usually months and sometimes years in advance. The lease rates and selling prices are often fixed many months before the actual construction begins. They stated that they needed advance notice before any large increases so that they could implement appropriate lease rates. A note was added to the Development Fee Schedule book at that time which states:

"Fee rate for all projects is \$612.46 per trip. Fee increases for commercial, office and industrial developments have been temporarily suspended to maintain the rates shown above."

All fees have been adjusted for inflation since 2005 and are now higher but residential continues to pay a higher rate. The current per trip rate for residential projects is \$681.11. Commercial and office projects are paying \$378.13 per trip. Industrial projects are paying \$472.67 per trip.

***The current program is not expected to generate enough revenue to fund the road improvements. The full fee model trip cost has not been implemented, leaving industrial and commercial fees at a rate less than the City's fee model.***

Impact fees are only used on collectors and arterials shown in the City's Circulation Element. The Circulation Element specifies the street widths, and identifies which streets will have median islands. All local streets (low volume neighborhood streets) are built and funded by developers. City staff has recently estimated that it will cost \$986 million dollars (including right of way) to build and improve the circulation element streets that are within the 165,000 urban growth boundary.

***To keep transportation impact fees as low as possible while still fully funding an acceptable circulation program, staff recommends the following adjustments to the current fee program.***

***Project Costs. One method of reducing the current fee model is to remove from the fee program certain program elements that will be funded at a later date.*** Staff and the Task Force members recommend removing the following elements from the current fee program:

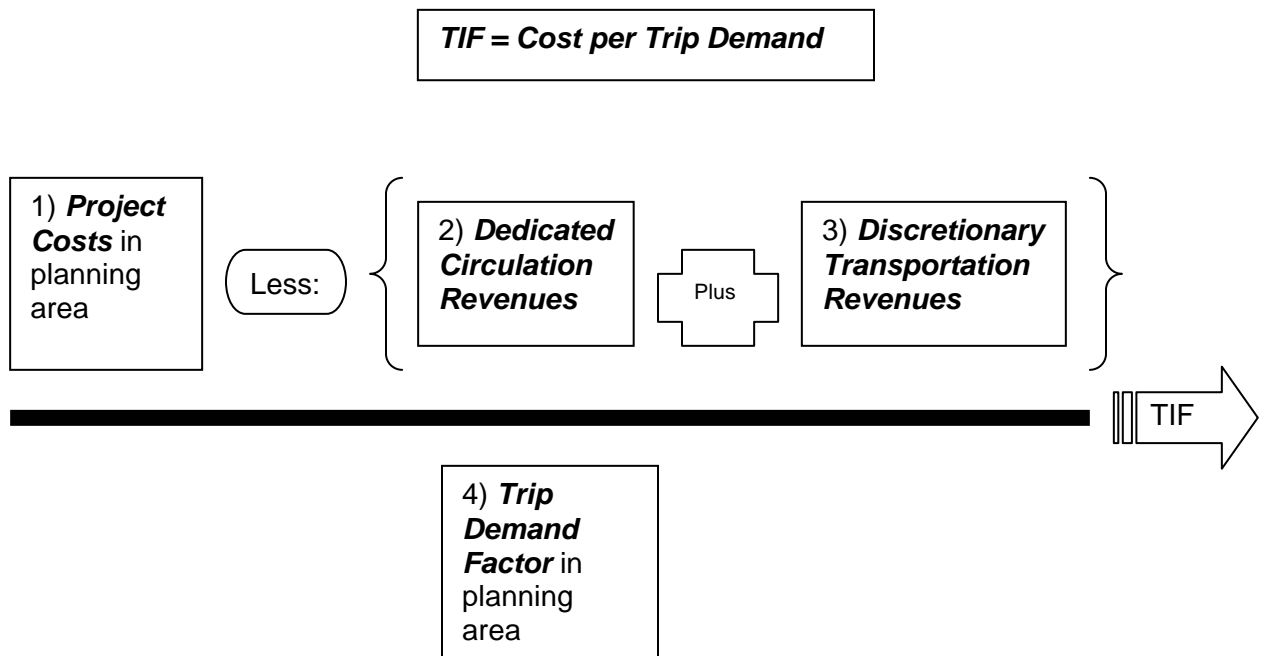
- streets north of the St. Johns River
- streets in Goshen
- establish the State Route 99 / Betty Drive interchange contribution at \$3 million
- reduce the width of some street

- bridges over the St. Johns River

The estimated street cost with these areas removed is \$601 million, a reduction of \$385 million. These reductions include the cost to purchase the right of way needed to build new streets and widen existing streets. The values are in current dollars and are not adjusted for inflation.

Fee Model. The Transportation Impact Fee is determined by estimating the number of new trips that will be generated by development and having each new trip pay a proportionate share of the total cost of building the roads as shown in Figure 2, TIF = Cost per Trip Demand. A trip is generated for each time a car arrives and leaves a home or business. For example, an average single family home generates 9.55 trips per day. The trip rate for each type of use was determined from the Institute of Transportation Engineers (ITE) Trip Generation Manual. This Manual is used by most traffic engineers and by most cities to establish rates for impact fees. Staff evaluated all of the vacant land within the 165,000 boundary and estimated that 653,783 new trips will be generated. This value considered that twenty percent of the land will still be vacant when the boundary is reached. New trips generated from Goshen and the area north of the St. Johns River were not included. Based on population growth and the zoning proposed in the General Plan, staff estimated that the 165,000 boundary would be substantially built out in 2030. The City's population when the boundary is reached will be approximately 210,000. The population could be higher if the General Plan is revised to allow or require higher residential densities as the Council is currently considering. Higher densities would also increase the trip volumes and move the horizon year further into the future. Higher density development would decrease the fee rate for all categories.

FIGURE 2



- 1) **Project Costs** are determined from construction estimates to build the Circulation system streets and purchase the right of way needed.
- 2) **Dedicated Circulation Revenues** are from the Measure R Regional Program, or State funds that are earmarked for specific projects.
- 3) **Discretionary Transportation Revenues** are from Gas Tax, Motor Vehicle In-Lieu, and the Measure R Local Program (see Table 1).
- 4) **Trip Demand Factor** is the determined from the number of new trips generated by future development.

Program Revenues. The total cost of building the new roads and widening the existing roads does not have to be paid entirely by transportation impact fees. The Measure R Regional program will contribute \$212 million toward completing the circulation element streets. Staff estimates that the City will receive \$191 million from other transportation revenue sources between now and 2030. Table 1, Potential Transportation Improvement Revenues, lists the funds that are available for transportation improvements.

Table I		
Potential Transportation Improvement Revenues		
		Total
<b>Discretionary Transportation Revenues</b>		
<i>(fund balances are included in FY 07/08)</i>		
Motor vehicle In-Lieu Fund	\$	17,057,950
Gas Tax Apportion	\$	54,100,300
Street Highway Exchange	\$	19,563,800
Transportation Funds (Federal, & State Grants, Local Transportation Funds, Congested Management Air Quality Grants)	\$	6,513,200
State Prop 1B	\$	3,685,600
Grants For Bikeway Plan	\$	1,840,000
Measure R Local Funds	\$	61,889,458
Measure R Regional Funds	\$	23,600,287
Interest Earnings	\$	2,715,700
<b>Total Street Revenues</b>	\$	<b>190,966,295</b>
<b>Non-TIF Discretionary Expenditures</b>		
Street Maintenance Projects	\$	(73,692,993)
Street Projects - funded by Measure R - not listed in Circ Element	\$	(23,600,287)
Street Projects not in Circulation Element (Existing Deficiency's)	\$	(23,152,739)
<b>Total Street Expenditures</b>	\$	<b>(120,446,019)</b>
<b>Discretionary Transportation Funds Available</b>	<b>\$</b>	<b>70,520,276</b>
<b>Dedicated Transportation Impact Fee (TIF) Revenue</b>		
<b>Revenues for Circulation Element Projects</b>		
Transportation Impact Fee Fund Balance	\$	3,553,486
Measure R Regional Funds (includes STIP projects)	\$	211,820,994
Federal Transportation Enhancement Grant	\$	1,440,000
<b>Total Revenues for Circulation Element Projects</b>	\$	<b>216,814,480</b>
<b>Total Revenues Potentially Available for TIF</b>	<b>\$</b>	<b>287,334,756</b>

The City of Visalia is projected to receive in excess of \$400 million for transportation related improvements; \$191 million for General Street Projects and \$217 million for specific circulation system projects. There is \$191 million in General Street Revenues that can be used as deemed best by the City Council. Staff recommends that \$120 million of the \$190 million be used to fund:

- Street Maintenance (\$73.7 million)

- Measure R projects not listed in the Circulation Element (\$23.6 million)
- Street projects designed to correct existing deficiencies in the street system (\$23.2 million)

This action would leave \$70.5 million available for street work as designated by the City Council. This money could be used to buy down all project costs or used to target certain types of projects thus potentially lowering the fees for some types of development.

Although the \$70.5 million recommended for street improvements has been used in the past to buy down the costs of all TIF fees, ***the Council has discretion on how to apply these transportation related revenues to implementation of the circulation element. Staff recommends using some of these funds to pragmatically control any increases in order to reduce the impact of implementing the TIF.***

Variable Trip Factors. Another consideration in developing the fee plan is deciding if all trips are the same. The current fee program establishes a rate based solely on the number of trips generated by the home or business. Staff recommends that the program be changed so that the length of the trips and nature of the trip is also considered when calculating the rate. Studies have determined that many of the trips to retail establishments are pass-by or diverted-link trips.

An example of a pass-by trip is when a driver stops at a store or restaurant on their way home from work. A diverted-link trip occurs when a driver stops at a retail establishment on their way home but has to change their route some to reach the store or restaurant. The studies also determined that most drivers travel shorter distances to shop than they travel to work. The studies were used to establish a trip factor for each of the categories. The trip factors are used to adjust the average number of daily trips for each category.

- Gas stations have the most favorable trip factor (0.4) because many of the trips to gas stations are pass-by or diverted-link trips.
- General retail also has a favorable trip factor (0.5) because the trips tend to be shorter and include more pass-by and diverted-link trips.
- Industrial and general office categories have the least favorable trip factors (1.3) because most of the trips are generated by employees so they seldom have pass-by or diverted-link trips.
- Trips to work also tend to be longer trips. The residential categories have a trip factor of 1.1.

***Staff recommends that variable trip factors are used to determine rates for all categories.***

Fee Responsibility: Return some in-kind fee responsibility to the developer. The Task Force discussed several different fee scenarios. The current program reimburses the developers for most or all of the improvements that they make to the street (with funds collected from the transportation impact fee program). The City also reimburses the developers for any right of way that they dedicate for road purposes (based on the zoning and a city-wide average appraisal). Prior to 2004, the City required the developers to dedicate the right of way and build the parking lane and one travel lane. The City paid for the center travel lanes on four-lane roads and also paid for median island improvements where they were needed.

**The Task Force supports a fee scenario where the impact fee program funds all of the travel lanes and median island improvements where needed. The developers would build the parking lane, the curb and gutter, sidewalk and utility relocations.** The developer would be reimbursed for any right of way dedications needed for the travel lanes but not for right of way used for a parking lane or a sidewalk. All of the traffic signals would be funded out of the fee program so any signal work done by developers would be reimbursed. **Attachment A lists the responsibility of the City and the developer.** The current fee would have all but the sidewalks as part of the fee program. **Attachment B graphically shows what part of the street would be the City and the developer's responsibility.**

**The recommended fee scenario will allow the City to build the travel lanes ahead of development and avoid a "saw-tooth road pattern".** As noted earlier, the saw-tooth pattern occurs when the road has two lanes in each direction in developed areas but only one lane in each direction where development has not occurred. The alternating one-lane, two-lane pattern (particularly on Caldwell) caused many complaints in the past and led to the current program where the City takes responsibility for building the entire roadway. The recommended fee program still provides the City with the funding to build all of the travel lanes but makes the developers responsible for the frontage improvements. This allows the fees to be lower and reduces the City liabilities and obligations.

**In addition, staff recommends that the fee includes a twenty percent allocation for areas which will be improved by the City independent of development.** In other words, the City, in a limited number of cases, would install curb, gutter and parking lanes when an existing use would not likely develop and not building the road would be detrimental to the overall use of the road. These funds would also be used in areas where there are existing homes prior to the development of the surrounding property. This would also provide funds to install curbs, gutters, sidewalks and parking lanes on City sponsored capital projects.

Staff's research indicates that approximately twenty percent of the street widening will have to be paid for by the City. Streets that have significant development prior to annexation would require more than twenty percent City funded improvements. An example of this scenario might be Hurley between Shirk and Akers. There is substantial new development along Hurley but also many older homes that were built without curb and gutter. Other areas where there are large farm holdings may develop with mostly developer funded improvements. Shannon Parkway would be a good example of this scenario. Staff analyzed Demaree between Houston and Pratt and determined that the City funded thirty percent of the curb, gutter and parking lane. Twenty percent is a reasonable amount to allocate for areas where the City will have to install the curb, gutter, sidewalk and parking lane. The twenty percent allocation also includes funds to purchase right of way in areas that are not developing or were developed without dedication of sufficient right of way.

Downtown and Infill Credit. Retail and restaurant development in the downtown core area has been given the large shopping center rate in the past, which results in reduced traffic impact fees for the downtown projects. Staff is recommending continuing this practice. Shopping centers tend to generate less trips than stand alone establishments because customers often visit more than one store per trip. This is also true in the downtown core area.

The current fee schedule allows up to a fifteen percent fee reduction for commercial and office projects that meet the infill criteria. Staff is recommending that the new program continues to allow this reduction. To qualify for infill credit a project must be in a location where the curb, gutter and sidewalk have been installed, is seventy-five percent surrounded by existing development, and was in the city limits prior to December 31, 1995. The amount of revenue lost



due to the infill credit is less than one-half of a percent of the total impact fee revenue. This loss will be backfilled using the discretionary revenues.

Reimbursement Program Changes. The changes in the reimbursement program that are being recommended will allow some but not all of the fees to decrease. The commercial, office and industrial development rates that were needed in 2005 were never implemented. Staff is recommending a rate schedule that limits any increases to less than ten percent over the current fee. Because trip factors were used on all of the categories, the rates for retail categories are lower than they were in the past. Office and Industrial are higher because they have few pass-by trips and their trips are longer. Rates for motels are also higher because they do not benefit from the trip factors. Staff is recommending that these rates not be increased to the levels that were calculated using the ITE trip manual and the program cost per trip. The fees can be maintained with only modest increases by applying the discretionary transportation revenues to the categories with increases that exceed ten percent. As stated earlier in this report, there is approximately \$70 million available in discretionary revenues that are generated from the Measure R Local program, gas tax, and various state and federal grants.

***Staff is recommending that all reimbursements be based on a fixed rate.*** The City is currently reimbursing developers for all of their construction costs plus up to ten percent for construction management and design. In some cases the developers costs exceed the unit cost rates that the City receives on capital projects or from other developers. The developer's costs can be higher because of a compressed schedule, or because they are scheduling the street work so that it does not conflict with the on-site construction or for many other reasons. Staff has established a fixed unit rate for street paving (per square foot), installing curb and gutter (per linear foot), and many of the other common street construction bid items. All reimbursements will be paid according to the fixed unit cost. The developers will also be paid fifteen percent for construction management, design and overhead. If the developer's costs exceed the fixed rate the developer must provide documentation to justify the extra expense; in most cases, the developer will probably be paid the lower amount. Any amount of the developer's costs that exceed the fixed unit costs are considered part of the developers in-kind contribution and are not eligible for reimbursement. These fixed unit costs were also used to establish the total cost to complete the circulation element listed streets. The unit costs will be adjusted annually to follow market trends.

Industrial Fee Assessment Method. ***Staff is recommending changing the method of assessing the industrial fees from a per employees basis to a square footage basis.*** Employees do not always equate to trips generated. Many industrial projects initially have small staffs and pay only modest fees. However, over time the staff (and the number of trips) increases without any corresponding increase in the impact fees. There have also been several tracks developed with 5,000 to 10,000 square-foot speculative buildings. These parcels and buildings are then sold to a variety of service commercial end users. Typical users are contractors, material suppliers, and service providers. Often the end user and the number of employees have not been determined when the building permits are issued. The tenants in these buildings frequently change and the trips generated could increase substantially without a corresponding increase in the impact fees.

It is also difficult to impossible for staff and the builder is accurately predict the number of employees that will work at the site. Staff recommends that fees be based on the size of the building like most of the other categories. The ITE Trip Manual provides average trips per thousand square feet and average trips per employee. Large warehouses and distribution centers are highly mechanized and do not need many employees. However, they still generate significant truck volume. The large warehouses also consume large parcels of land with significant street frontage that needs to be improved. The fees need to be adequate to pay for

the street frontage. Staff is recommending the rates be tiered so that the larger buildings pay less on a square footage basis than the smaller buildings.

**Recommended Rates.** *The preliminary rates that are being recommended by Willdan and City staff are presented in Attachment D. The existing rates are included in Attachment E.*

**Residential Rates.** Staff is recommending decreasing the residential rate from \$6,504.60 per dwelling unit to \$4,539.00 per dwelling unit. The current fee schedule has categories for Condominium, Mobil Home, Retirement Community, and Residential P.U.D. The proposed fee schedule will simplify the categories to have; Single Family, Multi Family, and Senior/Assisted. Mobil homes and Residential P.U.D.'s will pay the Single family rate.

**Commercial Rates.** The proposed fee schedule will reduce the number of commercial categories to: General Retail less than 125,000 square feet, General Retail over 125,000 square feet, Service Station and Hotel/Motel. All of these categories will be charged by the building size except for Hotel/Motel, which will be based on the number of rooms.

The proposed fees for all of the retail categories except for Hotel/Motel will be lower than the current fee. Most of the retail categories benefit from the Trip Factors that consider trip length and pass-by rate. Hotels and motels do not have many pass-by trips so they do not get lower fees from the Trip Factors. Staff is recommending that some of the discretionary revenues be used to keep the Hotel/Motel fee at the current rate.

New retail development in the downtown core area is currently paying the large Shopping Center rate for over 300,000 square feet. The current rate is \$10,152.79 per 1,000 square feet of building (with in-fill credit \$8,629.87). The proposed rate for the downtown core will be \$7,474.00 per 1,000 square feet (with in-fill credit \$6,352.90). Most, but not all, downtown development meets the criteria to receive in-fill credit.

**Office Rates.** The current fee schedule has three categories for general offices; under 100,000 square feet, offices from 100,001 to 300,000 square feet, and offices over 300,000 square feet. The fee rate is less for the larger office categories. There are also categories for Medical, Government, and Office Park. The proposed fee schedule has only two office categories; General and Medical/Dental/Government. The office fees would increase if the rate was established by using the ITE trip generation numbers and the cost to build out the circulation system. Staff is recommending that some of the discretionary funds be used to keep the proposed rate at the current level set for General Office under 100,000 square feet. The larger offices and office parks would be paying a higher rate than in the current program. Staff is also recommending using the discretionary revenues to keep the Medical/Dental/Government at the level set for Medical in the current schedule. The proposed rate would be lower for Government buildings that the current rate.

**Public Institutional Rates.** The proposed schedule will have categories for church buildings and schools in a public institutional section. The current schedule did not include rates for schools. The proposed church rate will be less than the current rate.

**Industrial Rates.** The proposed industrial rates are changed to be based on building size instead of employees. It is difficult to compare the existing rates based on the number of employees to the proposed rates. Staff is recommending using discretionary revenues to keep the rates for all of the industrial categories lower than they would be if based solely on the ITE trip manual and the cost to complete the circulation system.

The existing fee schedule has categories for; general light, general heavy, industrial park, manufacturing, and warehouse. The proposed rate schedule has categories for small, medium and large industrial buildings. Service commercial developments will have the same rate as small industrial (0-20,000 square feet). The proposed schedule also adds a rate for mini storage facilities.

Staff has evaluated four large distribution facilities (over 500,000 square feet) in Visalia and in Kern County and determined that on the average they have one employee per 3,300 square feet. The current rate is \$1,838.71 per employee so if they had one employee per 3,300 square feet they would be paying \$557 per 1,000 square feet. This rate will not develop sufficient revenue to build the facilities that are needed to accommodate the truck traffic that these large facilities generate. Staff is recommending that the rate be set at \$1,414 per 1,000 square foot. This rate is over two and one-half times the old rate for buildings that have a low number of employees. Smaller industrial buildings would generally have more employees in less area so the increase for the smaller buildings would not be as drastic. The rate based solely on the ITE trip manual, without using any of the discretionary revenues, would be \$2,500 per 1,000 square foot. Staff's recommendation of setting the fee at \$1,414 will significantly reduce the amount of fees to be lower than the ITE calculated rate. However, for some businesses with few employees and large buildings the new rate will be an increase. Staff is also recommending that discretionary revenue is used to keep the other industrial categories at competitive rates.

Transition to New Program. **Staff recommends that all projects with existing Reimbursement Agreements continue to pay the current higher rate.** In many cases the City is obligated by contract to pay these developers for street improvements. It would not be fair to the other developers that contribute to the program to allow these projects to pay the lower fee and still get reimbursed for all of the street improvements. There are approximately twenty projects with reimbursement agreements in place. New projects that are issued a building permit before the effective date of the new fees will pay the current rates and be reimbursed for street improvements per the old program. After the effective date the projects will pay the lower fees and the reimbursements will follow the new program.

Summary. The recommended program keeps rates low by requiring developers to fund improvements that are adjacent to their development but prevents a "saw-tooth road pattern by funding the construction of all of the travel lanes. A public hearing is scheduled for October 6<sup>th</sup> for the Council to hear testimony and initialize the changes. If approved, the new program and rates will be effective December 5<sup>th</sup> after sixty days.

The major elements of the recommendation, however, are:

- 1) The current full cash funding of arterial and collector street program be revised towards a partly cash and partly developer in-kind funded program.
- 2) That some discretionary transportation dollars be directed as an off-set to the industrial, office and hotel fees in order to limit increased fees to a pragmatically acceptable level.
- 3) That the City accepts a land vacancy factor of 20% as the level of land which will not be developed before the approved road project list needs to be complete.
- 4) That the City either collect enough in the fee or dedicate sufficient discretionary transportation revenues for building 20% of the developer in-kind responsibility where

development needs to occur prior to when a land owner chooses to develop. When possible, mechanisms also need to be developed to recover some of these monies when development occurs later.

- 5) That the City adjusts trips by a trip length factor, recognizing that all trips are not the same.

Council direction on these items would assist staff in finalizing a staff recommendation.

**Prior Council/Board Actions:**

Certification of Final Environmental Impact Report (FEIR) for the General Plan Circulation Element Update, Resolution No. 2001-19 – May 2, 2001.  
Adoption of General Plan Amendment No. 2002-22 relating to the Circulation Element of the General Plan, Resolution No. 2001-20 – April 2, 2001  
Increase in the Traffic Impact Fee as recommended by the Circulation Element Update, Resolution No. 2001-23 – April 2, 2001  
Resolution No. 2004-76 – Increase in Transportation Impact Fees – August 2, 2004  
Resolution No. 2004-117 – Adoption of 2004/2004 Transportation Impact Fee  
Resolution No. 2005- -Suspending the 2004/2005 Transportation Impact Fees and Implementing Modified Fees

**Committee/Commission Review and Actions:** Planning Commission reviewed proposals on May 10, 2004. Citizen’s Advisory Committee reviewed proposals on May 5, 2004. Both of these reviews were for fees adopted on October 18, 2004.

**Alternatives:** Continue with current fee schedule.

**Attachments:**

- Attachment A - Developer Reimbursement Transportation Impact Fee Policy Framework
- Attachment B - Street Cross Section with City and Developer Responsibility
- Attachment C - Stakeholder Feedback
- Attachment D - Proposed Transportation Impact Fees
- Attachment E - Existing Transportation Impact Fees

**City Manager Recommendation:**

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

Information only, no motion required.

***Financial Impact***

**Funding Source:**

**Budget Recap:**

Total Estimated cost: \$	New Revenue: \$
Amount Budgeted: \$	Lost Revenue: \$
New funding required:\$	New Personnel: \$
Council Policy Change: Yes_____	No <u>XX</u>

***Environmental Assessment Status***

**CEQA Review: No**

**NEPA Review: No**

**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*)

*None*

**City of Visalia  
Agenda Item Transmittal**

**Meeting Date:** September 2, 2008

**Agenda Item Number (Assigned by City Clerk):** 12

**Agenda Item Wording:** Update on Disaster Preparedness  
**Deadline for Action:** August 22<sup>nd</sup>, 2008

**Submitting Department:** Fire

**Contact Name and Phone Number:** Mark Nelson/Danny  
Wristen - 713.4218

**Department Recommendation:** To provide an update to the City Council on Disaster Preparedness focusing on several existing work programs.

**Summary/background:** The Fire Department Staff will be providing information on policies, recent incidents, new equipment and new action teams that have been formed with regard to disaster preparedness. Additionally, we will be reviewing the following work programs; Cooling/Warming Center, Reverse 911, Emergency Operations Center, Emergency Operations Plan, Waterways and Ditches and Emergency Preparedness Training.

**Prior Council/Board Actions:** None

**Committee/Commission Review and Actions:**

**Alternatives:**

**Attachments:**

Cooling Center Policy (draft)  
Warming Center Policy (draft)  
PowerPoint Slides

**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.

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

This is an update only. No recommendations are necessary.

***Environmental Assessment Status***

**CEQA Review: n/a**

**NEPA Review: n/a**

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

Copies of this report have been provided to:

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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This is a contingency plan supporting the City of Visalia Emergency Operations Plan.

- Purpose** The plan describes city operations during heat related emergencies. This document serves as contingency plan supporting the City of Visalia Emergency Operations Plan.
- SEMS** The plan was developed to be consistent with the Standardized Emergency Management System (SEMS). Central to SEMS is the concept that the response to emergencies begins at the field level and is supported by local government, operational areas (counties), the Governor’s Office of Emergency Services (OES) Regions and the state level as needed. Systematically, county and then state support is provided when local resources are exhausted. Requests for additional resources are made to the next higher emergency response level until met. Though this plan identifies limited state initiated actions, these actions should complement, but not conflict with local efforts and the process of providing resources as needed.
- Scope** The scope of this document is to identify how city resources in excessive heat emergencies will be made available for preparedness and response efforts in accordance with SEMS. This plan should be considered during electrical outages that may result in heat related health issues.
- 

The plan contains specific actions to be taken by the city in each of the three phases. The specific action steps include:

- Coordinating among city departments (All phases)
- Disseminating information (All phases)
- Providing Cooling Facilities (Phase I – temperature 105 degrees) (Phase II and Phase III)
- Directly contacting and monitoring those at risk (Phase II and III)
- Transporting those at risk to cooling facilities (Phase II and III)
- Coordinating among county and local agencies (All phases)

The plan contains the following:

- A description of the scope and purpose of the plan;
- Descriptions of the conditions triggering each phase of the plan;
- The responsible city departments and the actions those departments will carry out during the different phases of the plan;
- Guidance for local agencies to help plan and coordinate efforts during heat events; and
- Supporting Information.

The plan recognizes three (3) phases of activation.

- I. Seasonal Readiness
- II. Heat Alert
- III. Heat Emergency



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

These phases are activated by the Disaster Preparedness Coordinator (Administration Battalion Chief), in coordination with the city's Disaster Preparedness Committee and the City Manager. The decision to activate will be based on the severity of the risk of heat to animals, vulnerable populations and the population in general. The direct involvement of state, county and local agencies to protect individuals increases with the severity of the risk. Activation of each phase will utilize the following phase guidelines to determine the most appropriate level of response:

### **Phase I: Seasonal Readiness**

Phase I actions are taken in the months of May and June, directly prior to the hotter months of July and August. These include: the review of procedures and resources, the initiation of awareness campaigns which include general information about measures to reduce the effects of heat, and coordination among city departments as well as specific contact with other local agencies anticipating the activation of Phase II or Phase III portions of the plan. This includes the seasonal opening of the Transit Center (Seasonal Cooling Center) located at 425 E. Oak. **See page 7 for the complete list of Phase I actions.**

### **Phase II – Heat Alert**

Phase II actions will be initiated when one or more of the following exists:

- National Weather Service issuance of a “Excessive Heat Warnings” which NWS will issue 36-48 hours in advance when the forecast calls for a heat index of at least 110 for at least two hours in the day, or at least a heat index of 80 all night and these conditions are forecasted to last for at least two consecutive days.
- California Independent System Operator (CAISO) Stage 3 Electrical Emergency (see page 5)
- High heat accompanied by extended electrical blackouts or rotating blackouts.

Phase II actions include daily coordination phone calls with weather and power updates among the key agencies and the other local EOCs, expanding the information on the city website to include information on available cooling facilities and transportation, opening of facilities for cooling centers, transportation to cooling facilities for those most vulnerable to heat, contacting Tulare County OES/ Public Health and other officials to ensure contact with those most vulnerable to heat. **See page 9 for the complete list of Phase II actions.**

### **Phase III – Heat Emergency**

Phase III actions are taken when conditions pose severe threat and one or more of the following exists:

- Notification from an Operational Area that one or more jurisdictions have proclaimed an emergency.
- EOC has been activated.
- Abnormal animal mortality rates due to heat.
- Abnormal human medical emergencies and mortality due to heat.

Phase III efforts include urgent and comprehensive actions to complement all local actions during the most severe heat events. The actions expand the Phase II activities and include additional efforts. Coordinating calls will increase as needed. Requests for mutual aid, county and state assistance can be expected. During a Heat Emergency, the State OES Director will advise the Governor on local activities and needs. SOC and REOC activation will be enhanced as needed. The State OES Director may convene the Heat Emergency Task Force to identify any rules and executive actions the Governor may be advised to take to alleviate the situation, including the proclamation of a state of emergency by the Governor. **See page 10 for the complete list of Phase III actions.**

**Populations Most Vulnerable to Heat**

Situational and physical characteristics help to identify vulnerable populations that may not safely access and use disaster resources. Specifically, when discussing heat related emergency preparedness, the following groups could be considered vulnerable or at greater risk in a heat emergency:

- High Risk Infants ages 0 to 3 years of age,
- Elderly people (age 65 and older),
- Physically and/or Mentally ill requiring conservatorship,
- Mental Health consumers,
- Those who require life sustaining/saving **refrigerated** medication,
- Those who require ongoing use of life sustaining/saving electrical equipment (such as oxygen, dialysis machine, etc.), and
- Homeless.

Registries

Agencies are encouraged to leveraging existing registries especially when they serve a vulnerable/special population (such as disability and senior service systems) as opposed to creating new registries. Such registries are necessary when agencies are informed to quickly make contact with all vulnerable/special populations within the 36 to 48 hour time-frame that the National Weather Service gives when issuing an excessive heat warning.

**Heat Index Readings & Associated Health Risks**

The heat index (see chart 1) is a measurement of the air temperature in relation to the relative humidity, used as an indicator of discomfort. As relative humidity increases, the air seems warmer than it actually is because the body is less able to cool itself via evaporation of perspiration. As the heat index rises, so do health risks.

**Heat Index/Heat Disorders: possible heat disorders for people in higher risk groups**

**HEAT INDEX 90 to 104**, sunstroke, heat cramps, and heat exhaustion possible

**HEAT INDEX 105 to 129**, sunstroke, heat cramps, and heat exhaustion likely; heat stroke possible

**HEAT INDEX > 129**, heat stroke or sunstroke likely with continued exposure

Important: Since HI values were devised for shady, light wind conditions, exposure to full sunshine can increase HI values by up to 15°F. Also, strong winds, particularly with very hot, dry air, can be extremely hazardous.

As of June 15, 2007, the National Weather Service Forecast Office in Hanford, CA, which serves the San Joaquin Valley, has changed its thresholds for issuing a Heat Advisory, Excessive Heat Watch, and Excessive Heat Warning.

The new criteria for the local Visalia area will be:

**Heat Advisory:** (Issued 0-36 hrs in advance of an event) When the following is expected across a significant portion of the affected Zone:

Heat Index  $\geq$  110°F or greater for at least 2 hours; **OR**,

Heat Index  $\geq$  80°F all night

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Excessive Heat Emergencies

**Excessive Heat Warning**

(Issued 0-36 hrs in advance of an event) When the following is expected across a significant portion of the affected Zone for at least 2 consecutive days:

Heat Index  $\geq 110^{\circ}\text{F}$  or greater for at least 2 hours; **AND**,  
Heat Index  $\geq 80^{\circ}\text{F}$  all night

**Excessive Heat Watch**

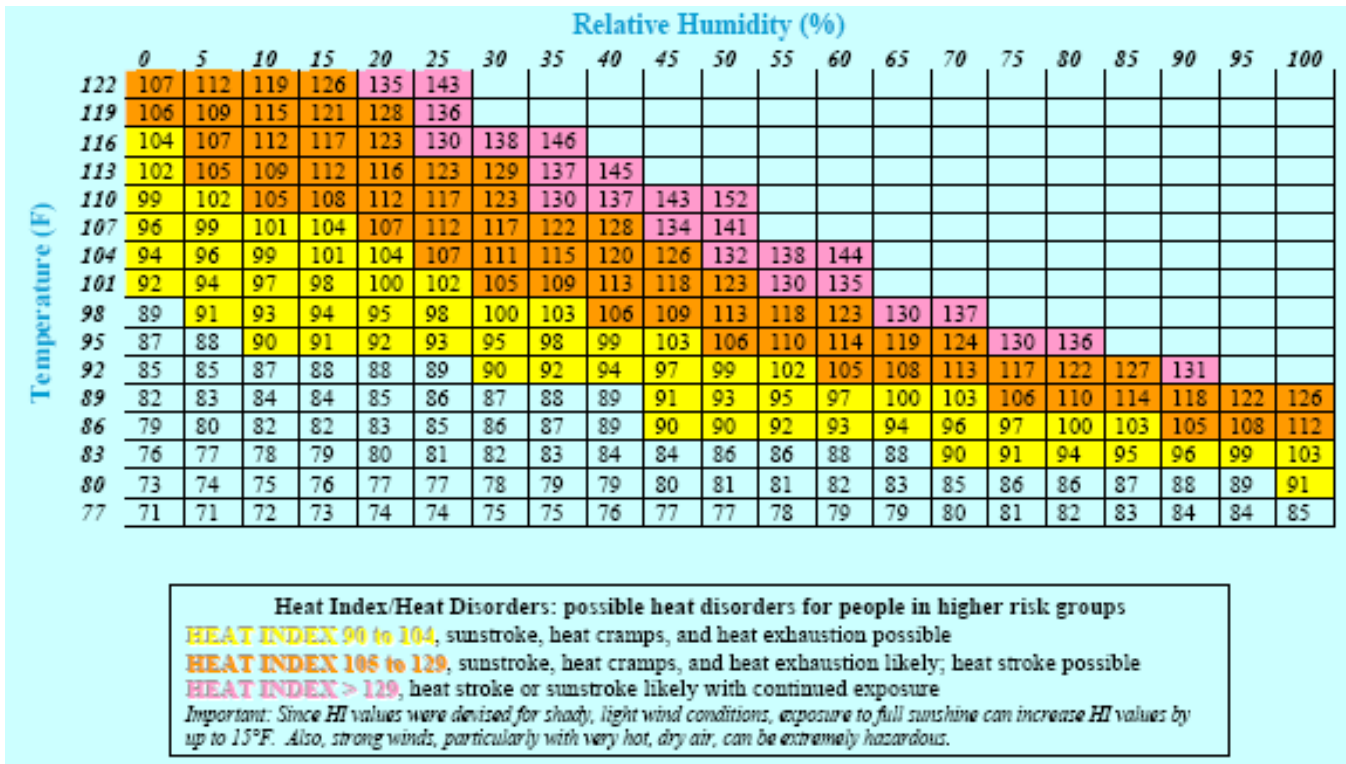
(Issued 36-48 hours in advance of an event) Issued to give advance notice of the possibility of excessively hot conditions. Criteria match those of an Excessive Heat Warning.

All three products (heat advisory, excessive heat watch/warning) will be issued using the **Non-Precipitation Weather Message**, under the following headers:

*FOS/WMO Header: WWUS73 KHNX*

*AWIPS Header: SFONPWHNX*

Chart #1 show the Heat Index, as a function of heat and relative humidity, relates to health risks:



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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### The Electrical Grid and CAISO

Electric power capability and transmission grid is impacted by the increased loads resulting from heat events. The California Independent System Operator (CAISO) is tasked with managing about 80 percent of the California electrical grid that supplies most of California, except in areas serviced by municipal utilities.

#### Alerts

CAISO employs a series of Alerts based on electrical power demand and supply/reserve forecasts. The alerts are:

- Stage 1 - When the reserve margin falls below 7%
- Stage 2 - When the reserve margin falls below 5%
- Stage 3 - When the reserve margin falls below 1.5%

Rotating blackouts will occur when Stage 3 is reached.

#### Electric Power Load Shedding

When the power system is under extreme stress due to heavy demand and/or failure of critical components, it is sometime necessary to intentionally interrupt the service to selected customers to prevent the entire system from collapsing. In such cases, customer service (or load) is cut, sometimes with little or no warning. One form of load shedding called a "rotating blackout" involves cutting service to selected customers for a predetermined period (usually not more than one and a half hours). As power is restored to one block of customers, power to another block of customers is interrupted to reduce the overall load on the system.

Exemptions from rotating outages in communities served by utilities regulated by the CPUC.

Mandated under California Public Utilities Commission (CPUC) Decision 02-04-060, 4/25/02, essential facilities who volunteer to use their facilities as a public "cooling station" are exempt from rotating power outages. This regulation only applies to communities that are serviced by utilities regulated by the CPUC such as Southern California Edison, Pacific Gas and Electric Company and San Diego Gas and Electric.

"Cooling Centers" are not covered by this rule and are not exempt from rotating power outages. There are no commonly defined criteria for cooling centers.

#### Notifications

Utilities generally rely on media releases to inform the public of electric power disruptions. Ongoing emergency coordination between city and county emergency managers and utility providers could enhance advance notification of electric disruptions and restoration coordination.

### Animal Vulnerabilities

**Pets:** Dogs and cats are designed to conserve heat and are less efficient at cooling than humans. They are in danger of heat stroke at 110 degrees Fahrenheit. Pets' sweat glands are located on the nose and footpads, which are inadequate for cooling on hot days.

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Excessive Heat Emergencies

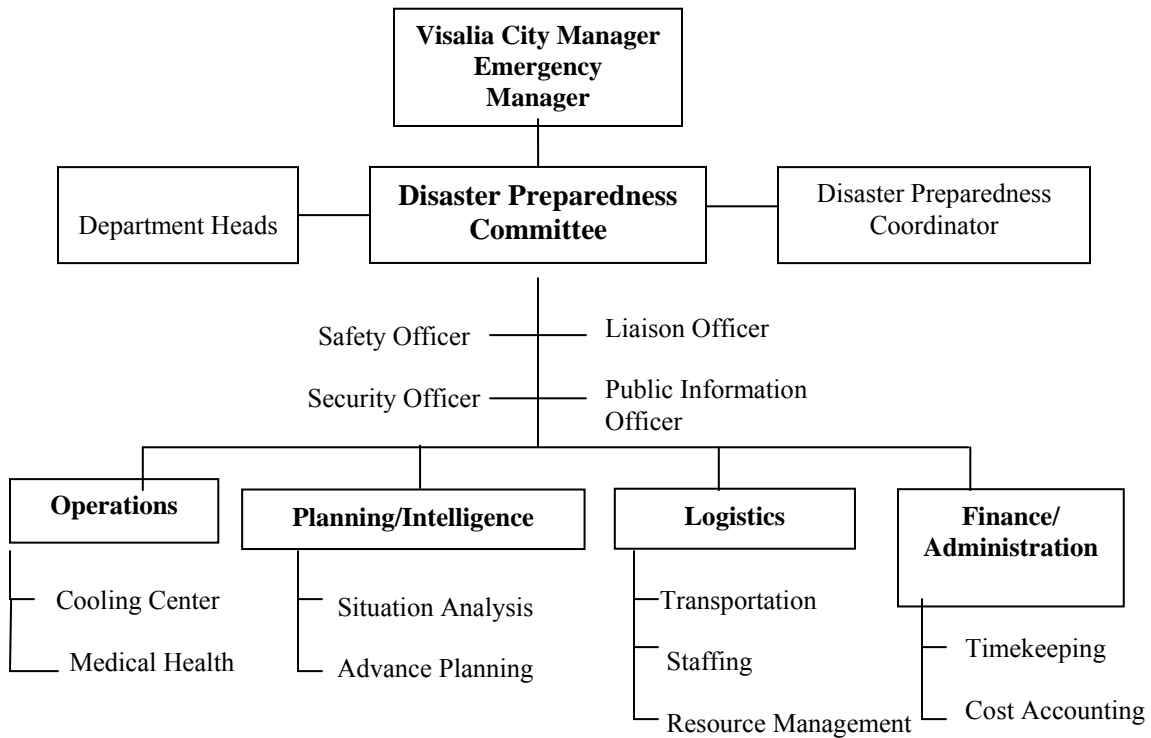
Panting and drinking water help cooling, but if the air temperature is overheated, brain and organ damage can occur in 15 minutes. Risk factors to heat stress include body size, age (young and old), breed (short nosed breeds, such as bulldogs), obesity, and existing metabolic, cardiovascular or respiratory disease.

Treatment:

- Overheated pets must be cooled immediately
- Move pet to shade
- Apply cool water all over body
- Apply ice packs to neck and chest area
- Allow licking ice and small amount of water (large amount will cause vomiting)
- Take to veterinarian immediately for evaluation

LOCAL GOVERNMENT Guidance: Roles & Responsibilities

The Visalia City Manager is the authority who activates each phase. EOC activation in response to an excessive heat related event is illustrated below.



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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### City Action Checklists

The following represents some actions that if undertaken, should assist the City of Visalia in addressing heat related emergencies. **This checklist is not prescriptive, but only suggestive** and by no means an exhaustive list. Local preparedness efforts must be coordinated across levels of local government, within the SEMS framework.

### Seasonal Approach

Seasonal preparedness efforts should always be incorporated appropriately.

Phases for an excessive heat wave are listed below:

- I. Seasonal Readiness
- III. Heat Alert
- IV. Heat Emergency

### **City Actions for Phase I – Seasonal Readiness**

- **The Disaster Preparedness Committee** is established as a "working group" to carry out all necessary Heat Plan initiatives.
  - Danny Wristen, Disaster Preparedness Coordinator (Administrative Battalion Chief)
  - Wally Roeben, Convention Center
  - Andrew Benelli, Public Works Director
  - Bob Carden, Chief of Police
  - Charlotte Dunn, Risk Management
  - Dennis Lehman, Chief Building Inspector
  - *Vacant*, Assistant Police Chief
  - Jim Ross, Waste Water
  - *Vacant*, Fire Department Intern
  - Leslie Caviglia, Deputy City Manager
  - Michael Olmos, Assistant City Manager
  - Monty Cox, Transit Manager
  - Paul Shepard, Parks and Recreation
  - Vince Elizondo, Parks and Recreation Director
- **The Disaster Preparedness Committee** will:
  - Identify the vulnerable populations and develop a strategy for notification and emergency actions to include establishing cooling facilities and transportation.
  - Establish processes to rapidly disseminate heat public safety materials to the following: a) public at large, b) seniors, c) pet-owners, and d) media.
  - Disseminate heat public safety material to in a timely manner.
  - Develop list of all available staff to be activated in Phase II to contact vulnerable populations, assess risk, and disseminate resources as needed and as available. This list would not only identify the staff and their responsible emergency supervisor, but would also detail which vulnerable population they will contact (such as telephone contacts to all mental health facilities).
  - Identify and stockpile key resources such as generators and water.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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- **Disaster Preparedness Coordinator** will:
  - Determine local activation levels of a heat emergency plan utilizing the activation levels and phases indicated in this document and local weather conditions and climatic variations.
  - In collaboration with the **Disaster Preparedness Committee**, identify facilities that can be used for cooling centers; identify the services provided at the cooling facilities keeping in mind to consider accommodations for people with disabilities, service animals, domestic pets; hours of operation, contact the facility owners, and provide point of contact for activating cooling centers.
  - In collaboration with the **Disaster Preparedness Committee**, coordinate with local utilities to identify buildings best suited for cooling stations that would not be subject to rotating blackouts.
  - In collaboration with **Disaster Preparedness Committee**, develop a transportation component and procedures to ensure vulnerable populations are provided transportation to cooling centers. This would include a transportation resource directory of all available transportation during emergency situations detailing out their jurisdiction, their ADA accessibility, etc.
  - In collaboration with **Disaster Preparedness Committee**, identify ways for people with disabilities to notify appropriate authorities when transportation to cooling centers is needed.
  - Contact and work with law enforcement and fire personnel to ensure they are put on notice to be prepared to contact vulnerable populations and/or escort those contacting vulnerable populations.
  
- Work with **Tulare County OES/ Public Health** to implement a method to track heat-related deaths and medical emergencies associated with the heat event.
  
- Establish directory of all agencies and others who provide services to vulnerable populations and determine needs.
  
- Develop public education materials that include posters, flyers, and public media announcements.
  
- ◆ **Transit Center- Seasonal Cooling Center**
  - As temperature exceeds 105 degrees F, shall be open daily: 06:00-22:00.
  - By 09:00 hrs of the preceding day, the decision to activate Seasonal Cooling Center will be made by the **Disaster Preparedness Coordinator**, reflecting the weather.com temperature predictions.
  - Amenities at Seasonal Cooling Center include; ample seating, water fountains, vending machines and restrooms.
  - **Ameri-Guard** will provide the security coverage to the facility during the extended weekend hours upon request.
  - Seasonal Cooling Center operation announcements and heat public education materials will be distributed to public at large and made available throughout city establishments and recreation centers. Press release announcements will be made through media, city website, and circulated to all city departments.
  - A Seasonal Cooling Center information sheet will be posted in the employee area of Transit Center.
  - The **Transit Center employees** as well as the **Ameri-Guard** security officer on duty Monday through Friday, 8:00-17:00 will monitor building capacity and be instructed to contact Fire Administration (713-4266) or dispatch (734-8117) in the event capacity is exceeded. After hours the Fire Department and Police Department will share joint responsibility of overseeing and ensuring safe levels of capacity are maintained.
  - If maximum capacity at the Transit Center is reached, the second floor of the building will be made available. Second floor seating will be provided and delivered from a rental service, such as Details Party Rentals (635-7571) or California Party Rentals (733-8368) during normal business hours. After hours options include Parks and Recreation and the Convention Center.
  - Once Seasonal Cooling Center is activated, signage will be displayed on the North, East and West sides of the building through the coordination of the **Disaster Preparedness Coordinator**. The signage will announce the opening of the Cooling Center and its hours of operation. A laminated poster declaring rules of conduct and hours of operation will be displayed inside entry area in full unobstructed view.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Excessive Heat Emergencies

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- City transit routes all lead to Transit Center for convenient and inexpensive transportation. Transportation for extremely underprivileged citizens will be handled on a case by case basis as needed.
  - Parks and Recreation custodial employees will ensure Seasonal Cooling Center is maintained as a clean environment a minimum of two times in a daily operation.
  - In the event that the Transit Center becomes inoperable as the Seasonal Cooling Center, the following facilities may be made available; Convention Center exhibit lobby, City Hall West and City Hall East.

### **City Actions for Phase II – Heat Alert**

- **The Disaster Preparedness Committee** will:
    - Distribute information specific to the heat event at hand to local agencies, ensuring that all cooling center, transportation and hotlines are listed.
    - Alert neighborhood volunteer groups, volunteer and service groups, CERT, disability organizations, social services agencies, medical facilities and care homes.
    - Activate applicable staff to contact vulnerable populations to perform risk assessments and follow-through with distributing any needed available resources.
  
  - **The Disaster Preparedness Coordinator** will:
    - In collaboration with the **Disaster Preparedness Committee**, work with city departments and county to activate cooling centers and direct public buildings to provide cooling center areas to those in need as appropriate.
    - Ensure that all cooling center information is provided to the public through public education and press releases.
    - In collaboration with the **Disaster Preparedness Committee**, activate transportation resources to assist those without transportation, including accessible vehicles for people with disabilities including their service animals, to get to and from cooling centers.
    - Ensure that all transportation providers are given information on where all the cooling centers are located; which cooling centers can accommodate pets, services animals, ADA compliant; and a point of contact if they have immediate question when transporting.
    - Ensure that all transportation information is provided to the public through public education and press releases.
    - Send heat emergency related notifications to Tulare County OES.
    - Coordinate with local utilities to assess power restrictions or limitations.
    - Request mutual aid as needed through SEMS if weather forecast indicates a heat emergency may be imminent.
    - Activate EOC to the extent necessary.
    - Establish regular public official briefings to include weather updates and actions taken and planned.
    - In collaboration with the **Disaster Preparedness Committee**, schedule regular reporting and monitoring procedures with cooling centers,
    - Schedule regular reporting and monitoring with volunteer and service organizations, utilities, public safety, medical facilities.
    - Determine whether or not to proclaim a local emergency based on conditions or projected conditions.
  
  - Work with **Tulare County OES/ Public Health** to implement a tracking method and will track heat-related deaths and medical emergencies associated with the heat event. They will periodically report this information to the **Office of Emergency Services**.
  
  - Notify Ambulance providers and hospitals to expect and prepare for surge in heat-related illnesses.
  
  - Release pre-scripted heat emergency protective measures to all media sources, and remind them of the need to be broadcasting in accessible formats.
-



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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### **City Actions for Phase III – Heat Emergency**

- **The Disaster Preparedness Committee** will:
    - Distribute information specific to the heat emergency event at hand to local jurisdictions, ensuring that all cooling center, transportation and hotlines are listed.
  
  - **The Disaster Preparedness Coordinator** in collaboration with city's **Emergency Management** will:
    - Activate EOC.
    - Declare emergency (local and/or public health) as appropriate.
    - Establish regular briefings with the National Weather Service.
    - In collaboration with the **Disaster Preparedness Committee** to:
      - monitor cooling facilities providing regular updates on numbers of persons at each, disability-related needs, support issues, power availability; and
      - monitor and determine need for more cooling facilities and resource needs.
    - Work with Public Officials to prioritize public offices that should remain open and close others to conserve energy.
    - Coordinate activities with Operational Area and neighboring jurisdictions. The Operational Area will coordinate with Regional OES providing information updates, resource assessments and mutual aid requests.
    - In collaboration with **the Disaster Preparedness Committee** and city departments, ensure pet and animal heat impacts are being addressed through special facilities or pet accommodation at cooling facilities.
  
  - Work with **Tulare County OES/ Public Health** to continue to track heat-related deaths and medical emergencies associated with the heat event. They will periodically report this information to the **Office of Emergency Services**.
  
  - Establish regular media releases.
- 

### **Recovery Operations**

#### **Public Assistance:**

Extraordinary emergency costs (such as overtime or equipment rental) incurred by the city in response to a heat wave disaster may be recovered (on a cost share basis) under the California Disaster Assistance Act, when the Governor has proclaimed a State of Emergency. Eligible costs may include the extra costs related to establishing cooling centers, staffing the EOC, renting generators and air conditioners for the emergency sheltering effort, emergency public information costs, heat wave-related morgue costs, and overtime costs for police and fire/rescue activities directly related to the heat wave. Additionally, publicly owned infrastructure can be repaired if damaged by the heat wave. This includes damaged transformers and other electrical equipment owned by a public utility. It also includes buckled local (non-federal) roads, buckled public rails, and other transportation systems damaged by the excessive heat.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Excessive Heat Emergencies

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If the response and repair costs meet certain federal guidelines, FEMA may process a presidential declaration of a state of emergency, opening up federal funds for these same applications under the Stafford Act. The federal Emergency Repair program of Federal Highways Administration may be independently activated so highways in the Federal Aid System can be covered for buckling damage.

### **Individual Assistance:**

Under the U.S. Department of Agriculture, aid can be provided to agricultural businesses for loss of livestock and certain other business losses. Mitigation measures against future heat waves can include installation of emergency power and air conditioning at critical facilities such as nursing homes, or installing such in other facilities to create cooling shelters. It can also include installing air conditioning at Single Resident Occupancies (SROs), and installing electric transformers that have greater survivability in heat waves. Inventive local governments can propose creative ideas for mitigation against heat waves that meet their local needs.

### **A State of Emergency Proclamation by the Governor is warranted when:**

1. There exists conditions of disaster or of extreme peril to the safety of persons, which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission” [Government Code Sections 8558(b)and 8625(a)]; or
2. The Governor is requested to do so by the mayor of a city or the chairman of the county board of supervisors or the county administrative officer [Section 8625(b)]; or
3. The Governor finds that local authority is inadequate to cope with the emergency [Section 8625(C)]; and
4. Local emergency response costs are significant to make these costs eligible for reimbursable under the California Disaster Assistance Act or as a prerequisite for a request for federal disaster assistance for state and local governments.

### **Templates**

Attached are templates that can be used during the various phases of the heat plan:

- A. Local Cooling Center Listing for City of Visalia
- B. Cooling Center Checklist
- C. HHS Heat Advisory English (sent during Phase I)
- D. HHS Heat Advisory Spanish (sent during Phase I)
- E. Summer Care for You and Your Pets (sent during Phase I)
- F. Special Populations Assessment Form (used during Phase II and Phase III as needed)

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Excessive Heat Emergencies

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**City of Visalia  
Cooling Centers**

<b>Name</b>	<b>Address</b>	<b>Phone</b>	<b>Notes</b>
Transit Center	425 W. Oak	713-4591	Lobby and Second Floor
Visalia City Hall East	315 E. Acequia	713-4437	Lobby and front Conference Room
Visalia City Hall West	707 W. Acequia	713-4474	Lobby and Council Chambers
Senior Center	310 N. Locust Center	713-4381	
Convention Center	303 E. Acequia	713-4004	

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Excessive Heat Emergencies

Checklist for a “Cooling Center”

The following is a suggested checklist for establishing a cooling center. There is no established criteria for cooling centers. Additionally, *unless a special exemption has been given by the local Utilities*, Cooling centers are not exempt from rotating blackouts.

<i>Critical Criteria</i>	<i>Suggested Criteria</i>	<i>Completed</i> √
• <i>Air Conditioning</i>	<i>24 hour, 7 days a week operation.</i>	
• <i>Disability accessible.</i>	<i>Large capacity.</i>	
• <i>Ample seating appropriate to the jurisdiction.</i>	<i>Personnel Assistance Services for people with disabilities.</i>	
• <i>Area for pets.</i>	<i>Available televisions, books, games.</i>	
• <i>Publicly advertised.</i>	<i>Back-up generators.</i>	
• <i>Secure, facility has security service.</i>	<i>Parking</i>	
• <i>Communications, phone (including TDD/TTY), internet access, sign-language interpreters.</i>	<i>Proximity to public transit.</i>	
• <i>Child friendly with materials for children to play with while at the cooling center.</i>	<i>Transportation for those lacking their own.</i>	
• <i>Public restrooms accessible to disabled and continuously maintained.</i>	<i>Follow-up procedures for those in need of additional services (health care, social services, etc.)</i>	
• <i>Medical Personnel such as nurses and/or aides. Veterinarians for animals.</i>	<i>Veterinary resources available if needed.</i>	
• <i>Back-up generators.</i>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Excessive Heat Emergencies

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County of Tulare

Health & Human Services Agency

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**HEAT WAVE ADVISORY**

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Simple measures are recommended for protection against heat-related illnesses during hot summer and fall months. Please follow these HOT WEATHER TIPS during high heat conditions:

- Drink plenty of fluids. Avoid alcoholic beverages, coffee and cola.
- Avoid unnecessary physical activity if you are outside or in a non-air-conditioned building.
- Avoid going out in the heat and direct sunlight if you can.
- When exposed to direct sunlight, wear a head covering, preferably a hat with a wide brim.
- Avoid heavy meals. Eat smaller ones.
- Wear loose-fitting cotton clothing.
- Ask your physician if you need to make any changes to daily medications when exposed to high temperatures.
- Don't wait in or leave anyone unattended in closed cars or other vehicles, because heat build-up exceeds tolerance levels very quickly. The result can be serious illness or death.
- Avoid using your oven.
- Keep electric lights down low or turned off.
- Keep shades drawn and blinds closed, but windows slightly open.
- Take a cool bath or shower periodically. Use cool towels.
- Keep in contact with your friends and family.

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Common symptoms of heat related conditions include:

- Profuse sweating
- Weakness
- Dizziness
- Headache
- Dim or blurred vision
- Cold damp skin
- Extreme tiredness
- Nausea
- Hot dry skin

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**IF YOU NEED EMERGENCY MEDICAL ATTENTION,  
CALL YOUR PHYSICIAN OR 9-1-1 IMMEDIATELY.**

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Condado de Tulare

Agencia de Servicios Humanos y de la Salud

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## **AVISO DE PRECAUCION CONTRA LA CALOR**

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Se recomiendan medidas simples para que se proteja contra enfermedades relacionadas a la calor durante los meses calidos del verano y el otoño. Favor de seguir estos PUNTOS CONTRA LA CALOR durante condiciones de temperaturas altas:

- Tome suficientes líquidos. Evite bebidas alcohólicas, café y la soda.
- Evite actividad innecesaria física si está afuera o en un edificio sin aire acondicionado.
- Si es posible, evite salir al sol y a la calor.
- Cuando expuesto directamente a los rayos del sol, cubra su cabeza, preferible un sombrero grande y ancho.
- Evite comidas pesadas. Solo comidas pequeñas.
- Use ropa de algodón sueltas.
- Preguntele a su médico si es necesario hacer cualquier cambio a sus medicamentos diarios cuando sea expuesto a temperaturas altas.
- No espere o deje a alguien solo en un carro cerrado o en otros vehículos porque la calor excede arriba de el nivel de tolerancia muy rápidamente. El resultado puede ser enfermedad seria o muerte.
- Evite de usar su horno.
- Baje sus luces eléctricas o totalmente apagadas.
- Cierre sus persianas, pero abra sus ventanas un poco.
- Tome un baño periódicamente. Use toallas frescas.
- Mantengase en contacto con sus amigos y familia.

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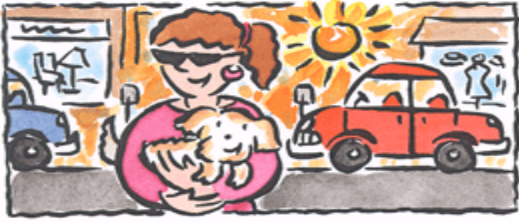
Síntomas o condiciones comunes relacionadas a la calor incluyen:

- Sudor profuso
- Debilidad
- Mareos
- Dolor de cabeza
- Vista borrosa y nublada
- Piel fria y humeda
- Cansancio extremo
- Náusea
- Piel seca y caliente

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**SI REQUIERE ATENCION MÉDICA DE EMERGENCIA,  
LLAME A SU MÉDICO O AL 9-1-1 INMEDIATAMENTE.**

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## Summer Care Tips for You and Your Pets

Tulare County Animal Shelter  
14131 Avenue 256  
Visalia, CA 93277  
(559) 636-DOGS (3647)  
<http://lostpets.tularehhsa.org/>

The Humane Society of the United States, HSUS, offers these tips for pet owners to keep their furry friends safe this summer:

- **Don't leave pets in parked cars for any period of time.** The temperature in a car can reach 120° in a matter of minutes. Dogs and cats can't perspire and can only dispel heat by panting and through the pads of their feet. If you see an animal in a parked car during the summer call local animal control or the police immediately.
- **It is very dangerous, and in some states illegal, to drive with a dog in the back of a pick-up truck.** Not only can flying debris cause serious injury, but a dog may be unintentionally thrown into traffic if the driver suddenly hits the brakes, swerves, or is hit by another car. Dogs should ride either in the cab (in a crate or wearing a seat belt harness designed for dogs) or in a secured crate in the bed of the truck.
- **Prevent free access to pools and always supervise a pet in a pool.**
- **Provide plenty of water and shade for your pets** while they're enjoying the great outdoors so they can stay cool.
- **If you plan on traveling with your pet** during the summer: Many airlines have summer pet embargoes, and most trains and ships do not allow pets other than service animals.
- On very hot days, **limit exercise to early morning or evening hours.** Keep in mind that asphalt gets very hot and can burn your pet's paws.
- **Pets with light-colored noses or light-colored fur on their ears are particularly vulnerable to sunburn** and skin cancer. Pets can get sunburned too, and your pet may require sunscreen on his or her nose and ear tips.
- **Don't take your pets to crowded summer events** such as concerts or fairs. The loud noises and crowds, combined with the heat, can be stressful and dangerous for pets.

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Excessive Heat Emergencies

**Tulare County HHSA – Excessive Heat Warning**

**Special Population Assessment Form**

*This questionnaire is designed to help you assess via the telephone the risk level a site or an individual might have when dealing with an excessive heat warning*

<b>Assessors Name &amp; Title</b>			
<b>Assessors Agency &amp; Dept</b>		<b>Date &amp; Time of Assessment</b>	
<b>Circle Call Outcome: (If assessed by phone)</b>	No Answer Disconnected	Left Message Okay	Wrong Number Assistance Needed

“Hello, this is (Your Name) from (Your Dept). Due to the excessive heat warning issued by the National Weather Service we are checking up on all our clients to make sure you are safe.”

**Individual Assessment**

*Complete this section if you are performing an assessment of an individual*

<b>Individual’s Name</b>	
<b>Case Number (if known)</b>	
<b>Individual Address</b>	
<b>Define individuals Special Population Eligibility:</b>	
<b>What type of cooling devices are present?</b>	Is it operational: <input type="checkbox"/> YES <input type="checkbox"/> NO Are they using: <input type="checkbox"/> YES <input type="checkbox"/> NO
<b>Is there electricity working?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If No, why and explain referrals?
<b>Does the individual have a support system or caregiver? Give name, relationship and phone</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If No, explain referrals?
<b>Do you have food and water to last several days?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If yes, why and explain referrals?
<b>Do you have transportation to get to a cooling center if needed?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If yes, why and explain referrals?
<b>Do you know where the nearest cooling center is?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If no, inform as to location
<b>Is the individual in need of immediate medical attention?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If yes, why and explain referrals?
<b>Does the individual have an animal?</b>	<input type="checkbox"/> YES <input type="checkbox"/> NO, If yes, ask if they would like to be read brief information on summer pet care (read summer pet care form)



CITY OF VISALIA EMERGENCY OPERATIONS PLANS

**DRAFT**      Contingency Plan for Excessive Heat Emergencies

<b>Site Assessment</b>			
<i>Complete this section if you are performing an assessment of a Site (individual residents assessment on reverse side of this form)</i>			
<b>What type of cooling is provided on site and is it operational?</b>			
<b>Is there a cooling center on site they provide and the hours open?</b>			
<b>Do they have a formal heat plan and do the residents have the plan?</b>			
<b>Are there any animals that appear to be at risk?</b>			
<b>Are there any residents that live alone?</b>			
<b>Assistance Needed/Given</b>			
Below list out all residents who need assistance or you gave assistance to: (use questionnaire above)			
<b>Name of Resident</b>	<b>Address of Resident</b>	<b>Assistance Needed</b>	<b>What Assistance was given?</b>

<b>Comments:</b>
------------------

**Signature of Assessor:** \_\_\_\_\_ **Date:** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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This is a contingency plan supporting the City of Visalia Emergency Operations Plan.

**Purpose** The plan describes City of Visalia operations during extreme cold/freeze related emergencies. The plan recognizes the need for the City of Visalia to 1) Communicate and coordinate with other departments, 2) Mobilize resources and initiate actions in advance emergent situations and, 3) Utilize the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).

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The plan recognizes three (3) phases of activation:

- I. Seasonal Readiness
- II. Cold/Freeze Alert
- III. Cold/Freeze Emergency

Phases II and III are activated based on the severity of the risk of extreme cold/freeze to vulnerable populations, farm labor workers, animals, agriculture, and the population in general. The direct involvement of the City of Visalia to protect individuals and agriculture increases with the severity of the risk.

The plan identifies specific actions to be taken by the City in each of the three phases. The specific action steps include:

- Coordinating among City of Visalia and local departments (All phases)
- Disseminating information (All phases)
- Seasonal Warming Center – Visalia Rescue Mission (All phases)
- Providing warming facilities (Phase II and III)
- Directly contacting and monitoring those at risk (Phase II and III)
- Transporting those at risk to warming facilities (Phase III)

The plan contains the following:

- A description of the scope and purpose of the plan.
- Descriptions of the conditions triggering each phase of the plan.
- City of Visalia agency assistance programs and recommended actions to be carried out during the different phases of the plan.
- Guidance for local departments to help plan and coordinate efforts during extreme cold/freeze events, and;
- Appendices of supporting information.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## City of Visalia Roles and Responsibilities

City of Visalia departments with lead and support roles in responding to disasters and emergencies, including extreme cold/freeze emergencies, will act in accordance with City and departmental emergency response plans, policies, and procedures established for their duty officers and emergency operations centers (EOCs).

## **Concepts of Operations**

The City of Visalia operations described in this plan will be activated at the direction of the City Manager. Local operations will be activated locally according to local plans, policies and procedures.

This plan can be activated at any of the three phases as described on pages 3 and 4. The specific actions to be taken by the City of Visalia departments are described in the **City of Visalia Agency Activation Activities / Checklists** (pages 5-12). In addition to the actions described, the City of Visalia may, if necessary, provide supplemental support to local activities during any of the three phases of an extreme cold/freeze emergency situation.

It is essential all the key City of Visalia response departments are informed of all City of Visalia actions that will be taken during Phases II and III of extreme cold/freeze emergency events. It is equally important for the City of Visalia to communicate with the Operation Area (Tulare County EOC.) This communication is facilitated through the SEMS/NIMS functions, the activated EOCs, RIMS reports (on-line), and by phone calls.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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### City of Visalia Activation Phases

Extreme cold/freeze emergency response will be carried out in consultation and coordination with the City of Visalia Disaster Preparedness Coordinator using the following phases as guidelines to determine the most appropriate level of City of Visalia response:

#### Phase I: Seasonal Readiness

Seasonal Readiness occurs during the months of November to February in order to prepare for and maintain a state of increased readiness.

Phase I actions include:

- Initial notification of key stakeholders
- Review of existing plans, procedures and resources
- Verification of use/availability of key facilities
- Updating / validating notification processes
- Preparing to initiate awareness campaigns
- Orientation and training to plans and procedures
- Use of Visalia Rescue Mission “warming center” when night time temperatures are forecast below 30 degrees Fahrenheit. (All Phases)
  - Seasonal Warming Center Contact Information  
Visalia Rescue Mission  
322 NE 1<sup>st</sup>  
Visalia CA 93291  
559-733-2231  
559-967-3265
  - See Page 41 for sample press release

#### Phase II: Extreme Cold/Freeze Alert

Phase I actions continue during this phase as contact among City of Visalia departments increases in anticipation of activating Phase II or Phase III of this plan. Phase II actions will be initiated when one or more of the following conditions exist:

- National Weather Service issues a cold or freeze warning indicating extreme cold or freeze for three days or more.
- Extreme cold/freeze accompanied by electrical blackouts or rotating blackouts or power outages, e.g., CALISO Stage 3 Electrical Emergency during periods of cold weather.
- Notification from the Operational Area that jurisdictions have issued a special notice (warning, alert, etc.).
- Abnormal animal mortality rates or loss of agricultural crops associated with extreme cold weather.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

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Phase II actions include:

- Initial coordination call and periodic or daily calls as needed among the key City of Visalia departments.
- Coordinate with local public health to ensure contact with those most vulnerable to the cold.
- Increasing public information efforts.
- Confirm details of agency participation and staffing patterns.
- Stand-by and activation (if needed) of City of Visalia-owned facilities as warming centers.
- Activation of the City of Visalia Emergency Operations Center, if needed.

### Phase III – Extreme Cold/Freeze Emergency

Phase III actions are taken when conditions pose severe threat and one or more of the following exists:

- Notification from the Operational Area that one or more jurisdictions have proclaimed an emergency related to extreme cold.
- National Weather Service Extreme Cold/Freeze Warnings or Wind Chill Warnings indicate weather conditions of extreme cold/freeze conditions that endanger human life with credible weather forecasts of extremely cold/freezing weather for more than three days. These weather conditions include low daytime temperatures accompanied by night temperatures of 32 degrees Fahrenheit, or less.
- Abnormal human medical emergencies and mortality due to extreme cold/freeze conditions.
- Abnormal animal mortality rates or loss of agricultural crops due to extreme cold/freeze conditions.
- CALISO Stage 3 Electrical Emergency and/or extended power outages during expected during extreme cold/freeze conditions.

Phase III efforts include urgent and comprehensive actions to complement and support local actions during the most severe cold/freeze conditions.

Phase III actions include:

- All Phase I and II actions.
- Coordinating calls (see page 40 for sample daily call agenda) will increase as needed.
- Mobilizing warming centers.
- The City Manager may convene key City of Visalia response departments to identify any regulatory and executive actions the City Council may be advised to take to alleviate the situation, including the proclamation of a City of Visalia state of emergency.

**CITY OF VISALIA EMERGENCY OPERATIONS PLANS**

**DRAFT      Contingency Plan for Extreme Cold Emergencies**

**City of Visalia Checklists**

The following are some actions that if applied, can assist the City of Visalia in addressing extreme cold/freeze related emergencies. **This checklist is not a list of required actions.** Again, the checklist is intended to be used flexibly to fit unique community needs.

Seasonal Approach

Seasonal preparedness efforts should always be incorporated appropriately. (Refer to appendices: Public Information Dissemination in this document).

Phases for an extreme cold/freeze conditions are listed below:

- I. Seasonal Readiness
- II. Extreme Cold/Freeze Alert
- III. Extreme Cold/Freeze Emergency

Local Guidance for Phase I – Seasonal Readiness

<b>Local Activity</b>	<b>Responsible Dept./Agency</b>	<b>Applied (✓)</b>
<b>Planning</b>		
<ul style="list-style-type: none"> <li>• Establish "working group" consisting of those departments / departments, private, volunteer and service organizations, food banks, faith-based groups, or immigrant groups to identify the vulnerable populations and develop a strategy for notification and emergency actions to include establishing warming centers and transportation.</li> </ul>		
<ul style="list-style-type: none"> <li>• Determine local activation levels of an extreme cold/freeze emergency plan utilizing the activation levels and phases indicated in this document and local weather conditions and climatic variations.</li> </ul>		
<ul style="list-style-type: none"> <li>• Develop a plan for coordinating in-home visits to vulnerable populations with volunteer and service groups.</li> </ul>		
<b>Awareness</b>		
<ul style="list-style-type: none"> <li>• Identify volunteer and service organizations, private sector, food banks, faith based organizations, immigrant groups, medical and care facilities, schools representatives, law enforcement and fire personnel and other representatives to determine the location of vulnerable populations and determine needs.</li> </ul>		
<ul style="list-style-type: none"> <li>• Coordinate with state programs serving people with disabilities to ensure needs are addressed.</li> </ul>		
<ul style="list-style-type: none"> <li>• Local agencies collaborate to identify any anticipated needs or problems.</li> </ul>		
<ul style="list-style-type: none"> <li>• Develop public safety materials that include posters, flyers, and public media announcements. Announcements must include</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

<p>information of people with disabilities regarding how to obtain paratransit/transportation to be used in emergency/disaster situation.</p>		
<ul style="list-style-type: none"> <li>Establish processes to rapidly disseminate extreme cold/freeze emergency advice to vulnerable populations in a timely manner through service groups, food banks, CERT, disability organizations, immigrant groups, care providers, medical and health facilities, workplaces, schools, public facilities and private industries. Ensure compliance with program accessibility persons with hearing impairments via captioning or sign language interpretation by all broadcasters for all emergency messages.</li> </ul>		
<ul style="list-style-type: none"> <li>Consider utilizing current grant funding (i.e., EMPG, Homeland Security) to develop 2-1-1 capability and reverse 911 system with TTY/TDD capabilities to contact persons with disabilities, including text paging for people with hearing impairments and audible messaging for people with sight impairments. Reverse 911 would notify people who are blind or visually impaired.</li> </ul>		
<ul style="list-style-type: none"> <li>Conduct "Extreme Cold/Freeze Emergency Awareness" fairs and exercise extreme cold/freeze emergency plans.</li> </ul>		
<p><b>Warming Centers</b></p> <ul style="list-style-type: none"> <li>Identify facilities that can be used for warming centers and contact facility owners. It may be helpful to coordinate with local chambers of commerce, public agencies and the CDFA and other state agencies with facilities in the area to identify Warming Centers.</li> </ul>		
<ul style="list-style-type: none"> <li>Coordinate with local utilities to identify buildings best suited for warming centers that would not be subject to rotating blackouts.</li> </ul>		
<ul style="list-style-type: none"> <li>Provide points of contact for initiating warming center operations, if necessary.</li> </ul>		
<ul style="list-style-type: none"> <li>Provide points of contact for initiating warming center operations, if necessary.</li> </ul>		
<ul style="list-style-type: none"> <li>Develop public health criteria for warming center facilities keeping in mind to consider accommodations for pets and possible 24 hour operations.</li> </ul>		
<ul style="list-style-type: none"> <li>Develop and implement a plan that identifies potential warming centers/shelters that are ADA compliant or with appropriate measures taken (i.e., accessible portable restroom) can be used by people with disabilities.</li> </ul>		
<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Develop a transportation working group consisting of public, private, volunteer and service organizations to identify and develop a transportation component and procedures to ensure vulnerable populations are provided transportation to warming centers, including wheelchair accessible transportation.</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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<ul style="list-style-type: none"><li>• Identify and coordinate procedures, including memoranda of understanding (MOU), to ensure transportation, including wheelchair accessible transportation, is available for those in need of warming centers.</li></ul>		
<ul style="list-style-type: none"><li>• Identify ways for people with disabilities to notify appropriate authorities when transportation to warming centers is needed.</li></ul>		



CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Extreme Cold Emergencies

Local Guidance for Phase II – Cold / Freeze Alert

Local Activity	Responsible Dept./Agency	Applied (✓)
<b>Awareness</b>		
<ul style="list-style-type: none"> <li>Alert neighborhood volunteer groups, volunteer and service groups, CERT, disability organizations, social services departments, medical facilities and care homes.</li> </ul>		
<ul style="list-style-type: none"> <li>Volunteer and service organizations, private sector, faith based organizations, medical and care facilities, schools representatives, law enforcement and fire personnel are put on notice to be prepared to contact vulnerable populations.</li> </ul>		
<ul style="list-style-type: none"> <li>Local departments collaborate to identify any unanticipated needs or problems.</li> </ul>		
<ul style="list-style-type: none"> <li>Distribute information specific to the extreme cold/freeze emergency event at hand to local jurisdictions.</li> </ul>		
<ul style="list-style-type: none"> <li>Activate telephone extreme cold/freeze emergency hotlines</li> </ul>		
<ul style="list-style-type: none"> <li>Utilize warming center website to notify the public of locations and hours of operation.</li> </ul>		
<ul style="list-style-type: none"> <li>Release pre-scripted extreme cold/freeze emergency protective measures to all media sources, and remind them of the need to be broadcasting in accessible formats.</li> </ul>		
<ul style="list-style-type: none"> <li>Activate "hot line" for public information.</li> </ul>		
<ul style="list-style-type: none"> <li>Develop any additional public safety materials (in various accessible formats) that include posters, flyers, and public media announcements.</li> </ul>		
<ul style="list-style-type: none"> <li>Disseminate advice on extreme cold/freeze emergency to vulnerable populations in a timely manner through the local emergency alert systems, service groups, CERT, Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), Neighborhood Watch (NW), and Fire Corps, disabilities organizations, care providers, medical and health facilities, workplaces, schools, public facilities and private industries. Ensure compliance with program accessibility for persons with sight impairments with audible messages and persons with hearing impairments via captioning or sign language interpretation by all broadcasters for all emergency messages.</li> </ul>		
<ul style="list-style-type: none"> <li>Establish regular public official briefings to include weather updates and actions taken and planned.</li> </ul>		
<ul style="list-style-type: none"> <li>Schedule regular reporting and monitoring procedures with warming centers, volunteer and service organizations, utilities, public safety, medical facilities.</li> </ul>		
<ul style="list-style-type: none"> <li>Ensure all employees review and update their home emergency plans.</li> </ul>		
<b>Warming Centers</b>		
<ul style="list-style-type: none"> <li>Identify facilities that can be used for warming centers and contact facility owners. It may be helpful to coordinate with local chambers</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

of commerce, public agencies and the CDFA and other state agencies with facilities in the area to identify Warming Centers.		
<ul style="list-style-type: none"> <li>Coordinate with local utilities to identify buildings best suited for warming centers that would not be subject to rotating blackouts.</li> </ul>		
<ul style="list-style-type: none"> <li>Provide points of contact for initiating warming center operations, if necessary.</li> </ul>		
<ul style="list-style-type: none"> <li>Develop public health criteria for warming center facilities keeping in mind to consider accommodations for pets and possible 24 hour operations.</li> </ul>		
<ul style="list-style-type: none"> <li>Develop and implement a plan that identifies potential warming centers/shelters that are ADA compliant or with appropriate measures taken (i.e., accessible portable restroom) can be used by people with disabilities.</li> </ul>		
<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Develop a transportation working group consisting of public, private, volunteer and service organizations to identify and develop a transportation component and procedures to ensure vulnerable populations are provided transportation to warming centers, including wheelchair accessible transportation.</li> </ul>		
<ul style="list-style-type: none"> <li>Identify and coordinate procedures, including memoranda of understanding (MOU), to ensure transportation, including wheelchair accessible transportation, is available for those in need of warming centers.</li> </ul>		
<ul style="list-style-type: none"> <li>Identify ways for people with disabilities to notify appropriate authorities when transportation to warming centers is needed.</li> <li></li> </ul>		
<p><b>Coordination with REOC or State OES</b></p> <ul style="list-style-type: none"> <li>Local emergency services staff notifies their Regional Coordinator who contacts State OES PIO to distribute to the impacted OAs extreme cold/freeze emergency pre-scripted educational materials specific to the extreme cold/freeze emergency event at hand.</li> </ul>		
<ul style="list-style-type: none"> <li>Send extreme cold/freeze emergency related notifications to CA State Warning Center (CSWC).</li> </ul>		
<ul style="list-style-type: none"> <li>Enter warming center information into the Extreme Cold/Freeze Emergency Web Portal on the State OES website for public availability.</li> </ul>		
<p><b>Other</b></p> <ul style="list-style-type: none"> <li>Activate Extreme Cold/Freeze Emergency Plan.</li> </ul>		
<ul style="list-style-type: none"> <li>Consider activation of the Emergency Operations Center, or activate EOC to the extent necessary.</li> </ul>		
<ul style="list-style-type: none"> <li>Coordinate and brief all emergency responders on actions to be undertaken and responsible departments/agencies.</li> </ul>		
<ul style="list-style-type: none"> <li>Determine whether or not to proclaim a local emergency (or public health emergency) based on conditions or projected conditions.</li> </ul>		
<ul style="list-style-type: none"> <li>Identify extreme cold/freeze emergency actions that will require emergency regulations or ordinances.</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

<ul style="list-style-type: none"> <li>Request mutual aid as needed through SEMS if weather forecast indicates an extreme cold/freeze emergency may be imminent and prolonged.</li> </ul>		
<ul style="list-style-type: none"> <li>Ensure there is a program for in-home visits to vulnerable populations with volunteer and service groups.</li> </ul>		
<ul style="list-style-type: none"> <li>Monitor power usage; Consider reductions in energy usage in local public buildings and reduced hours of operations that would not impact the warming center operations. Consider monitoring status of water pipes to prevent broken pipes, especially over freezing weekends.</li> </ul>		
<ul style="list-style-type: none"> <li>Coordinate with local utilities to assess power restrictions or limitations.</li> </ul>		
<ul style="list-style-type: none"> <li>Implement a method to track extreme cold/freeze emergency related deaths and medical emergencies associated with the extreme cold/freeze emergency event.</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Extreme Cold Emergencies

Local Guidance for Phase III – Cold / Freeze Emergency

Local Activity	Responsible Dept./Agency	Applied (✓)
<ul style="list-style-type: none"> <li>• Monitor and determine need for more warming centers and resource needs.</li> </ul>		
<ul style="list-style-type: none"> <li>• Activate EOC</li> </ul>		
<ul style="list-style-type: none"> <li>• Establish regular media releases.</li> </ul>		
<ul style="list-style-type: none"> <li>• Track extreme cold/freezing emergency related fatalities and medical emergencies.</li> </ul>		
<ul style="list-style-type: none"> <li>• Prioritize public offices that should remain open and close others to conserve energy.</li> </ul>		
<ul style="list-style-type: none"> <li>• Issue targeted extreme cold/freezing emergency advisories to vulnerable populations through all sources.</li> </ul>		
<ul style="list-style-type: none"> <li>• Monitor warming center facilities providing regular updates on numbers of persons at each, disability-related needs, support issues, power availability.</li> </ul>		
<ul style="list-style-type: none"> <li>• Coordinate activities with Operational Area and neighboring jurisdictions. If Operational Area coordinate with OES Regional providing information updates, resource assessments and mutual aid requests.</li> </ul>		
<ul style="list-style-type: none"> <li>• Declare emergency (local and/or public health) as appropriate.</li> </ul>		
<ul style="list-style-type: none"> <li>• Identify any regulatory or ordinance issues that may need to be suspended.</li> </ul>		
<ul style="list-style-type: none"> <li>• Establish regular briefings with the National Weather Service.</li> </ul>		
<ul style="list-style-type: none"> <li>• Ensure all fleet vehicles fuel tanks have ample fuel in the event of power failure.</li> </ul>		
<ul style="list-style-type: none"> <li>• Ensure employees have updated extreme cold/freezing emergency materials and methods for checking on family members.</li> </ul>		
<ul style="list-style-type: none"> <li>• Continuously review and update emergency resource inventories.</li> </ul>		
<ul style="list-style-type: none"> <li>• Ensure pet and animal extreme cold/freezing emergency impacts are being addressed through special facilities or pet accommodation at warming centers.</li> </ul>		
<ul style="list-style-type: none"> <li>• Request City of Visalia activation of City of Visalia emergency warming centers (fairgrounds, etc.) in the vicinity as needed.</li> </ul>		
<ul style="list-style-type: none"> <li>• Survey emergency resources and facilities to determine replenishment needs.</li> </ul>		
<ul style="list-style-type: none"> <li>• Notify ambulance providers and hospitals to expect and prepare for surge in extreme cold/freezing emergency related illnesses.</li> </ul>		
<ul style="list-style-type: none"> <li>• Maintain regular reports to the Operational Area or OES Region if Operational Area.</li> </ul>		
<ul style="list-style-type: none"> <li>• Track extreme cold/freezing emergency related fatalities and medical emergencies.</li> </ul>		

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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<ul style="list-style-type: none"><li>Gather data on damages; submit IDE; prepare to participate in preliminary damage assessment (PDA), if appropriate; establish local assistance centers (LACs), if appropriate, or provide staff to Service Center, if activated.</li></ul>		
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# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## Recovery Operations

### Public Assistance:

Extraordinary emergency costs (such as overtime or equipment rental) incurred by local governments in response to an extreme cold/freeze disaster may be recovered (on a cost share basis) under the California Disaster Assistance Act (CDAA), when the Governor has proclaimed a City of Visalia of Emergency. Eligible costs may include the extra costs related to establishing warming centers, staffing the EOCs, renting generators and heaters for the emergency sheltering effort, emergency public information costs, extreme cold/freeze-related morgue costs, and overtime costs for police and fire/rescue activities directly related to the extreme cold/freeze emergency. Additionally, funding can be provided (on a cost-share basis) to repair publicly owned facilities or infrastructure that can be repaired if damaged by the extreme cold/freezing conditions. This includes damaged transformers and other electrical equipment owned by a public utility. It may also include local (non-federal) roads with extreme cold/freeze caused potholes and other transportation systems damaged by the extreme cold/freeze conditions.

If the response and repair costs meet federal thresholds, the governor may request, through FEMA, a Presidential Declaration of a Major Disaster, opening up federal funds for these same applications under the Stafford Act. The federal Emergency Repair program of Federal Highways Administration may be independently activated so highways in the Federal Aid System can be covered for highway freeze damage.

### Individual Assistance:

In response to severe economic impacts in a disaster area, the Individual Assistance (IA) Section works closely with a variety of local, state, and federal departments to identify recovery programs that may be able to assist individuals, businesses and farmers. In previous freezes, some of the departments the IA Section coordinated with were:

- State of California Employment Development Department (EDD) - Unemployment Insurance, Disaster Unemployment Assistance, and Job Training Services
- Department of Community Services and Development (CSD) Community Service Block Grants (CSBG) - Low-Income Home Energy Assistance Program (LIHEAP), migrant worker programs, and various other grant assistance.
- State Department of Mental Health (CDMH) - Crisis Counseling Immediate Services Program and Crisis Counseling Regular Program
- State Department of Developmental Services (DDS) – Purchase of emergency services and supports, via local regional centers, to protect the health and safety of persons with developmental disabilities.
- Department of Social Services (DSS) – CalWORKs cash aid (including immediate need), Food Stamp Benefits (including expedited service and/or Disaster Food Stamp Benefits), and Food Commodities Programs
- U.S. Department of Agriculture (USDA) - Emergency Loan Program for farmers and ranchers for crop production and physical losses and other direct assistance through special legislation.
- US Department of Agriculture (USDA) Food and Nutrition Service – Disaster Food Stamp Program
- U.S. Small Business Administration - low-interest loans for economic losses to main street and agri-related businesses

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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- Voluntary and Community-Based Organizations - mortgage and rental assistance, food, shelter and clothing.
- Housing Community Develop (HCD) – funds may be redirected through local housing authorities to assist with housing needs.

Agricultural damage assessments may be conducted to determine if a request should be submitted to the US Department of Agriculture to activate their low-interest loan program. Similarly general business impact assessments may be conducted to determine if a request should be submitted to the US Small Business Administration to activate their low-interest loan program. Assessments will also be made to determine if a Presidential Disaster Declaration may be requested to access Disaster Unemployment Insurance or Crisis Counseling programs. (Note, the FEMA Mortgage and Rental Assistance program, heavily used in prior freeze disasters, is no longer available.)

Assistance Centers may be set up to provide information and assistance to disaster victims. If the centers are opened, OES PIO would do press releases and ask the media to make the information on hours/locations/etc available. OES would also do outreach through local government and community-based organizations.

### USDA Disaster Recovery Assistance Programs:

**USDA-Farm Services Agency Programs:** Crop Insurance coverage is available on a crop by crop and county by county basis. For those producers who purchased a policy, they will be covered for any damage caused by the freeze and should contact their crop insurance agent immediately and prior to disposing of the crop.

**Non-Insured Assistance Program (NAP)** – A lower level of crop insurance for all crops for which regular crop insurance (see above) is not available. A \$100 coverage fee must be paid prior to the closing date for each individual crop for coverage to be in place.

**Crop Disaster Program** – Covers crop losses attributable to a weather related cause such as freeze. Not currently authorized or funded. **Congressional action required.**

**Tree Assistance Program** – Covers a portion of the cost of replanting trees killed by damaging weather such as a freeze. Not currently authorized or funded. **Congressional action required.**

**Low Interest Emergency Loans** – Provides low interest financing to farmers and ranchers who suffer losses due to damaging weather and who operate in a county declared a disaster area by the Secretary of Agriculture (USDA). Eligibility limited to those producers who are unable to obtain commercial credit through normal sources. Program is automatically made available upon the Secretary declaring a county a disaster area. Requests for disaster declaration should be submitted by county government through the Governor’s Office of Emergency Services.

### California Business, Transportation and Housing Program

**Small Disaster Assistance Loan Guarantee Program** – This program helps agriculture-related enterprises and other small businesses obtain financing needed to recover from losses caused by natural disasters in areas declared to be in a State of Emergency by the Governor. Interest rates are from Prime to Prime plus three percent (3%) depending on the amount of the loan guaranteed.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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Eighty to ninety-five percent of the loan is guaranteed up to \$500,000. Uses include physical damage and economic costs related to the disaster.

**California Mobile Assistance Centers** – One stop centers that provide job and unemployment assistance, support with food programs, healthcare information, warming center location information and other essential services. <http://www.oes.ca.gov/Operational/OESHome.nsf/ALL/>

### **Employment Development Department**

- Job Services
- Unemployment Services
- Coordination with Job Center building owners, security and traffic control
- Coordination with community-based organization Disaster Programs

### **Department of Food and Agriculture**

- Agriculture and Outreach information
- Outreach to affected growers
- State and County Fairgrounds, warming and cooling centers

### **Department of Social Services**

- Food Stamp Program
- Food Bank Information
- Cal/Worker Assistance

### **Department of Health Care Services**

- Medi-Cal Workers Eligibility Applications and Emergency Needs
- Women/Infants/Children (WIC) Referral Services
- Locations of Primary Care and Family Health Clinics

### **Department of Community Services and Development**

- Coordination with Local Community Action departments
- Food, blankets and travel vouchers
- Information about shelter locations

### **Business, Transportation and Housing**

- Small Business Disaster Assistance Loan Guarantee Program

### **Department of Education**

- Programs for Migrant Worker Child Care

### **Governor's Office of Emergency Services**

- Coordinating the State response to the extreme cold weather.



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## Appendix A: Alerting / Warning

The California State Warning Center is currently used as a “pass through” for information received **on a daily basis** by the National Weather Service. NWS weather information received by the CSWS is then:

- Forwarded to the Operational Areas via the California Law Enforcement Telecommunications System (CLETS), and
- Forwarded to third party distribution systems, the media and subscribing Emergency Managers through the Emergency Digital Information Service (EDIS).
- Items which meet thresholds of immediate action are also verbally transmitted to Operational Areas, OES Duty Officers and other state duty officers. Such items are run away trains, flash flood warnings, tornado warnings and tsunamis.

## NOAA/National Weather Service (NWS) Information

California, in some years, experiences extreme freeze conditions that cause extensive crop damage and result in the shut down of related processing plants, trucking companies that transport agricultural resources, and affect other related services. This type of business shutdown results in high unemployment, and the ramifications are significant. For resource information relating to extreme cold/freeze conditions the following National Weather Service data is being included.

NOAA / National Weather Service issues frost and freeze products using the ‘watch / warning’ concept. Special weather statements may be issued several days in advance of an event to provide an alert that some sort of damaging freeze situation is possible. **Watches**, usually issued 12-48 hours in advance of a potential freeze event, indicate that the situation is likely to occur but details may be uncertain about timing, extent, and severity. **Warnings** indicate a high degree of confidence that the event will occur as described and they usually are issued within 24 hours of the event. **Warnings** may be issued even if a **watch** was not issued in advance. Similarly, **watches** may have been issued but conditions then change enough that a **warning** is not needed.

There are two types of cold weather products used in California. In general these products are only issued for lower elevation areas (below about 2000 feet MSL) such as the coastal valleys, the Central Valley and lower foothills, and southern California agricultural areas where frost and freeze events are relatively rare. This also corresponds to the areas in California whose commercial agriculture is most vulnerable to freezing temperatures.

**Frost Advisories** - These are issued when widespread frost may occur. Frost advisories are not issued after the first freeze event of the winter until spring bloom begins. Although warm season plants may die with the first frost, there are no frost warnings because frost damage is generally cosmetic to cold season crops.

**Freeze warnings** - These are issued for areas with significant commercial agriculture whenever the first freeze of the winter is expected. The first freeze is defined as "when minimum shelter temperature is forecast to be 32 degrees or less during the locally defined growing season." There are no freeze advisories. Normally no additional freeze warnings are issued for an area after the first freeze of the winter, except for the following:

In warm-weather areas (California below 2000 feet MSL), additional freeze warnings are issued when a hard freeze is expected which could cause widespread damage to water pipes, harm

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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ornamental plants which usually are hardy in winter, and cause significant destruction of winter crops such as citrus and avocados. Although building codes, plant type and age, crop location, the amount of time (duration) the temperature lingers below about 28 degrees, the dew point temperature, and the temperatures immediately preceding a hard freeze can change the impacts, the general rule of thumb is to look closely at the need for hard freeze warnings when temperatures in the central and southern Central Valley, coastal valleys, or southern California agricultural areas are expected to fall to 25 degrees or less. Because the impacts are not strictly based on temperature or durations, close coordination is needed with agriculture and health experts on determining the need for this type of warning. This type of freeze warning is nearly always preceded by watches.

### NWS Winter Storm Warning

Hazardous winter weather conditions that pose a threat to life and/or property are occurring, imminent or likely. The generic term, winter storm warning, is used for a combination of two or more of the following winter weather events; heavy snow, freezing rain, sleet and strong winds. The following event-specific warnings are issued for a single weather hazard:

**Blizzard Warning** - Sustained winds or frequent gusts of 35 mph or greater, considerable falling and/or blowing snow reducing visibility frequently to 1/4 mile or less for a period of three hours or more. There are no temperature criteria in the definition of a blizzard but freezing temperatures and 35 mph winds will create single digit wind chills.

**Heavy Snow Warning** - Snowfall of 6 inches or more in 12 hours or less, or 8 inches or more in 24 hours or less.

**Lake Effect Snow Warning** - Lake effect snowfall of 6 inches or more in 12 hours or less, or 8 inches or more in 24 hours or less.

**Ice Storm Warning** - Accumulations of 1/4 inch or more of freezing rain.

**Heavy Sleet Warning** - Accumulations of 1/2 inch or more of sleet.

**Winter Weather Advisory** - Hazardous winter weather conditions are occurring, imminent or likely. Conditions will cause a significant inconvenience and if caution is not exercised, will result in a potential threat to life and/or property. The generic term, winter weather advisory, is used for a combination of two or more of the following events; snow, freezing rain or drizzle, sleet, blowing snow.

**Wind Chill Warning** - Extreme wind chills of -30oF or colder.

**Wind Chill Advisory** - Dangerous wind chills of -20oF to -30oF.

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT Contingency Plan for Extreme Cold Emergencies

**Appendix B: New Wind Chill Temperature Index**

Following is the new Wind Chill Temperature Index published by the National Weather Service/National Oceanic and Atmospheric Administration (NWS/NOAA).

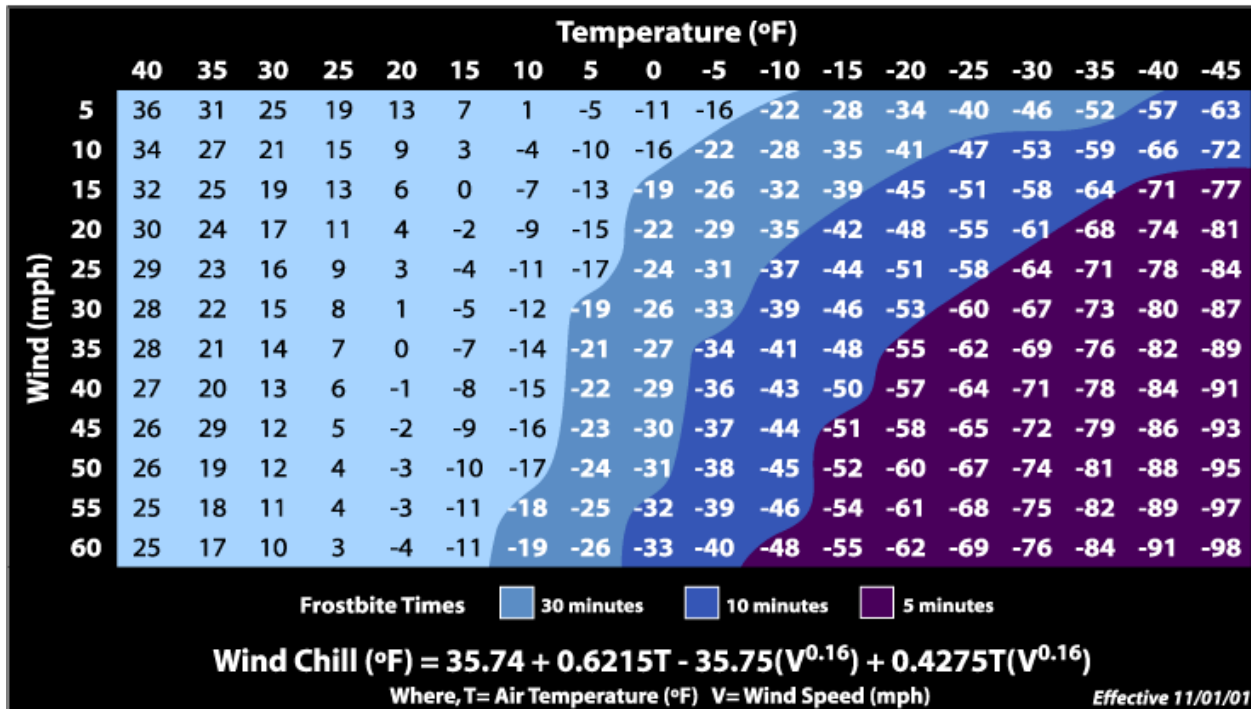
National Weather Service issues Wind Chill Advisories or Warnings based on local weather conditions. Criteria for issuing Wind Chill Warnings and Advisories are set locally. For example, the Rochester, NY area, Wind Chill Warnings are issued when the Wind Chill Temperature is expected to fall at or below -25 F. Wind Chill Advisories are issued when the Wind Chill Temperature is expected to fall between -15F and -24F.

**Wind Chill Temperature Index for winter 2001-2002**

On November 1, 2001, the National Weather Service implemented a new Wind Chill Temperature (WCT) index for the 2001/2002 winter season, designed to more accurately calculate how cold air feels on human skin. The former index used by the United City of Visalias and Canada was based on 1945 research of Antarctic explorers Siple and Passel. They measured the cooling rate of water in a container hanging from a tall pole outside. A container of water will freeze faster than flesh. As a result, the previous wind chill index underestimated the time to reach freezing and overestimated the chilling effect of the wind. The new index is based on heat loss from exposed skin and was tested on human subjects.



**Wind Chill Chart**



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

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For the first time, the new Wind Chill Chart includes a frostbite indicator, showing the points where temperature, wind speed and exposure time will produce frostbite on humans. The chart above includes three shaded areas of frostbite danger. Each shaded area shows how long (30, 10 and 5 minutes) a person can be exposed before frostbite develops. For example, a temperature of 0°F and a wind speed of 15 mph will produce a wind chill temperature of -19°F. Under these conditions, exposed skin can freeze in 30 minutes.

The new wind chill index is now being used in Canada and the United City of Visalias. Specifically, the new WCT index:

- calculates wind speed at an average height of five feet (typical height of an adult human face) based on readings from the national standard height of 33 feet (height of an anemometer)
- is based on a human face model
- incorporates modern heat transfer theory
- lowers the calm wind threshold from 4 mph to 3 mph
- uses a consistent standard for skin tissue resistance
- assumes no impact from the sun (i.e. clear night sky).

### What is Wind Chill Temperature?

It is the temperature it “feels like” outside and is based on the rate of heat loss from exposed skin caused by the effects of wind and cold. As the wind increases, the body is cooled at a faster rate causing the skin temperature to drop. Wind Chill does not impact inanimate objects like car radiators and exposed water pipes, because these objects cannot cool below the actual air temperature.

### What does this mean to me?

The NWS will inform you when Wind Chill conditions reach critical thresholds. A **Wind Chill Warning** is issued when wind chill temperatures are life threatening. A **Wind Chill Advisory** is issued when wind chill temperatures are potentially hazardous.

### What is Frostbite?

Frostbite is an injury to the body caused by freezing body tissue. The most susceptible parts of the body are the extremities such as fingers, toes, ear lobes, or the tip of the nose Symptoms include a loss of feeling in the extremity and a white or pale appearance. Medical attention is needed immediately for frostbite. The area should be SLOWLY re-warmed.

### What is Hypothermia?

Hypothermia is abnormally low body temperature (below 95 degrees Fahrenheit). Warning signs include uncontrollable shivering, memory loss, disorientation, incoherence, slurred speech, drowsiness, and apparent exhaustion. Medical attention is needed immediately. If it is not available, begin warming the body SLOWLY.

## CITY OF VISALIA EMERGENCY OPERATIONS PLANS

### DRAFT Contingency Plan for Extreme Cold Emergencies

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#### Tips on how to dress during cold weather

- Wear layers of loose-fitting, lightweight, warm clothing. Trapped air between the layers will insulate you. Outer garments should be tightly woven, water repellent, and hooded.
- Wear a hat, because 40% of your body heat can be lost from your head.
- Cover your mouth to protect your lungs from extreme cold.
- Mittens, snug at the wrist, are better than gloves.
- Try to stay dry and out of the wind.

For more Information on cold-related health problems and outdoor safety visit the web site from the Centers for Disease Control and Prevention (CDC) at: <http://www.cdc.gov/nceh/hsb/extremecold>

Visit the National Weather Service Wind Chill web page at: <http://www.nws.noaa.gov/om/windchill/>

Visit Environment Canada's Wind Chill web page at: [http://www.msc.ec.gc.ca/windchill/index\\_e.cfm](http://www.msc.ec.gc.ca/windchill/index_e.cfm)

**Appendix C: Health Information**

Recognizing symptoms of exposure: Watch for signs of frostbite and hypothermia. Frostbite is a reaction to cold that can cause permanent harm. Hypothermia occurs when the body's temperature drops below 95° Fahrenheit. Symptoms include:

- Confusion, dizziness, exhaustion and shivering are signs of hypothermia. Possibly: if you experience any of these symptoms, seek medical attention immediately.
- Gray, white or yellow skin discoloration, numbness or waxy skin are symptoms of frostbite. If you experience any of these symptoms, seek immediate medical attention.
- In the case of overexposure to freezing temperatures, remove wet clothing and immediately warm the body with a blanket or warm fluids like hot cider or soup. Avoid caffeine or alcohol.
- Centers for Disease Control and Prevention (CDC) guidance on warming procedures:
  - Get the victim into a warm room or shelter.
  - If the victim has on any wet clothing, remove it.
  - Warm the center of the body first – chest, neck, head, and groin – using an electric blanket, if available. Or use skin-to-skin contact under loose, dry layers of blankets, clothing, towels, or sheets.
  - Warm beverages can help increase the body temperature, but do not give alcoholic beverages. Do not try to give beverages to an unconscious person.
  - After body temperature has increased, keep the person dry and wrapped in a warm blanket, including the head and neck.
  - Get medical attention as soon as possible.

**Appendix D: Vulnerable Populations**

Situational and physical characteristics help to identify vulnerable populations that may not comfortably or safely access and use disaster resources. Specifically, when discussing extreme cold or freeze related emergency preparedness, the following groups could be considered vulnerable or at greater risk in a cold emergency:

- Homeless
- Infants and small children under age five
- Women who are pregnant
- Elderly people (age 65 and older)
- Persons who have obesity
- Persons who are bedridden
- Persons with mentally illness/disabilities
- Persons with cognitive disorders
- Persons with medical conditions (e.g., heart disease, diabetes, high blood pressure, insulin)
- Persons requiring life-saving medications (e.g., for high blood pressure, depression, insomnia)
- Persons who utilize medical equipment (e.g., ventilators, oxygen, G-tubes)
- Individuals with drug or alcohol addictions
- Persons who use mobility devices (e.g., wheelchairs, walkers, canes)
- Persons who are non-ambulatory
- Those with sensory impairments (blind/visually impaired or deaf/hard of hearing)
- Persons who are under extreme working conditions
- Persons who are economically-challenged
- Persons who are socially isolated
- Persons who do not speak English with minimal access to information.

**Other Considerations**

**Communication**

Consideration should be given due to the fact that the people who need evacuation the most may not be able to communicate that need to first responders. They also may not be aware of warming centers and other services that may be available.

**Forced Entry**

Consideration should be given to the issue of forced entry in the event that a person could be incapacitated and not able or willing to allow entry for social workers or first responders. However, Fourth Amendment restrictions on entering private residences without sufficient cause should be recognized. Appropriate guidance on this issue should be received from local law enforcement and integrated into planning efforts.

**Liability**

Due to the fact that private providers may be used and/or needed to transport people to/from warming centers and other facilities during an extreme cold/freezing emergency, the issue of liability for these

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

**DRAFT**

Contingency Plan for Extreme Cold Emergencies

---

providers should be researched by the government agency coordinating the transportation and addressed in memoranda of understanding.



# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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### **Appendix E: Local Resources**

#### For People with Disabilities

Integrating people with disabilities and seniors into extreme cold/freeze emergency planning efforts, especially at a local level, will improve related services to vulnerable populations. In fact, it is essential that disability and senior service providers are partners in all disaster planning efforts. The following organizations provide services that may be useful for vulnerable populations during any emergency:

- County In Home Supportive Services (IHSS)
- IHSS Public Authority
- Para-transit
- Dial a Ride
- Deaf/Hearing Impaired Organizations
- Blind/Visual Impaired Organizations
- Independent Living Centers
- Regional centers on developmental disabilities
- Area Departments on Aging
- Adult Protective Services
- Meals-on-wheels
- Faith-based organizations
- Postal service
- Electric companies/other utility companies
- Animal control
- Community Action Departments
- Rotary Club
- Lions/Service Organizations
- Masons
- Nursing Homes
- Residential Care Facilities for the Elderly
- Adult Residential Facilities
- Community colleges and Universities with Disability Services programs
- Homeless Shelters
- Food Kitchens
- Local County food banks
- Veterans of Foreign Wars
- Health Education Training Centers
- Private providers of services to people with disabilities

#### Using Registries

Local jurisdictions are encouraged to use existing disability and/or senior service registries instead of creating new registries. Information can be gleaned from a variety of sources, including the service providers noted above, to provide the comprehensive information necessary to inform emergency planning.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

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The use of voluntary registries has been a topic of discussion with state and local emergency planners and within the disability community. Some jurisdictions have developed pilot registries, but the majority of people with disabilities and seniors chose not participate. Jurisdiction must carefully consider the implications of establishing a registry. Specifically, implementation of a registry may be perceived as providing a local government “promise” or guarantee that the registrants will be provided with evacuation services. Jurisdictions should carefully consider the implications of such imputed promises. In addition, there may be a tendency by a jurisdiction to view those on the registry as the only ones who need assistance or to focus on the registrants first rather than looking at the population more broadly. Additionally, there are Health Insurance Portability and Accountability Act (HIPAA) considerations that must be factored into the development and deployment of registries, concerns related to maintenance of information on the registry (location information and medical information) and potential legal liabilities.

### Transportation

The need to move people in an extreme cold/freeze emergency where power outage is a factor will most likely center on moving vulnerable populations to/from warming centers and/or medical facilities. Transporting under these circumstances can be very complex. Complications can be caused by a variety of factors including: locating people that need to be transported, the medical condition of the individual, vehicle accessibility, pet and service animal issues, forced transport and liability issues.

Transportation providers linked via interagency agreements or other contractual arrangements with social service departments could provide a valuable resource in time of emergencies and facilitate cost reimbursement for local departments if a state and/or federal disaster is declared. These activities should be undertaken prior to any emergency in the preparedness phase of emergency management and included as a vital component in emergency plans and procedures.

County and local government may have variety of resources within their jurisdiction to use in the movement of people during an extreme cold/freeze event. Transportation service systems specifically for people with disabilities and seniors **need to** be integrated into all evacuation and warming center (sheltering) plans. Agreements should be developed between local governments and transportation providers in advance of an event, and should include crossing jurisdictions for mutual aid assistance. Disability and senior transportation service providers should become routine partners in emergency planning. Agreements should be made with providers in advance of an event when possible. Resources for accessible transportation that may be available in an area may include:

- ADA-mandated Para-transit Systems/accessible transportation providers
- Dial a Ride
- Non-profits (i.e. United Cerebral Palsy)
- Area Departments on Aging
- Private providers of services to people with disabilities
- Taxi systems
- Non-emergency vans, medical vans
- School district transportation systems
- Adult Day Health Care (ADHC)
- Airport shuttle buses / Airport car rental shuttle buses
- Senior centers
- Health care centers

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix F: Animal Vulnerabilities (in extreme cold weather)**

California does have its few days of record cold temperatures, with ice and snow in parts of the City of Visalia. Animal owners should be aware and ready to protect their pets and livestock to help them through these unusual cold spells. Following are a number of concerns and recommendations:

### Concerns:

- Our animals, especially indoor/outdoor pets, probably do not have an adequate winter coat for protection in these very low temperatures.
- Hypothermia and dehydration are the two most probable life-threatening conditions for animals in cold weather.
- Wet conditions and wind-chill add greatly to the cold-stress for animals (and people).

Preventive actions to consider when the temperature is below freezing:

### Pets:

- Pets should be brought inside or into protected covered areas, provided with plenty of bedding and food and drinking water.

### Livestock:

- Livestock should be provided with wind-break and roof shelter, and monitored for signs of discomfort (extensive shivering, weakness, lethargy, etc.)
- It is very important that livestock be provided extra hay/forage/feed as up to double the calories for normal body heat maintenance may be needed in extreme cold.
- It is critical that animals have access to drinking water. Usual water sources may freeze solid in low temperatures and dehydration becomes a life-threatening factor. Many of our animals, especially the young, may not know how or be unable to break several inches of ice to reach water. In general, animals tend to drink less in extreme cold, risking dehydration. Research with horses shows horses drink more water if it is warmed during winter weather.
- Adding a warm sloppy bran mash, sloppy moistened beet pulp or soaking pelleted feed in warm water is a good way to add water to your horses' diet and provide some "comfort food" in the cold weather.
- Special attention should be paid to very young and old animals. They may be less able to tolerate temperature extremes and have weaker immune systems.

### Response if needed:

If you think your pet is suffering from the cold, including developing frostbite, consult your local practitioner for treatment advice.

Many professionals and organizations are available to assist you in recommendations and health care for your animals. Pet owners should check with their veterinarian, animal control or humane societies for additional tips and assistance. Horse and livestock owners should check with their veterinarian, the CA Department of Food and Agriculture's Animal Health and Food Safety Services, or their County Agriculture Extension Agent for additional information and assistance. Please take the extra care to provide for your pets and livestock during a cold period.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

## DRAFT Contingency Plan for Extreme Cold Emergencies

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### Appendix G: The Electrical Grid and CAISO

Electric power capability and transmission grid is impacted by the increased loads resulting from extreme weather events. The California Independent System Operator (CAISO) is tasked with managing about 80 percent of the California electrical grid that supplies most of California, except in areas serviced by municipal utilities.

#### Alerts

CAISO employs a series of alerts based on electrical power demand and supply/reserve forecasts. The alerts are:

- Stage 1 - When the reserve margin falls below 7%
  - Stage 2 - When the reserve margin falls below 5%
  - Stage 3 - When the reserve margin falls below 1.5%
- \*\*\*Rotating blackouts will occur when Stage 3 is reached.*

#### Electric Power Load Shedding

When the power system is under extreme stress due to heavy demand and/or failure of critical components, it is sometime necessary to intentionally interrupt the service to selected customers to prevent the entire system from collapsing. In such cases, customer service (or load) is cut, sometimes with little or no warning. One form of load shedding called a "rotating blackout" involves cutting service to selected customers for a predetermined period (usually not more than one and a half hours). As power is restored to one block of customers, power to another block of customers is interrupted to reduce the overall load on the system.

"Warming **Centers**" are not covered by this rule and are not exempt from rotating power outages. There are no commonly defined criteria for warming centers.

#### Notifications

Utilities generally rely on media releases to inform the public of electric power disruptions. Ongoing emergency coordination between city and county emergency managers and utility providers could enhance advance notification of electric disruptions and restoration coordination.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix H: City of Visalia Dissemination of Public Information**

Regardless of the method used, increased readiness efforts must begin when extreme cold/freeze temperatures are forecast rather than when they arrive. Preparedness at the state level will be a statewide effort coordinated by OES to include media spots, meetings, fairs that include circulation of pre-event preparedness materials to facilities and groups who have close contact with vulnerable populations. These events, meetings, fairs and conferences will include state, local, private, non-governmental organizations to include community and faith-based as well as volunteer and service organizations. Discussion groups at these events will assist in fine-tuning and targeting materials. It will also assist in developing community-based partnerships to assist in the active phases during extreme cold/freeze events. This also provides an opportunity to develop additional materials focused on the target audience and identify additional delivery methods, review and update plans and procedures. As the extreme cold/freeze condition increases, keep in mind the following assumptions:

### Assumptions

- Different climates exist among the various areas in the state and persons are acclimated best to the climate in which they live.
- Local governments are the first responders in emergencies and request aid through a hierarchical mutual aid process under SEMS when necessary.
- OES will rely on the Operational Areas (OAs) through their county health departments to determine the activation levels at which specific activities will be undertaken.

### Seasonal Approach

Public Information functions will address this potential event in a similar manner as it addresses floods, earthquakes and heat waves, in other words, a seasonal approach. The process will involve an "extreme cold/freeze conditions awareness campaign" initiated with media support during the months of November to February, or earlier in the event of forecasted extreme cold/freeze conditions. Public information should correspond to and be a component of each phase and each warning level issued.

Public information messages will consistently reinforce what state and local partners and first-responders receive in communications from key state departments. Messages will also be made available in alternate formats to ensure that the people with visual and hearing impairments receive disability and culturally appropriate materials:

- extreme cold/freeze conditions safety awareness (for all populations, including workers)
- extreme cold/freeze conditions safety health tips
- when to use 911 and hospital emergency departments
- advocacy of checking on family, friends, neighbors
- availability of resources nearby for assistance and respite

### Outreach by state and local departments

Public information should include the use of mass media as well as community education strategies such as:

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

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- Sending notification and prevention tips through schools, businesses and associations, disability and senior service providers.
- Posting public information tips at hospitals, medical offices, grocery stores, community centers.
- Additional outreach to parks and recreation, coaches and outdoor activity venues, senior and day car centers and organizations serving non-English speakers.

All collateral materials and messages would be coordinated with collaborating California State Departments that have roles and responsibilities in the protection of public health and safety.

### Free Media

Public Service Announcements (PSAs)

Media Advisories

Press Releases

Opinion Page Editorials and Guest Columns

Guest spots on news programs, public affairs shows, talk shows, etc.

Events for the Administration and community events/expos as feasible

Web sites with resources (OES/other state departments; updated as needed / Extreme Cold/Freeze Emergency Portal-OES website)

Press conferences and news briefings

### Partnerships

Partner with private sector businesses on promotional campaigns

Partner with disability and senior service organizations on extreme cold/freeze conditions safety awareness outreach materials

Partner with utility companies on extreme cold/freeze conditions safety awareness outreach materials

Partner with local governments on regional promotions

### Speakers Bureau

Establish a multi-agency speaker's bureau with subject matter experts including the areas of vulnerable populations.

### Joint Information Center (JIC) Activation

As an extreme cold/freeze emergency unfolds, determine when to activate a JIC and bring together representatives from all responsible departments to coordinate public information (OES, Dept. of Health Services, Dept. of Social Services, Emergency Medical Services Authority, Food and Ag, Department of Rehabilitation, Department of Developmental Services, Employment Development Department, and other key state and local departments) as needed, and non-governmental organizations such as California Foundation of Independent Living Centers (CFILC) and local regional centers on developmental disabilities. Previously developed extreme cold/freeze emergency pre-scripted materials can be distributed to local departments prior to any extreme cold/freeze event.

CITY OF VISALIA EMERGENCY OPERATIONS PLANS

**DRAFT**      Contingency Plan for Extreme Cold Emergencies

**Appendix I: Information Sources at Each SEMS Level**

Jurisdiction Level	Emergency Management	Social Services	Health Services	EMSA	Food & Agriculture	Volunteer / NGO
State	OES	CDSS, DDS	CDPH	EMSA	CDFA	California – Volunteers
Region	OES Regions	District Licensing  Regional centers on developmental disabilities	RDMHS/C*  CDPH Licensing & Cert. District Offices	RDMHS/C*		
County	Operational Area	County Welfare Dept and Office on Aging	Public Health Officers MHOAC* County OES County DHS	Local EMS Agencies  MHOAC*	County Agricultural Commissioners	
Local Jurisdictions	City	Group Homes  Day programs & services	City EOC			
Field	Fire, Law	In-home supportive service workers  Independent & supported living providers	Hospitals  Skilled Nursing Facilities (SNF's)	Ambulance Companies  Hospitals Clinics SNF's		Volunteer Organizations Red Cross Salvation Army

- \* Regional Disaster Medical Health Specialist (RDMHS)
- \* Regional Disaster Medical Health Coordinator (RDMHC)
- \* Medical Health Operational Area Coordinator (MHOAC)

**Appendix J: Checklist for a “Warming Center”**

The following is a list of important criteria for setting up a warming center. There are **no established** criteria for warming centers. Additionally, **unless a special exemption has been given by the local utilities**, facilities used as warming centers are not exempt from rotating blackouts.

**Important Criteria**

- Heating or equivalent (temperature maintained at a minimum of 68°)
- Accessible to people with disabilities / ADA compliant
- Ample seating appropriate to the jurisdiction
- Public restrooms accessible to people with disabilities
- Access to potable water (drinking fountain, etc)
- Access to 911 services (phone or payphone)
- Publicly advertised
- Parking access
- Proximity to public transit

**Suggested Criteria**

- Back-up generators
- Area for pets
- Secure, facility has security service
- Communications, phone (including TDD/TTY), internet access, sign-language interpreters
- Child friendly with materials for children to play with while at the warming center
- Medical Personnel such as nurses and/or aides
- 24 hour, 7 days a week operation
- Large capacity
- Personnel Assistance Services for people with disabilities
- Available televisions, books, games
- Transportation for those lacking their own, including wheelchair accessible services
- Follow-up procedures for those in need of additional services (health care, social services, etc.)
- Veterinary resources available if needed



**Appendix K: Resources for Preparedness and Response**

The following is a partial list of resources that can assist in preparing for and responding to extreme cold/freeze emergencies:

- Public Education Pamphlets – preventive measures, symptoms, etc.
- Prepared press releases listing available resources and contact numbers
- State Facilities with Heated Auditoriums
- State Fair Grounds
- Portable heaters to supplement heaters at fair grounds
- Portable heaters to loan to nursing homes and senior housing complexes
- Portable Generators to loan to nursing homes and senior housing complexes
- Durable Medical Equipment (I.e., wheelchairs, shower chairs, toilet chairs)
- Heaters – multiples sizes to loan to qualifying organizations/businesses, etc.
- Bottled Water hot coffee or other warm drinks.
- Identify sources for obtaining blankets, etc. to distribute at warming centers
- Develop citywide list of companies that will donate goods during a extreme cold/freeze emergency
- Prepare coupons that can be used at pre-identified stores to obtain water etc.
- Bottled/boxed fruit juices
- Meals Ready to Eat or commercial equivalent
- Special dietary products for babies, elderly, and other special needs groups
- Bottled Pedialyte and adult equivalent
- Stockpile Ensure or equivalent to serve special needs population
- Stockpile infant formula and baby food
- Diapers for children and adult incontinent supplies (at lease 12 hour type)
- List of facilities that can accommodate pets
- Animal cages to house pets
- List of volunteers to staff warming centers and check on special needs population (where appropriate)
- List of county warming centers (pre-id county facilities available to act as warming centers)
- List of available vehicles and volunteers/personnel to transport impacted individuals
- Heated tents for setting up in state/county parks
- Pre-stage portable tables and chairs to accommodate clientele
- Stockpile animal food and water
- Disposable dishes to serve animals
- Portable showers
- Cots
- List of potential heated dormitory rooms available to house special needs population
- Available National Guard resources for housing

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix L: Definitions**

The following terms are presented here with the commonly accepted definitions to avoid confusion and misunderstanding. Some of the terms may have different meanings outside of the scope of this plan. Weather definitions are NWS information.

Freeze Definitions from the National Oceanic and Atmospheric Administration's – National Weather Service Glossary:

**Freeze** - A freeze is when the surface air temperature is expected to be 32°F or below over a widespread area for a climatologically significant period of time. Use of the term is usually restricted to advective [horizontal air flow] situations or to occasions when wind or other conditions prevent frost. "Killing" may be used during the growing season when the temperature is expected to be low enough for a sufficient duration to kill all but the hardiest herbaceous crops.

**Freeze Warning** - Issued during the growing season when surface temperatures are expected to drop below freezing over a large area for an extended period of time, regardless whether or not frost develops.

**Freeze up Date** - In hydrologic terms, the date on which the water body was first observed to be completely frozen over.

**Freezing Drizzle** - A drizzle that falls as a liquid but freezes into glaze or rime upon contact with the cold ground or surface structures.

**Freezing Drizzle Advisory** - Issued when freezing rain or freezing drizzle is forecast but a significant accumulation is not expected. However, even small amounts of freezing rain or freezing drizzle may cause significant travel problems.

**Freezing Fog** - A suspension of numerous minute ice crystals in the air, or water droplets at temperatures below 0° Celsius, based at the Earth's surface, which reduces horizontal visibility; also called ice fog.

**Freezing Level** - The altitude at which the air temperature first drops below freezing.

**Freezing Rain** - Rain that falls as a liquid but freezes into glaze upon contact with the ground.

**Freezing Rain Advisory** - Issued when freezing rain or freezing drizzle is forecast but a significant accumulation is not expected. However, even small amounts of freezing rain or freezing drizzle may cause significant travel problems.

**Synoptic weather observation** - A surface weather observation, made at periodic times (usually at 3-hourly and 6-hourly intervals specified by the World Meteorological Organization), of sky cover, state of the sky, cloud height, atmospheric pressure reduced to sea level, temperature, dew point, wind speed and direction, amount of precipitation, hydrometeors [precipitation] and lithometeors [usually dust, smoke or pollen particles], and special phenomena that prevail at the time of the observation or have been observed since the previous specified observation.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

---

**Synoptic model** - Any model specifying a space distribution of some meteorological elements. The distribution of clouds, precipitation, wind, temperature, and pressure in the vicinity of a front is an example of a synoptic model.

**Warming Centers** - Facilities that are made available by public, private and volunteer organizations as an extreme cold/freeze relief station.

### Emergency Management Planning Definitions

**Contingency plan** - Refers to a subset of an existing emergency plan focused on addressing the particulars of a specific emergency scenario (i.e., earthquake, flood, extreme cold/freeze, etc.).

**Emergency Plans** - As defined in Government Code §8560 (a) "Emergency Plans" means those official and approved documents which describe the principles and method to be applied in carrying out emergency operations or rendering mutual aid during emergencies. These plans include such elements as continuity of government, the emergency services of governmental departments, mobilization of resources, mutual aid, and public information.

**Joint Information Center** - A centralized facility for coordinating an organized, integrated, release of critical emergency information, crisis communications and public affairs functions, which is timely, accurate, and consistent.

**Local Emergency** - As defined in Government Code §8558 (c)"...means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, causes by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, complications resulting from the Year 2000 Problem, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission."

**Local Government** - As defined in SEMS Regulations §2402 (m) "means local departments as defined in Government Code §8680.2 and special districts defined in California Code of Regulations, Title 19, §2900(y)."

**Multi-Agency Cold Emergency Task Force** - A working group formed at the direction of the Governor to establish health and safety protocols for public education and outreach efforts, safety checks on vulnerable Californians, evacuations of medical facilities and establishment of cooling centers and information lines during future cold events.

**Operational Area** - As defined in Government Code §8559 (b) "An 'operational area' is an intermediate level of the state emergency services organization, consisting of a county and all political subdivisions within the county area."

**Rotating Blackout** - A process of cutting off service to selected customers for a predetermined period (usually not more than two hours) in order to retain the integrity of the power grid.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

## Contingency Plan for Extreme Cold Emergencies

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**Standardized Emergency Management System (SEMS)** - As defined in California Code of Regulations §2400 as..."based upon the Incident Management System (ICS) adapted from the system originally developed by Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state departments, the Multi-Agency Coordination System (MACs) as developed by FIRESCOPE program, the operational area concept, and the Master Mutual Aid Agreement and related mutual aid systems."

**State Emergency Plan** - As defined in Government Code §8560 (b) "...means the State of California Emergency Plan as approved by the Governor." (Where in effect as defined in Government Code §8568,"...The State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof."

**State of Emergency** - As defined in Government Code §8558 (b)"...means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, complications resulting from the Year 2000 Problem, or other conditions causing a 'state of war emergency,' which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission."

**A state of emergency proclamation by the Governor is warranted when:**

1. There exists conditions of disaster or of extreme peril to the safety of persons, which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission" [Government Code Sections 8558(b)and 8625(a)]; or
2. The Governor is requested to do so by the mayor of a city or the chairman of the county board of supervisors or the county administrative officer [Section 8625(b)]; or
3. The Governor finds that local authority is inadequate to cope with the emergency [Section 8625(C)]; and
4. Local emergency response costs are significant to make these costs eligible for reimbursable under the California Disaster Assistance Act or as a prerequisite for a request for federal disaster assistance for state and local governments.

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix M: Acronyms**

Acronyms used throughout this plan and their full names are listed below as they appear in the document:

AA/CA – After Action (report)/ Corrective Action (plan)  
CAHAN – California Health Alert Network  
CAISO – California Independent System Operator  
CCLHO – California Conference of Local Health Officers  
CBO – Community Based Organizations  
CCB – California Council of the Blind  
CDFA – California Department of Food & Agriculture  
CDPH – California Department of Public Health (formerly CDHS)  
CHEAC – County Health Executives Association of California  
CDSS – California Department of Social Services  
CPUC – California Public Utility Commission  
CRC – Regional Council of Rural Counties  
CSAC – California State Associations of Counties  
CSC – California Service Corps (now called California Volunteers)  
CSWC – California State Warning Center  
CUEA – California Utilities Emergency Association  
DCA – Department of Consumer Affairs  
DDS – Department of Developmental Services  
DHCS – Department of Health Care Services (formerly CDHS)  
DME – Durable Medical Equipment (ex. wheelchairs, shower chairs)  
DMH – Department of Mental Health  
DOA – Department of Aging  
DOR – Department of Rehabilitation  
EAS – Emergency Alert System  
EDIS – Emergency Digital Information System  
EMSA – Emergency Medical Services Authority  
EOCs – Emergency Operations Centers  
FTB – Franchise Tax Board  
GEOEC – Governor's Emergency Operations Executive Council  
IHSS – In-Home Support Services  
JEOC – Joint Emergency Operations Center (State level CDPH/EMSA)  
JIC – Joint Information Center  
JPA – Joint Powers Authority  
LEAGUE – League of Cities  
LEMSA – Local Emergency Medical Services Agency  
MHOAC – Medical Health Operational Area Coordinator  
MOT – Maritime Tropical Oppressive Air Mass  
NGOs – Non-Governmental Organizations  
NWS – National Weather Service  
OA – Operational Area  
OES – California Governor's Office of Emergency Services  
OHS – California Governor's Office of Homeland Security  
PD – Police Department  
PHO – Public Health Officer

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

**DRAFT**

Contingency Plan for Extreme Cold Emergencies

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PIO – Public Information Office / Public Information Officer

PSAs – Public Service Announcements

REOC – OES Regional Emergency Operations Center (Coastal, Inland, Southern)

RDMHC – Regional Disaster Medical Health Coordinator

RDMHS – Regional Disaster Medical Health Specialist

RIMS – Response Information Management System

SEMS – Standardized Emergency Management System

SIRL – State Information and Referral Line

SNFs – Skilled Nursing Facilities

SOC – State Operations Center

SRO – Single Room Occupancy

TDD/TTY – Telecommunications device for the deaf

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix N: Helpful References**

- *Electric Power Disruption, Toolkit for Local Government, Office of Emergency Services, June, 2001*
- *City of New York*
- *Excessive Cold Events Guidebook, EPA 430-B-06-005, June 2006*
- *Cold wave: A Major Summer Killer, NWS Publication, [http://www.nws.noaa.gov/om/brochures/cold\\_wave.shtm](http://www.nws.noaa.gov/om/brochures/cold_wave.shtm)*
- *Cold waves, Pennsylvania Emergency Management Agency*
- *City of Los Angeles' Emergency Operations Master Plan and Procedures, Cold Emergency Response Plan Annex, April 2001 Revised.*
- *City of New York, Office of Emergency Management*
- *Winter Storms: The Deceptive Killers, NWS Publication, <http://www.nws.noaa.gov/os/brochures.shtml#winter>*

# CITY OF VISALIA EMERGENCY OPERATIONS PLANS

DRAFT

Contingency Plan for Extreme Cold Emergencies

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## **Appendix O: Key Departments Involved in the Contingency Plan for Excessive Cold Emergencies**

Governor's Office of Emergency Services (OES)  
Department of Drug and Alcohol Programs (ADP)  
California Department of Food and Agriculture (CDFA)  
California Department of Public Health (CDPH)  
California Department of Social Services (CDSS)  
California Independent Service Operator (CAISO)  
California Volunteers (formerly California Service Corps)  
California Utilities Emergency Association (CUEA)  
Department of Aging (CDA)  
Department of Consumer Affairs (DCA)  
Department Developmental Services (DDS)  
Department of Mental Health (DMH)  
Department of Rehabilitation (DOR)  
Employment Development Department (EDD)  
Emergency Medical Services Authority (EMSA)  
Franchise Tax Board (FTB)



DRAFT

Contingency Plan for Extreme Cold Emergencies

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**Appendix P: Agenda for Extreme Cold/Freeze Emergency Alert Conference Call**

Date:

Time:

Phone #:

Attendees:

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1. Opening remarks
  
  2. Weather forecast
  
  3. Report on local activities to date
  
  4. City of Visalia department's activities to date
  
  5. Next steps
-

**Appendix Q: Sample Press Release**

**City of Visalia Fire Department  
Press Release**

Contact: Battalion Chief Danny Wristen, 559-713-4056

**VISALIA RESCUE MISSION AVAILABLE DURING COLD TEMPERATURES**

As the cool winter temperatures begin to impact our community, the City of Visalia wants to ensure that those in need have a place to stay during the coldest nights. In cooperation with the Visalia Rescue Mission, the City of Visalia encourages anyone who needs emergency shelter when the night time temperatures are expected to be below 30 degrees Fahrenheit to seek shelter at the Visalia Rescue Mission. The Visalia Rescue Mission has agreed to assist anyone who needs assistance on nights that are below 30 degrees.

The Visalia Rescue Mission offers both a men's shelter, as well as a woman and children's shelter; however they do not offer a family shelter. The Visalia Rescue Mission will provide food and a warm place to sleep to anyone in need when the temperatures are below 30 degree's. However, the Visalia Rescue Mission maintains a drug and alcohol free environment. Anyone under the influence of drugs or alcohol will not be able to utilize the facility.

For those with special needs, please contact the Visalia Fire Department at 559-713-4266 during normal business or 559-734-8116 after 5:00 pm and on weekends and holidays.

The Visalia Rescue Mission is located at:

**Visalia Rescue Mission  
322 NE 1<sup>st</sup> Street  
Visalia, CA 93291  
559-733-2231**

# Disaster Preparedness Update

September 2, 2008

Visalia Fire Department

# Cooling Centers



# Cooling Centers


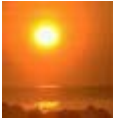



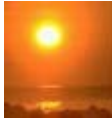

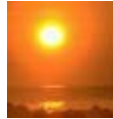

- Current Policy
- Utilize Transit Center
- Approximately 10 Cooling Center Openings
- Kestrel Weather Device
- Monitor Weather
  - Daily National Weather Service emails

## NWS Forecast for: Rural Southeastern San Joaquin Valley, CA

Issued by: National Weather Service San Joaquin Valley/Hanford, CA

Last Update: 1:37 pm PDT Aug 25, 2008



Tonight	Tuesday	Tuesday Night	Wednesday	Wednesday Night	Thursday	Thursday Night	Friday	Friday Night
								
Clear Lo 65°F	Hot Hi 99°F	Clear Lo 64°F	Hot Hi 102°F	Clear Lo 68°F	Hot Hi 104°F	Mostly Clear Lo 70°F	Hot Hi 103°F	Mostly Clear Lo 68°F

**Tonight:** Clear, with a low around 65. Northwest wind between 5 and 8 mph becoming calm.

**Tuesday:** Sunny and hot, with a high near 99. Calm wind becoming northwest between 4 and 7 mph.

**Tuesday Night:** Clear, with a low around 64. Northwest wind between 4 and 7 mph becoming calm.

**Wednesday:** Sunny and hot, with a high near 102. Calm wind becoming west northwest between 4 and 7 mph.

**Wednesday Night:** Clear, with a low around 68. Northwest wind between 4 and 7 mph becoming calm.

**Thursday:** Sunny and hot, with a high near 104.

**Thursday Night:** Mostly clear, with a low around 70.

**Friday:** Sunny and hot, with a high near 103.

**Friday Night:** Mostly clear, with a low around 68.

**Saturday:** Sunny and hot, with a high near 101.

**Saturday Night:** Mostly clear, with a low around 67.

**Sunday:** Sunny and hot, with a high near 98.

**Sunday Night:** Mostly clear, with a low around 65.

**Labor Day:** Sunny and hot, with a high near 98.

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**Point Forecast:** 6 Miles SW Exeter CA

36.24N -119.25W (Elev. 298 ft)

Locations within 12 miles of this point include...Exeter CA...Lindsay CA...Tulare CA...Visalia CA

Visit your local NWS office at: <http://www.wrh.noaa.gov/hnx>

# Warming Centers

- Working in Cooperation with Visalia Rescue Mission
- Current Policy

# Emergency Operations Plan

- Consistent with other City & County plans
- Reviewed by all City Departments
- Has been utilized in training and real activations already
- Subcommittee working on animal care & shelter plan



# EOP Sections

- Part 1 – General Information
- Part 2 – Initial Response Operations
- Part 3 – Extended Response Operations
- Part 4 – Recovery Operations
- Appendices

# Emergency Operations Center



# Emergency Operations Center

- Citywide Disaster Preparedness Committee
- EOC – Police Briefing Room
- EOC – Training and Drills

# Flood Mitigation

- Ditches and Waterways
- Several Incidents this Summer
- Developed Work Group to Address Issues

# Work Group

- Visalia Fire Department
- City of Visalia Public Works
- City of Visalia Wastewater
- City of Visalia Engineering
- Kaweah Delta Water Conservation District
- People's Ditch Company
- Tulare Irrigation
- Kaweah Delta Irrigation Ditch





# Waterways



# Debris in Waterways





# Reverse 911

- Tulare County Funded 2 Years
- Disaster Council to Work on Future Plan
- Connect CTY
- County – City User Agreement
- Internal City User Policy

# Connect CTY

## Connect-CTY System Features

- Web-based
- Unlimited Messaging
- GIS mapping technology
- Multiple options for creating messages
- Reaches TTY devices for hearing-impaired
- Real-time message tracking and reporting
- Allows individuals to update their own information with additional contact information
- Auto-recall feature
- Distinguishes live vs. machine response
- Interactive survey messages
- 24/7 Customer Support

## Connect-CTY System Features

- Disseminates notifications to multiple forms of communication devices.



# Questions and Answers



City of Visalia  
Disaster Preparedness