

CITY OF VISALIA

FISCAL YEARS

2018-19 & 2019-20



OPERATING & CAPITAL BUDGET



City of Visalia

State of California

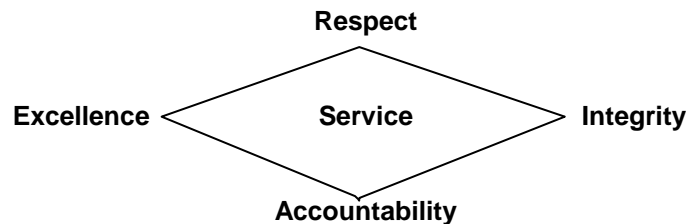
Two-Year Budget & Objectives

2018/19 & 2019/20



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

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



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

Warren Gubler, Mayor
Bob Link, Vice Mayor
Greg Collins, Council Member
Phil Cox, Council Member
Steve Nelsen, Council Member

Randy Groom, City Manager
Renee Nagel, Finance Director

City Council Fiscal Year 2017/18



Mayor Warren Gubler
District 3 – Nov 2018



Vice Mayor Bob Link
District 2



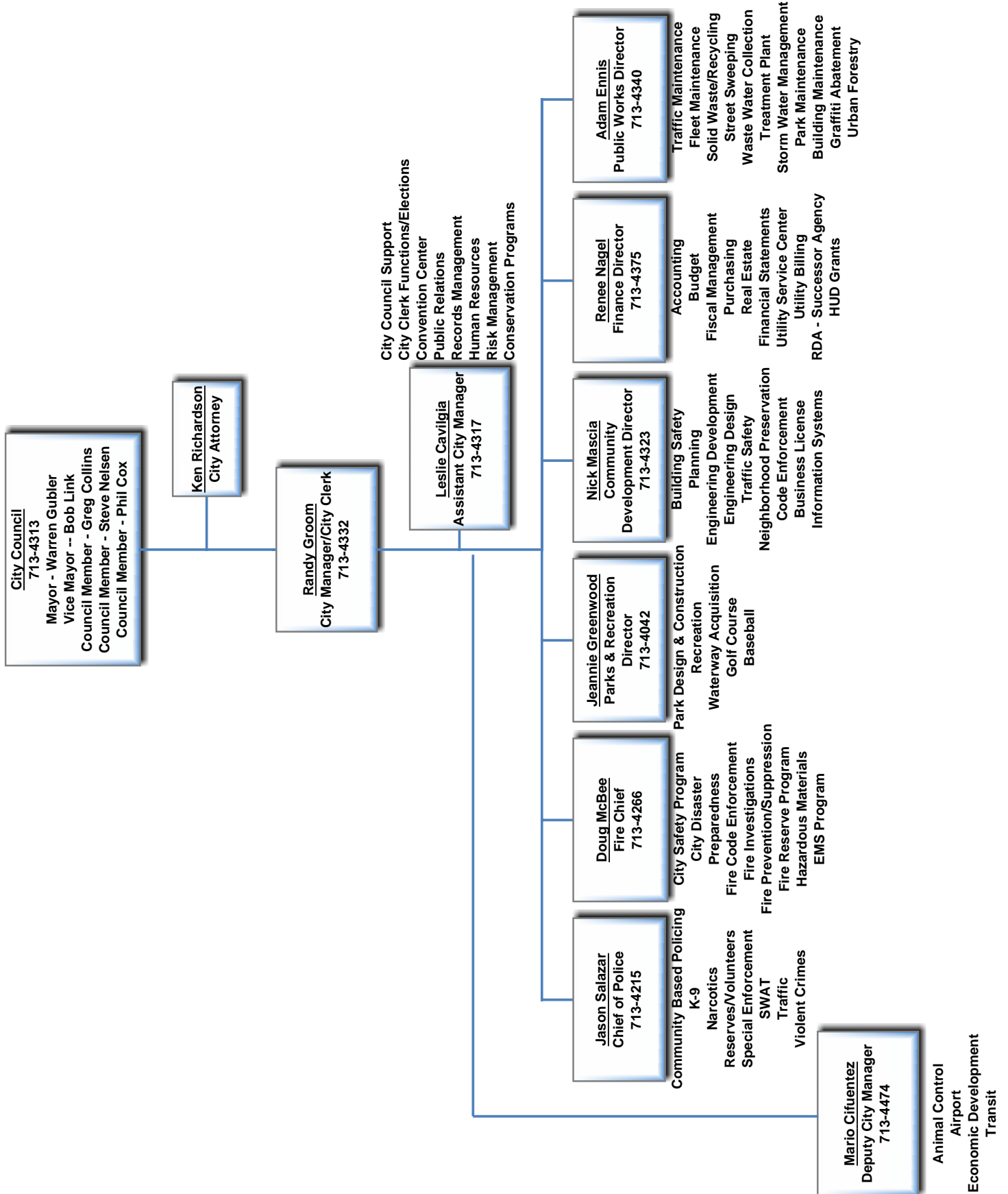
Councilmember Greg Collins
District 4 – Nov 2018



Councilmember Phil Cox
District 1



Councilmember Steve Nelsen
District 5 – Nov 2018



CITY OF VISALIA COMMITTEES AND COMMISSIONS

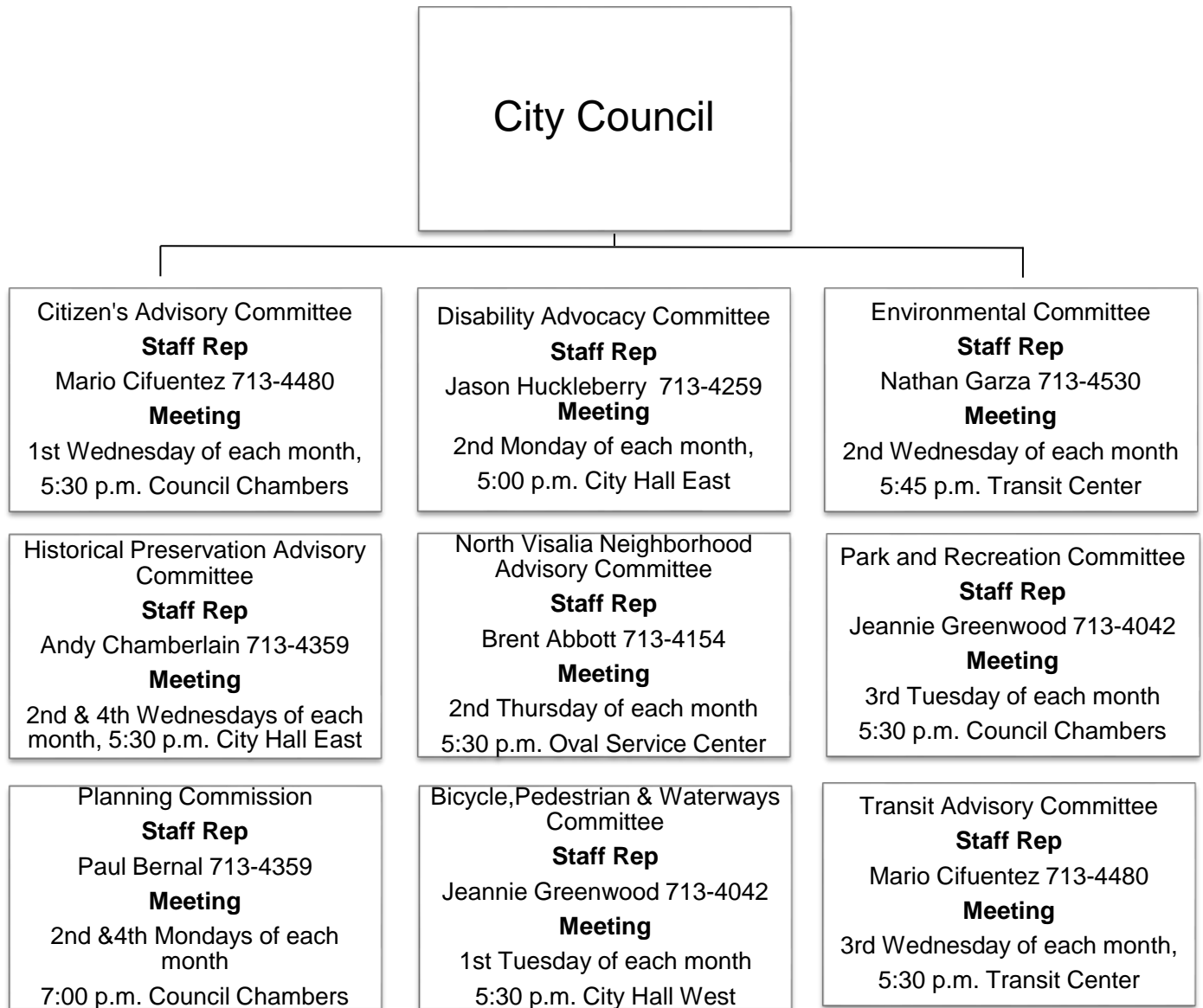


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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Visalia
California**

For the Biennium Beginning

July 1, 2016

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the City of Visalia for its biennial budget for the biennium beginning July 1, 2016. In order to receive this prestigious national award a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The Distinguished Budget Presentation Award is valid for a period of two years. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award



June 4, 2018

Dear Mayor and Members of City Council:

The City Manager and Finance Director are pleased to present to you the City of Visalia 2018-2020 Biennial Budget for your consideration. This document is comprised of a 2-year operating plan, a 6-year capital improvement program, and an appropriation for debt service and other uses. Moreover, it is a reflection of your leadership in shaping the service priorities and goals of the Visalia community while maintaining fiscal prudence and oversight. The budget is a living, breathing document that demonstrates to the public our commitment to service and our focus on meaningful work and significant projects. It is an imposing document, but it is our hope that we present it in a manner that makes it as accessible as possible to those that are interested.

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

ASSUMPTIONS & PRIORITIES

This budget continues to meet the goals that were established with prior budgets, which are the following:

1. Gradually rebuild the organization by restoring resources;
2. Increase funding levels for Capital Improvement Projects;
3. Increase resources directed at maintaining City facilities;
4. Replenish and maintain Emergency Reserves pursuant to Council-established goals.

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

BUDGET HIGHLIGHTS

The 2018-2020 Biennial Budget continues to benefit from a period of economic growth which results in increased revenues among all funds. While we remain somewhat guarded about the economy in coming years, we are presenting a fiscal plan that reflects the current positive economic indicators. We are pleased to present a balanced budget for both years that maintains our services, programs, maintenance, and employees. The total budget for FY 2018/19 is \$221 million and FY 2019/20 is \$214 million as shown in Table 1- Proposed Appropriation.

Table 1
Proposed Appropriations

<u>Fund Type</u>	<u>2018/19 Appropriations</u>	<u>2019/20 Appropriations</u>
General Fund (<i>ex: Police, Fire, Parks, General Government</i>)	\$ 70,884,840	\$ 71,817,100
Capital Projects Funds (<i>ex: Gas Tax , Impact Fees</i>)	11,417,400	7,731,400
Special Revenue Funds (<i>ex: Streets, MS T & MS R Sales Tax</i>)	41,840,160	40,809,930
Business-Type Funds (<i>ex: Wastewater, Solid Waste, Airport</i>)	77,207,500	74,222,650
Internal Service Funds (<i>ex: MIS, Fleet, Risk</i>)	19,606,200	18,998,500
Total	<u>\$ 220,956,100</u>	<u>\$ 213,579,580</u>

* Note: FY 19/20 appropriation for Capital Projects, Special Revenue, Business-Type and Internal Service Funds decreases due to a large Capital Projects in FY 18/19.

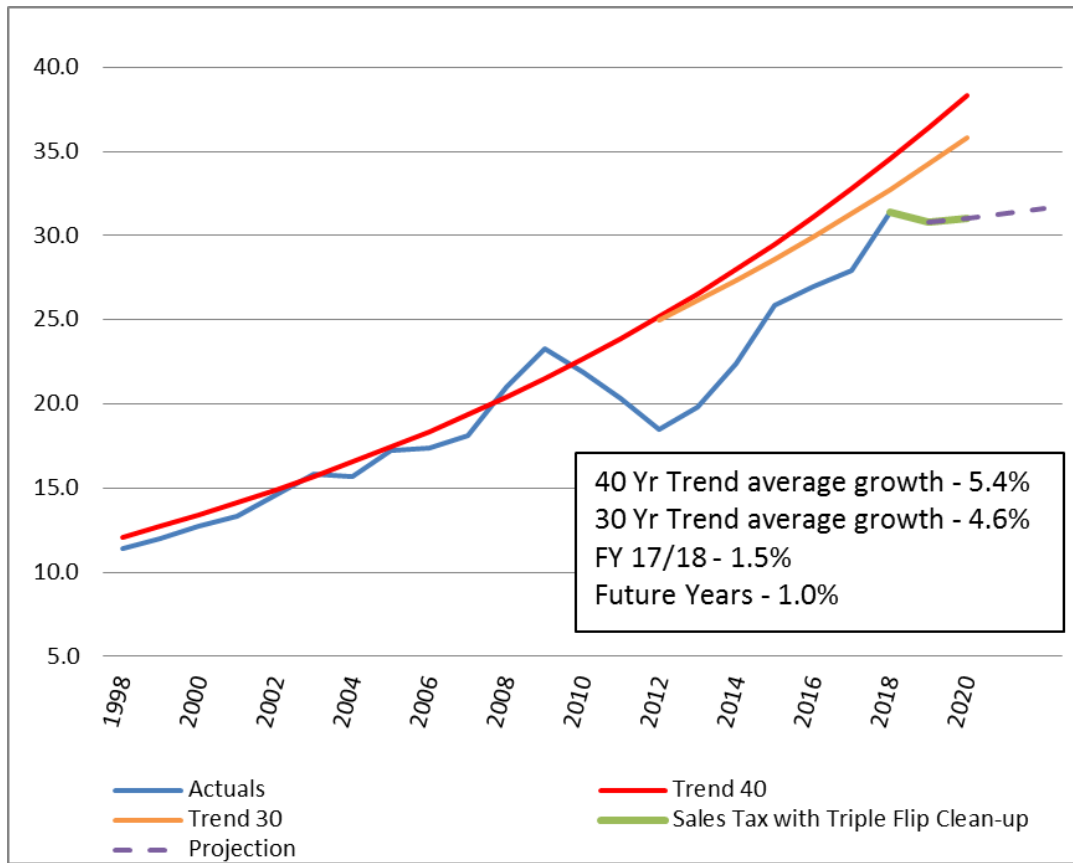
The City's primary and largest fund is the General Fund, which funds general services such as police, fire, parks, and recreation services. The General Fund is balanced for both years and recommends a modest transfer to the General Fund Emergency Reserve of \$56 thousand in FY 2018/19 and \$178 thousand in 2019/20 bringing the total reserves to \$15.1 million (22.8% of operating expenditures) in FY 2019/20. This increase is consistent with Council's goal of increasing and maintaining the Emergency Reserve balance to 25% of General Fund operating expenditures.

The General Fund was balanced by controlling expenditures, not increasing personnel or programs, and reducing the capital budget to \$0.3 million in FY 2019/20.

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

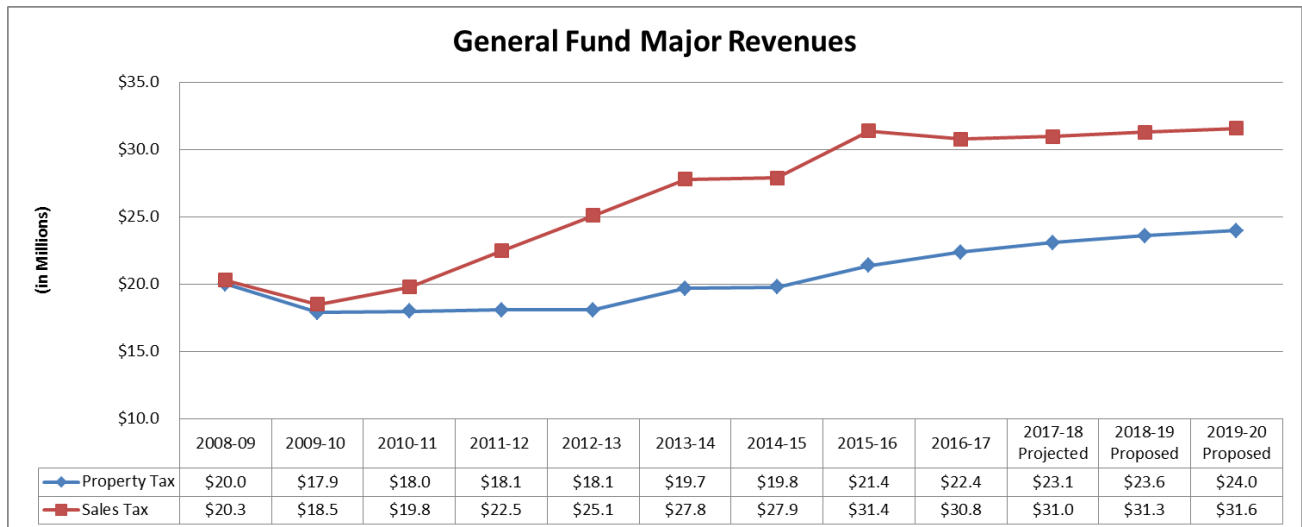
The City also remains cautiously optimistic that we will continue to see growth in Sales Tax and Property Tax going forward, especially as general economic activity in the City continues to increase and new businesses open. Staff is projecting Sales Tax to increase 1% in 2018/19 to \$31.3 million, and 1% in FY 2019/20 to \$31.6 million as shown in Chart 1 - General Fund Sales Tax. The growth assumption was reduced in FY 2017/18 due to the sales tax growth projection dropping from the prior year. This may simply be a realignment in the economy, since the last 10 years have seen strong growth, or could be an indicator that a recession is near. Based on this indicator, staff has continued to take a prudently conservative approach with the budget.

Chart 1 - General Fund Sales Tax



The City's Property Tax revenue is projected to increase by 2% each year due to the improvement in residential and commercial real estate sales and assessed values. Sales Tax and Property Tax are the City's two main General Fund revenues. The annual total Sales Tax and Property Tax generated is \$55 million or 77% of the General Fund revenues as shown in Chart 2 – General Fund Major Revenues.

Chart 2 – General Fund Major Revenues



CHALLENGES

While the economy continues to be strong, the City cannot afford to let down its guard and dismiss its adherence to the fiscally sound policies and decisions that have brought us to this point. The majority of the City's funds are doing well. Revenues are up in all categories, and departments are controlling their expenditures to the best of their abilities. Overall, the City is in good financial shape. However, like all Government Agencies throughout California, the City is faced with significant increases in pension costs, health care, minimum wage, annual operating costs, a potential recession, and aging infrastructure.

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

Based on the recent PERS changes, Visalia's PERS payment is projected to increase by \$6.21 million from FY 2017/18 to 2022/23. As we are faced with these increases, future budgets will become more and more difficult to balance. Even if the economy remains strong and revenues continue on a positive slope, ongoing fiscal discipline will be needed to stay within our means.

Of added concern, history has shown that every four to six years the United States experiences an economic slowdown. Based on this history, we need to be prepared for the next economic downturn. No one could have forecasted the magnitude of the 2007/08 recession, however those public agencies which had sufficient reserves, balanced budgets, and prudent spending policies, recovered faster than other communities. Thankfully, Visalia has been part of this group and we hope to continue this tradition with this budget.

CONCLUSION/ACKNOWLEDGEMENTS

This budget document is the result of continuous budget review and dialogue with department heads and their staffs over the past three months. This budget could not have been produced without their creative ideas, their open discourse, and their professional discipline and desire to serve the community.

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

Finally, we want to thank the City Council for their support of the City departments and look forward to working with you over the next two fiscal years, as we make this proposed budget a reality. While our budget remains tight, there are exciting projects and programs to be implemented during the next two years. We remain committed to being responsive to the City Council and to the public we all serve.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Randy Groom'.

Randy Groom
City Manager

A handwritten signature in blue ink, appearing to read 'Renee Nagel'.

Renee Nagel
Finance Director

BUDGET ANALYSIS

The proposed budget for FY 2018/19 and 2019/20 is comprised of all City funds, including the General Fund, Special Revenue Funds, Capital Funds, Enterprise Funds, and Internal Service Funds. The proposed budget for FY 2018/19 is \$221 million and \$214 million in FY 2019/20.

The proposed budget recommends reclassifying 2 full-time General Fund positions, adding 15 full-time positions in Measure N, and adding 2 full-time positions to the Enterprise Funds to improve services offered to the citizens of Visalia. The recommended positions are listed in Table 1 FY 2018/19 & 2019/20 Recommended Positions.

Table 1 – FY 2018/19 & 2019/20 Recommended Positions

Department	Division	Qty	Position	Comments
General Fund				
Police	2102	2	Reclass Police Officers to Agents	This will help develop staff for future positions
	Total	2	GENERAL FUND TOTAL	
Special Revenue Funds				
Police	1411	8	Police Officers	Approved per Measure N plan - 5 in FY 18/19, 3 in FY 19/20
Police	1411	1	Identification Technician	Approved per Measure N plan - FY 18/19
Police	1411	1	Police Records Specialist	Approved per Measure N plan - FY 18/19
Police	1411	1	Community Resource Officer	Approved per Measure N plan - FY 19/20
Fire	1413	4	Firefighter/Paramedics	Approved per Measure N plan for squad vehicle - FY 18/19
	Total	15	ENTERPRISE & L&L TOTAL	
Enterprise Funds				
Wastewater	4334	1	Maintenance Mechanic	Approved due to project adding more maintenance
Solid Waste	4443	1	Lead Solid Waste Operator	Approved to help with Maint division
	Total	2	ENTERPRISE & L&L TOTAL	

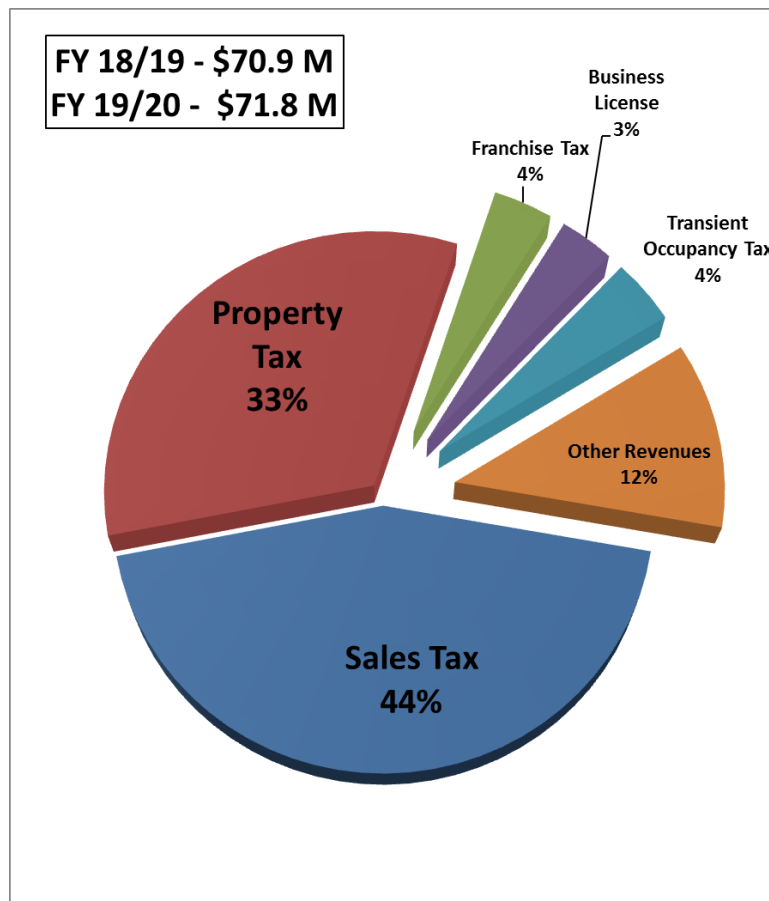
GENERAL FUND

The General Fund, the largest individual fund in the City, is comprised of 7 operating departments. The operating budget for the General Fund is \$71.1 million in FY 2018/19 and \$72.1 million in FY 2019/20. The General Fund is balanced in both years, and has a projected surplus of \$56 thousand in FY 2018/19 and \$178 thousand in FY 2019/20.

General Fund Revenues

The General Fund is primarily funded from general tax revenues such as sales tax, transient occupancy tax, and property taxes. Taxes pay for services that have a general benefit to the community, such as public safety, recreation services, parks, and development services. The largest tax revenue for the City is Sales Tax as shown in Chart 1 – General Fund Revenues.

Chart 1 –General Fund Revenues

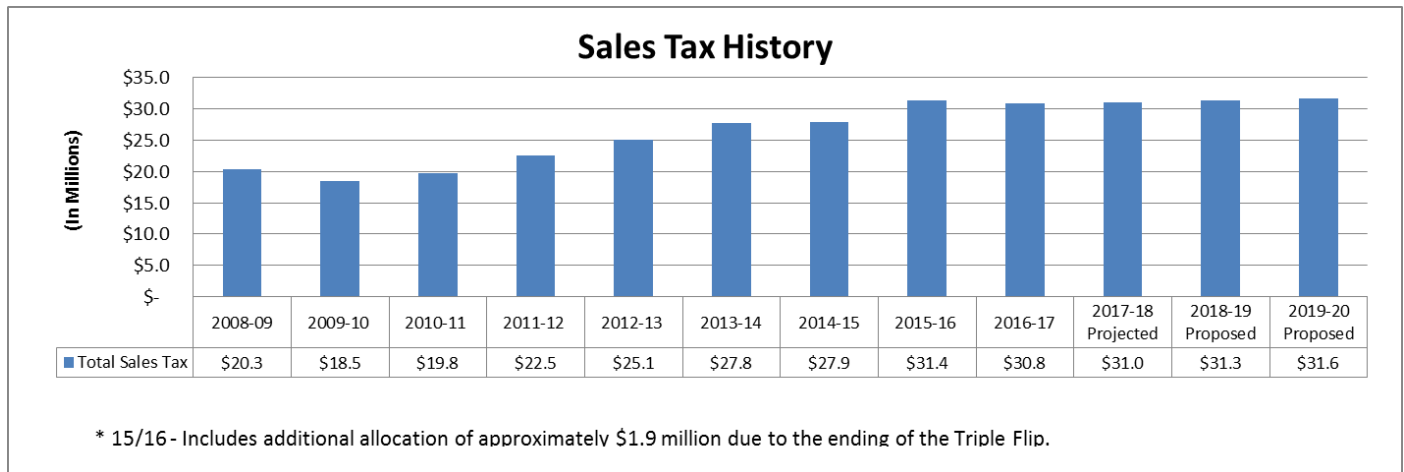


Sales Tax is a consumption tax imposed by the State on the sale of goods. Sales tax is levied at the point of sale, based on the sale price, collected by the retailer, and passed on to the State. It is not a tax imposed on a resident's home or property, nor is it applied to food purchased as groceries or prescription medication. Visitors to our City also pay this tax. The State Board of Equalization then allocates 1% [Ed: .95% if you want to be precise] of taxable sales occurring in Visalia to the City. Sales Tax is the City's largest General Fund revenue source which generates 44% of the total revenues.

The City is projecting Sales Tax to grow by 1% in FY 2018/19 and 2019/20. The growth assumption was reduced from FY 17/18, which is projected to have a growth of 1.5%. Financial experts are not predicting a recession today; however the economy is sensitive and any political change could cause the economy to change. The City is conservative and will be ready if a

recession begins. Using the growth assumption, sales tax will be \$31.3 million in FY 2018/19 and \$31.6 million in FY 2019/20, as shown in Chart 2, Sales Tax History.

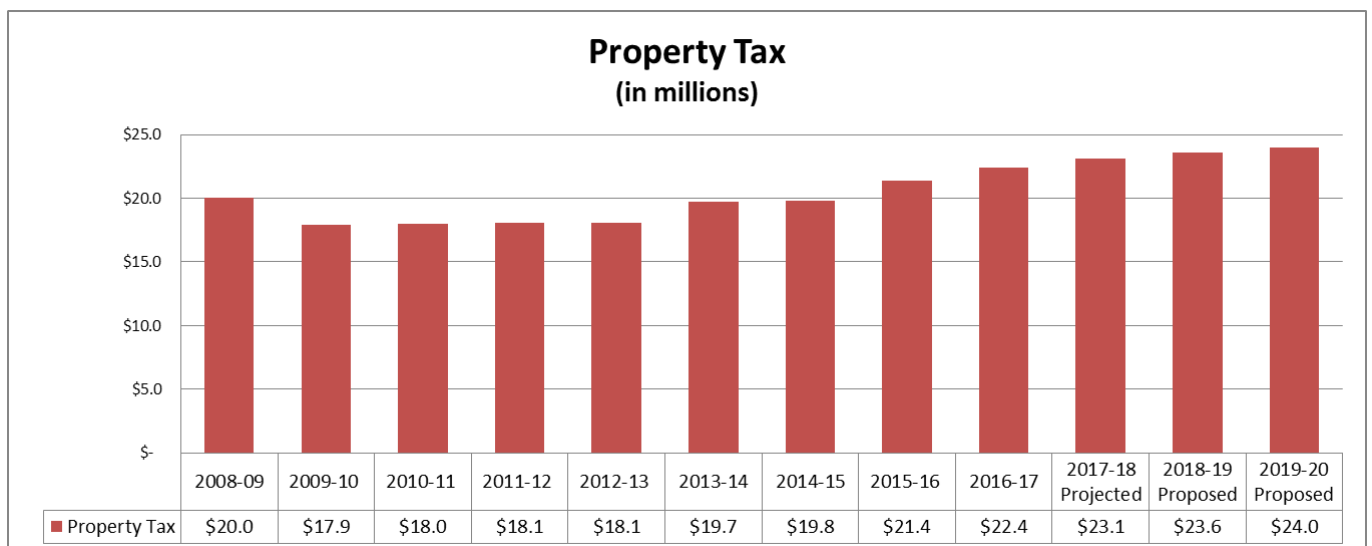
Chart 2 – Sales Tax History



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

Property taxes were reduced significantly in FY 2009/10 due to the Great Recession and have increased each year as shown in Chart 3, Property Tax History. Staff is projecting a 2% increase each year as home prices continue to increase and development occurs. Property values will not be affected in FY 2018/19 if a recession occurs due to property values typically lagging a year or two.

Chart 3 – Property Tax History



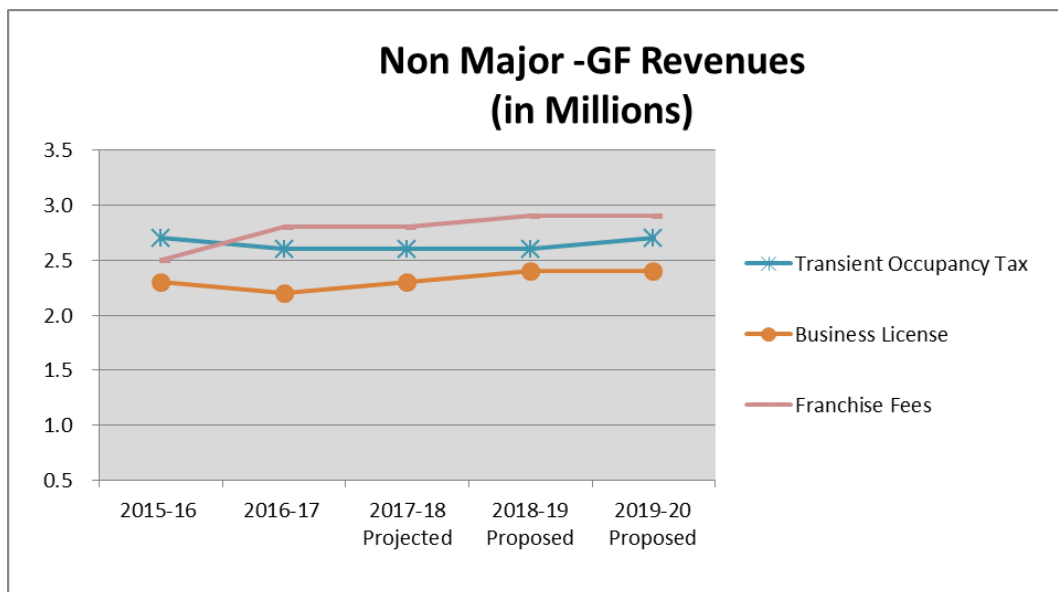
Together Sales Tax and Property Tax represents 77% of General Fund Revenues. The remaining major General Fund revenues are shown in Chart 4, Non Major GF Revenues.

Franchise Fees are imposed on various companies using “public rights-of-way” to conduct their business operation. These fees are charged on utility payments for electricity, gas, cable and water. These utility revenues have had slight growth since FY 2016/17 and are projected to increase 1% a year. The annual growth prior to FY 2016/17 was 2%; however this has changed due to technology advances. For example, AT&T has had a shift in business. More customers are going to cell phones and recently they have taken over Direct TV. They now have customers bundling their cell phones with Direct TV, instead of AT&T U-Verse utilizing landlines.

Business License Taxes are imposed on businesses conducting business within the City. This revenue is growing at a 2% and is projected to continue over the next two years.

Transient Occupancy Tax (TOT) also known as a “Bed Tax” is a 10% tax applied to the cost to occupy a room in a hotel, inn, motel, or other lodging facility within the City’s jurisdiction. This revenue is expected to increase 2% a year over the next two years.

Chart 4 – Non Major – GF Revenues



General Fund Expenditures

This fiscal year (2017/18) is expected to end with a surplus of \$4.5 million due to greater than anticipated growth in revenues and higher than normal vacancy savings. Unfortunately, revenues exceeding expenditures will not continue into the future due to costs escalating faster than revenues. This is mainly due to new State mandates, State take-aways such as AB 109 and ABC grant, increasing pension costs, health care, and minimum wage increases.

Due to the rising costs, staff felt it was important to minimize operating increases to be able to fund capital projects, and maintain the Emergency Reserve 25% level. The General Fund

Expenditures consists of six categories as shown in Table 2– FY 2018/19 & 2019/20 General Fund Appropriation.

Table 2 – FY 2018/19 & 2019/20 General Fund Appropriation

	Projection 2017/18	Proposed 2018/19	18/19 Growth	Proposed 2019/20	19/20 Growth
Salary & Benefits	48,997,100	53,433,040	8%	54,893,700	3%
Operating Expenses	12,672,900	13,038,700	3%	12,935,600	-1%
Services Provided/Allocations	10,258,500	11,154,500	8%	11,158,500	0%
Minus Reimbursements	(12,391,100)	(12,877,200)	4%	(12,897,600)	0%
Total Operating Expenditures	59,537,400	64,749,040	8%	66,090,200	2%
Capital	959,600	1,006,800	5%	349,600	-188%
Fund Transfers/Debt	5,411,300	5,046,800	-7%	5,205,100	3%
Total Appropriation	65,908,300	70,802,640		71,644,900	

Salary & Benefits – The largest expense in the General Fund is salary and benefits. Salary and benefits is 74% of the General Funds total expenses. The total budget for salary and benefits for FY 2018/19 is \$53.4 million and \$54.9 million for FY 2019/20.

FY 2018/19 increases from FY 2017/18 by \$4.4 million (8%). The large increase is mainly due to the following items:

- \$0.9 M 3% increase due to salary changes (reclassifications/position changes)
- \$1.5 M PERS increase 15% (Employer Contribution + UFL 20 yr amortization)
- \$0.2 M 4% Health Insurance increase (8% - Employees pay half of increase)
- \$1.8 M Vacancies (salary + benefits)

FY 2019/20 increases from FY 2018/19 by \$1.5 million (3%). The large increase projected consists of the following:

- \$0.9 M 3% increase due to salary changes (reclassifications/position changes)
 - \$0.5 M PERS increase 5% (Employer Contribution + UFL 20 yr amortization)
 - \$0.1 M 4% Health Insurance increase (8% - Employees pay half of increase)
- This also includes retiree phase out decrease of \$0.1 million.

Please note that FY 2018/19 and 2019/20 does not include a cost of living adjustment for employees. Any cost of living adjustments will be negotiated with employee bargaining units.

Operating Expenses – Majority of operating expenses are utility costs such as electricity & water, contracts for park maintenance and tree trimming, and day to day operating expenses. The Operating Expenses for the General Fund increased by 3% (\$0.3 million) in FY 2018/19 and decreased by -1% (\$0.1 million) in FY 2019/20 due to less capital outlay. As costs increase with contracts due to minimum wage and utilities, it will become harder to keep the operating

expenditures from rising in the future. Additional parks and trailways are being added each year and are maintained by outside vendors.

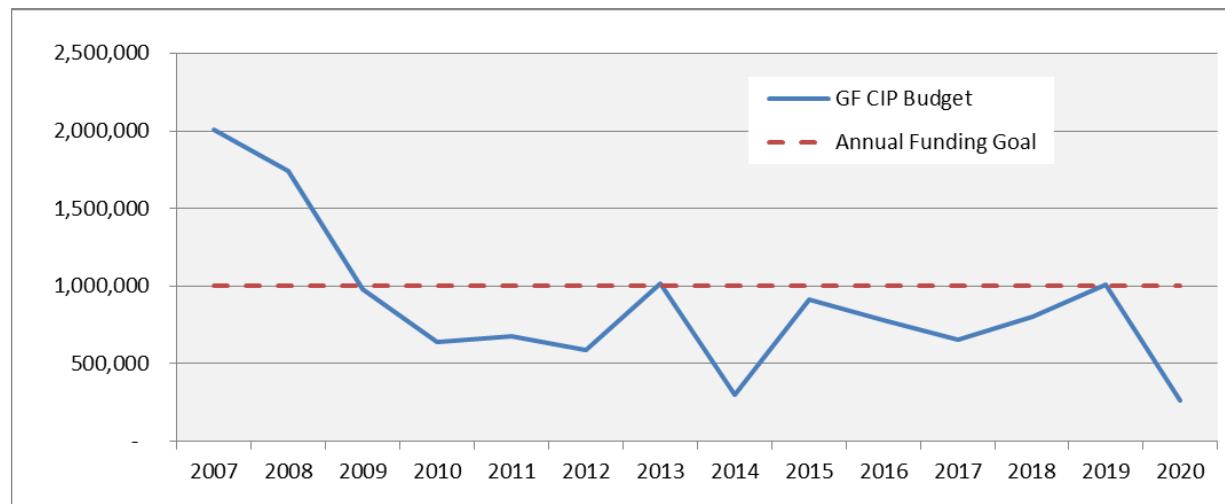
Services Provided/Allocations – These expenses are for services performed by other departments. For example: Human resources, Payroll, Finance, and Information Technology sole purpose is to service all City departments. Their cost is charged through a Service Provided or Allocation to the department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

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

Capital – The General Fund has proposed capital expenditures of \$1,006,800 in FY 2018/19 and \$349,600 in FY 2019/20.

While the presentation of a balanced budget requires limited spending on capital in the next 2-years, it is important to note that maintenance and replacement of capital assets cannot be deferred forever. Prior to the recession, the General Fund investment in capital was averaging \$1.5 million each year. Since that time, staff has set the annual spending goal at \$1 million, but limited resources have kept the current 5-year average spending (13/14-17/18) to \$689 thousand. Funding of the current recommended CIP projects will increase the General Funds 5-year average to \$700 thousand. Chart 5 - GF CIP Adopted Budget (Net of Grants) shows the relation of the current General Fund capital appropriation to past years.

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



There were 86 capital projects proposed in the General Fund. Of these, 21 are recommended for funding in the 2-year portion of the budget. Capital projects are recommended for funding based upon the rating given to each project by the General Fund committee. This committee meets to discuss each project during the capital budget preparation process and is made up of representatives from each City department. All projects are given ratings, however, only projects receiving a rating of 2B or higher are typically recommended for funding. Projects which receive a rating of 3A or 3B may be desirable, but have not demonstrated a financial benefit (staff time savings, energy efficiency, etc.) or possible negative consequences if they are

not funded (health and safety risks, legal and contractual obligations, etc.). For this reason, when the General Fund committee assigns a rating of 3A or 3B, they are recommending the project but recognize it is not a priority compared to the higher ranking projects.

Fund Transfers/Debt – The General Fund transfers money to other Funds to contribute towards approved programs or services that are not in the General Fund and for debt. The proposed inter-fund transfers and debt payments is \$5.1 million in FY 2018/19 and \$5.2 million in FY 2019/20.

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

Table 3 – General Fund Debt

	Projected 2017/18	Proposed 2018/19	Proposed 2019/20
General Fund Debt			
Animal Control Facility	567,400	567,400	567,400
VECC Facility	589,400	589,550	589,440
Convention Center Refurbish (2015)	420,990	421,100	421,020
Convention Center/City Hall East	796,300	794,100	796,000
Total General Fund Debt	\$ 2,374,090	\$ 2,372,150	\$ 2,373,860
<p>*Note: The VECC bond is paid for from Measure T (9.6%), Police Impact Fees (26.3%), Convention Center (26.7%), and General Fund (37.4%). The payment is approx. \$1.6m a year for 15 years.</p>			

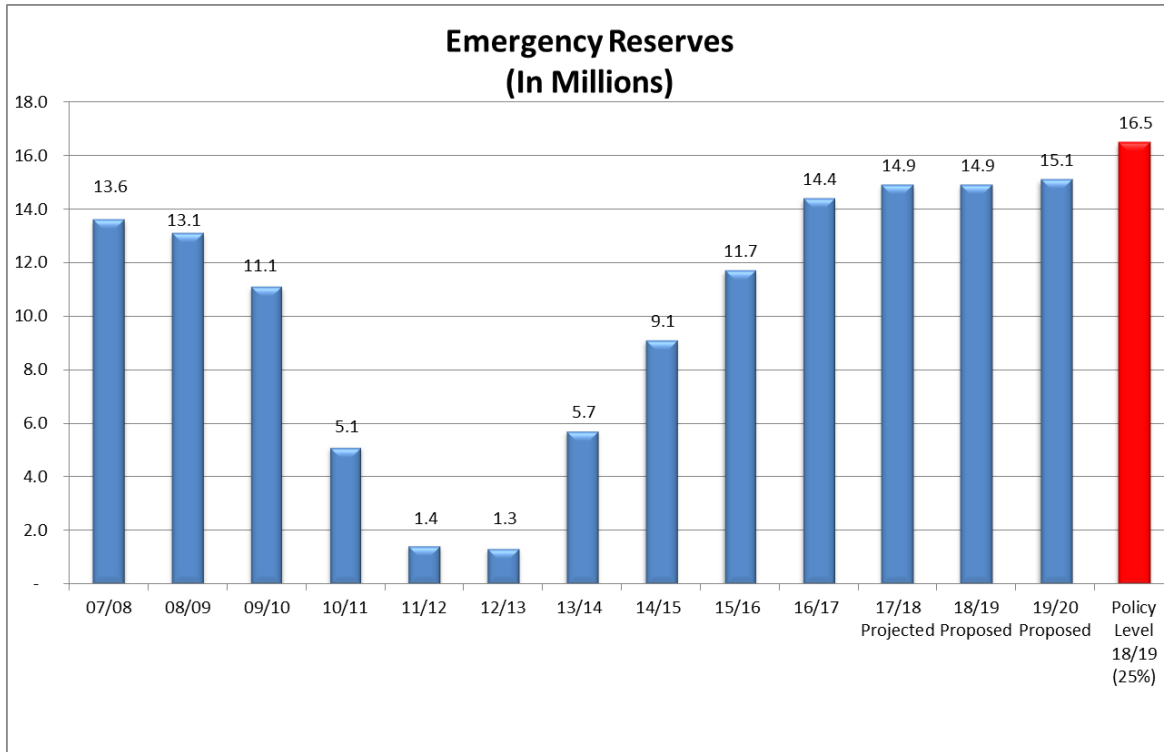
General Fund Emergency Reserve

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

The committed balance was appropriately used to provide relief to offset the downturn in revenue during the Great Recession. During the tough years, the General Fund used \$12.3 million over five years to avoid excessive layoffs. Council has been able to rebuild the reserves by adding \$13.1 million in 4 years, reaching the 25% at June 30, 2017. The 25% level is projected to be maintained for FY 2017/18.

The recommended budget for FY 2018/19 & 2019/20 is balanced and recommends transferring a small surplus of \$56 thousand in FY 2018/19 and \$178 thousand in FY 2019/20 to the Emergency Reserve. This would bring the total to \$15.1 million or 22.8% of expenditures at the end of FY 2019/20, as shown in Chart 6 – Emergency Reserves. The small budget surplus includes salary and benefits for all allocated (fulltime and hourly) positions. The actual surplus for each year will be higher due to vacancies which will be used to maintain the reserve at 25%.

Chart 6 – Emergency Reserve



Replenishing the reserves has been a Council and organizational priority and will need to continue. Future surpluses will be much less due to employee cost increases such as CalPERS, health insurance, and minimum wages that have begun to rise. Reaching the 25% level is an accomplishment; however, we need to continue to maintain the 25% level to position the City for the next economic downturn.

Future Financial Outlook

As employee costs continue to increase faster than revenues, future budgets will become increasingly difficult to balance as shown in Table 4: Preliminary Forecast for FY 2018/19 – 2022/23.

Table 4 - Preliminary Forecast for FY 2018/19 – 2022/23
(includes Salary & Benefits for Allocated Positions)

	Projected					
Revenues	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
(All Amounts in Millions)						
Sales Tax	31.0	31.3	31.6	32.2	32.9	33.5
Property Tax	12.2	12.4	12.6	13.0	13.4	13.8
Property Tax - VLF Swap	10.9	11.2	11.4	11.6	11.9	12.1
Transit Occupancy Tax	2.8	2.9	2.9	3.0	3.0	3.1
Franchise Tax	2.6	2.6	2.7	2.7	2.8	2.8
Business License Fees	2.3	2.3	2.4	2.4	2.5	2.5
CIP Grant Revenue	-	-	-	-	-	-
All Other Revenues	8.5	8.2	8.3	8.4	8.6	8.8
Total	70.3	70.9	71.8	73.4	75.0	76.6
Expenditures						
Full-time Employee Wages	27.7	29.3	30.2	31.1	32.0	33.0
Group Health Insurance	5.7	6.1	6.3	6.6	6.9	7.1
Misc & Public Safety PERS	3.5	3.7	4.0	4.2	4.3	4.5
PERS Unfunded Liability	4.4	6.9	7.0	7.5	7.7	8.0
Other Expenditures	30.6	31.6	31.5	31.9	32.4	32.9
Total	71.9	77.6	79.0	81.3	83.4	85.5
Less: Reimbursements	(12.4)	(12.9)	(12.9)	(13.2)	(13.4)	(13.7)
Total Operating	59.5	64.7	66.1	68.2	69.9	71.8
Transfer Out/Debt	5.4	5.1	5.2	5.3	5.3	5.4
Capital Program	1.0	1.0	0.3	1.0	1.0	1.0
Projected Surplus/(Deficit)	4.4	0.1	0.2	(1.0)	(1.3)	(1.6)

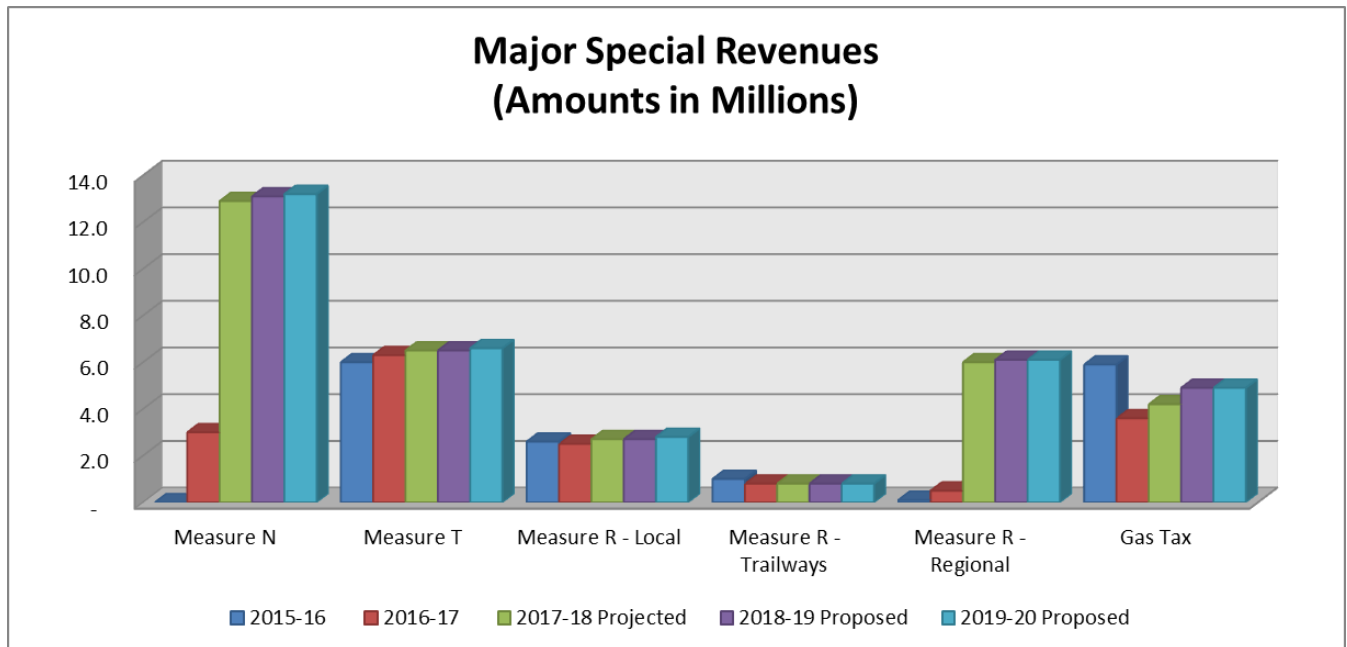
The forecast shows the City having a deficit starting in FY 2020/21 due to expenditures increasing at a faster pace than revenues. Staff will have to look for ways to reduce the deficit by reducing operating costs, evaluating vacant positions, and reviewing current fees. This will be a difficult task since operations and staffing levels have increased at a minimal level compared to service demands. In addition, capital demands continue to increase as technology, equipment, and maintenance is deferred.

Special Revenue Funds

Special Revenue Funds account for revenues restricted by ordinance, contract, or state statute. This category includes Measure T, Measure N, Measure R, and Gas Tax Funds. The Special Revenue Funds annual proposed budget for FY 2018/19 is \$41.6 million and 2019/20 is \$40.8 million. These revenues are shown in Chart 7, Major Special Revenues.

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

Chart 7 – Major Special Revenues



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

Measure R is a County-wide, half cent sales tax for roads. It is given back to localities in three different pieces: 35% in local monies to be used as determined by each city; 50% for regional projects as determined by the local ballot measure; and 15% for trails and bikeways according to the ballot measure.

The local money is fairly constant but the regional monies are available when projects are slated for the City. This revenue is estimated based upon the ballot measure's schedule and is on a reimbursement basis.

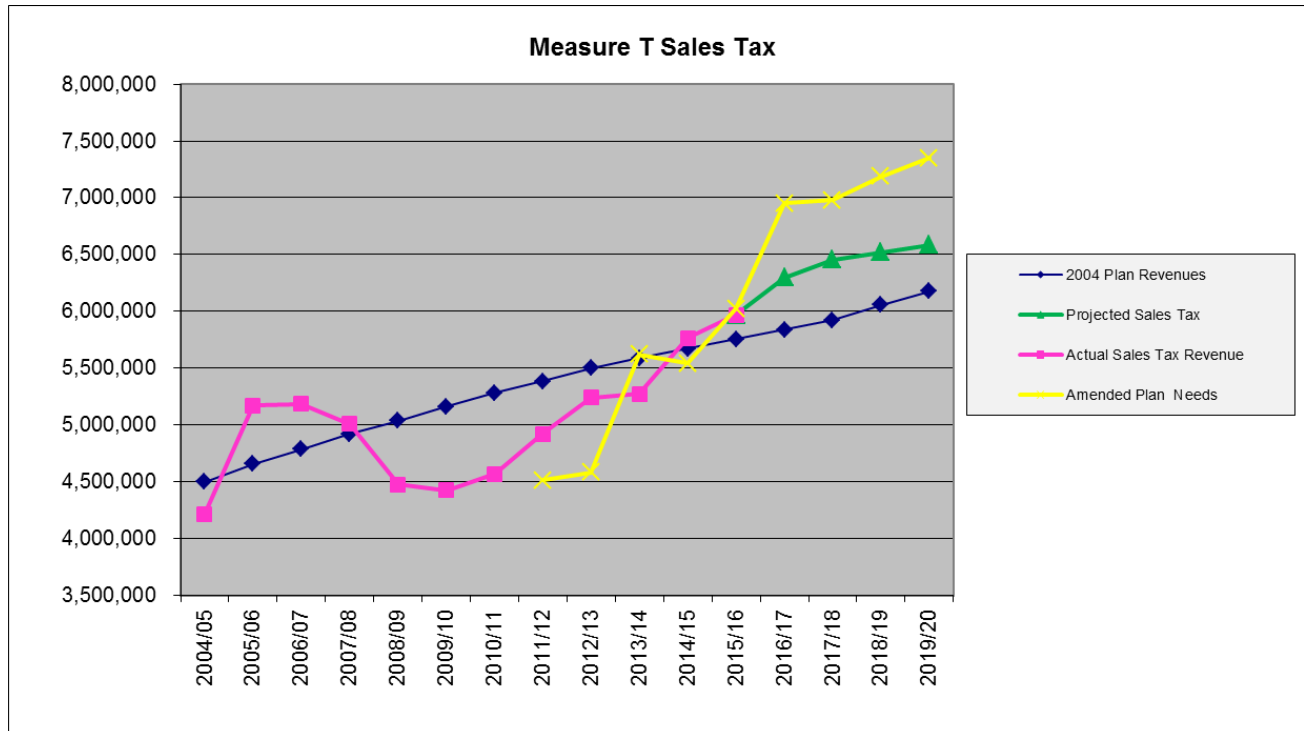
Measure T is a ¼ cent sales tax override that is collected only in the City of Visalia for public safety. The measure uses a detailed 20 year plan which includes hiring of personnel, construction of capital projects; and equipment purchases. Plan elements implemented to date are as follows:

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

- Built Visalia Emergency Communications Center (VECC)
- Purchased New Fire engine
- Purchased New Fire apparatus

While the Measure T plan elements are on track, sales tax revenues are less than the original plan projection. Chart 8 - Measure T Revenues, compares the revenues originally projected in the plan versus the revenues collected and projected need through FY 2019/20.

Chart 8 – Measure T Revenues



Gas Tax has become a major revenue source as the State has converted Prop 42 sales tax revenues into gas tax revenue. The growth in this revenue is based upon the State's projections of how much each city should expect. The City is allocated \$1.5 million of STP funds annually and receives these funds on a reimbursement basis.

SB1 Road Maintenance and Rehabilitation Act (RMRA) is an additional gas tax charged at the pump to address street maintenance in California. The additional tax is projected to add \$2.2 million annually to the City's street maintenance.

This new funding has allowed deferred projects in the Gas Tax fund to be funded in this budget. However, there is a statewide movement in progress to place a repeal measure on the state ballot in November. At this time, the City is planning for the funding to continue.

Capital Project Funds

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

These funds have seen strong growth as development has increased over the last five years. Residential and commercial development is projected to increase in FY 2018/19 & 2019/20. Since these funds are dependent on development, a change in the economy will affect the funding available for projects.

The recommended budget for all impact fee projects is \$11.4 million in FY 2018/19 and \$7.71 million in FY 2019/20. In order to balance these funds, \$57.4 million in transportation projects were deferred in the 6 Year Capital Plan. The following list highlights some capital projects recommended in this budget for these funds:

- Developer Reimbursement (\$1.1 million): Reimburse developers for additional costs incurred when constructing required arterial & collector streets with their development. This project is completely funded with Transportation Impact Fees.
- Riggin Widening (\$2.6 million): This project will layout the earthwork needed for the ultimate widening of Riggin Ave. from Demaree St. to Akers St. The project will not build the road, but rather level the Right of Way so that the median and utilities along Riggin Ave can be placed in their final locations.
- Shirk Street Widening Over Mill Creek (\$2.0 million): Construct a 330-foot extension of the existing Shirk Street culvert crossing at Mill Creek located between Hillsdale Avenue and School Avenue. This work includes the culvert extension and the street improvements for widening Shirk within the vicinity of the culvert.
- American St Extension - Goshen to Riggin (\$1.6 million): Full improvements of American St. from Goshen Ave to Riggin Ave including curb & gutter, sidewalks, curb ramps, and extension of American Street from Ferguson Ave to Riggin Ave. Seeking an EDA grant to fund project or cost sharing with Tulare County. This project is funded by several funds and is funded over several years. The project total is \$10.6 million with \$6.37 million from EDA grant and \$4.2 million from Transportation Impact Fees.

Enterprise Funds

Enterprise funds, on a combined basis make up approximately 35% of the City total budget. The Enterprise Funds consist of 10 distinct operations funded from user fees and charges. Enterprise operations function like private sector businesses. They generally require a significant investment in equipment and infrastructure to deliver services they charge for. The Enterprise Funds proposed budget in FY 2018/19 is \$77.1 million and in FY 2019/20 is \$74.1 million. The three largest Enterprise Funds are Solid Waste, Wastewater, and Transit making up 79% of the total Enterprise Revenues collected as shown in the Chart 9 Enterprise Revenue and Chart 10 Enterprise Expenditures.

Chart 9 – Enterprise Revenues

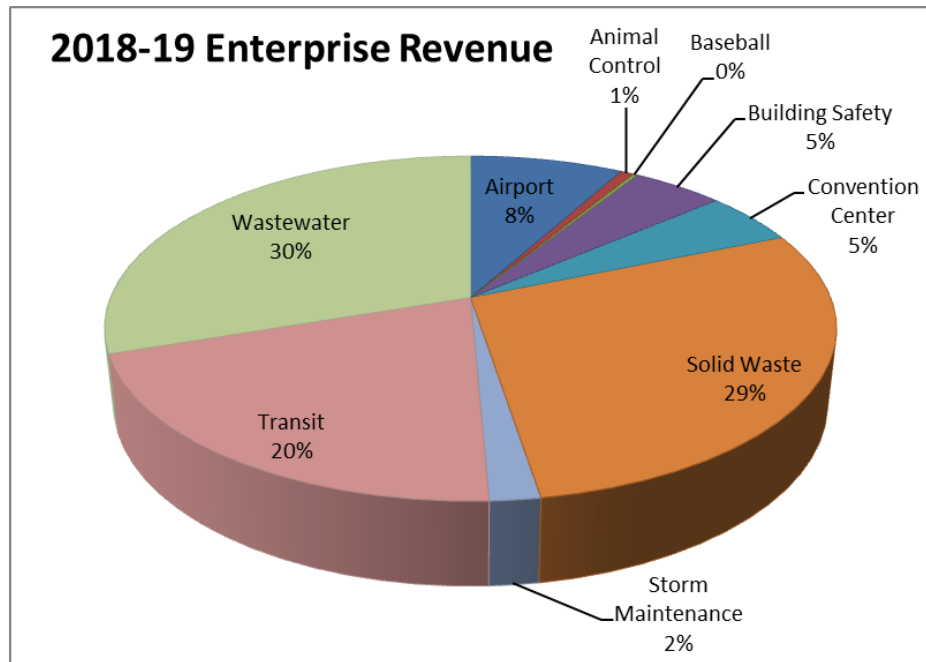
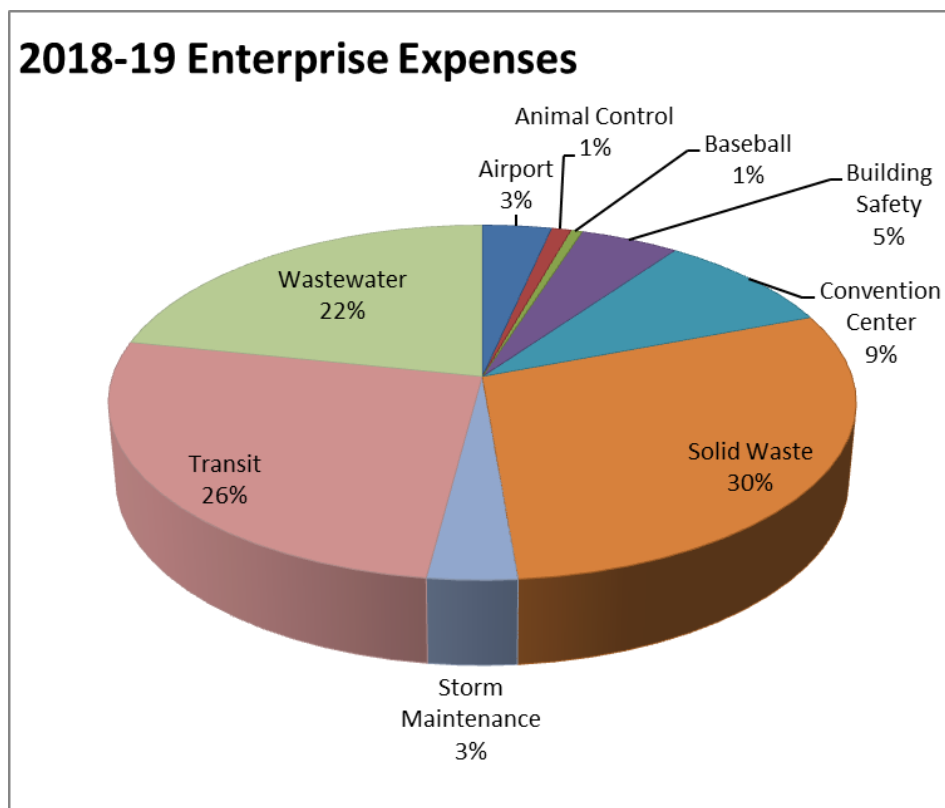


Chart 10 – Enterprise Expenditures



Airport receives majority of its revenues from airport user fees, such as hangar rentals and fuel sales. These revenues are used to fund the Airport's operating expenses of \$2.0 million annually in FY 2018/19 & 2019/20.

The primary source for capital projects is Federal Aviation Administration Airport Improvement Program (FAA-AIP) grants. Based upon the Airport master plan, the City submits projects to the FAA for funding. The recommended capital for FY 2018/19 is \$4.2 million and \$0.1 million in 2019/20.

Animal Control Services now has a full City-run Animal Care Facility; the City is collecting revenues that had been previously kept by Valley Oak SPCA. Those revenues include, but are not limited to, an annual contract for services with the City of Dinuba and surrender and other kennel fees. Given the successful animal rescue network that City staff has put together, the shelter has been able to increase the save rate from 38% up to 75%. That has made space available and allowed City staff to offer sheltering services to other neighboring cities, which will provide new revenues to help offset fixed costs. Additionally, revenues are expected to increase due to more aggressive licensing and animal enforcement activities.

Even with all the changes to increase revenues and decrease expenses, this operation requires an operating transfer from the General Fund. The fund has an operating loss of \$1.1 million in FY 2018/19 and FY 2019/20.

The City has recently built a new Animal Care Facility that opened in May 2015. The \$6.6 million facility has a 15 year loan with an annual debt payment of \$0.57 million that will be paid back by the General Fund in FY 2027/28.

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

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

Building Safety revenues are projected to be \$3.5 million in FY 2018/19 and \$3.6 million in FY 2019/20. Revenues are projected to slightly increase due to the building activity starting to slow down after the big recovery.

With building growth, the fund has been able to add staff over the last couple of years and make improvements to be more efficient and enhance customer service. The front counter was recently remodeled and staff has recently upgraded the permit system that will allow better tracking and enhanced services such as paying permits on-line, providing e-plan submittal, and review for any permit. The system was recently implemented and initial reviews are quite favorable from our customers.

In addition, staff is looking at ways to reduce permit review turn-around time, eliminate rollover inspections, and increase customer satisfaction. This includes looking at adding staff or possibly using an outside source. As revenues continue to grow and permit activity increases,

staff will look to continue to add to the division to provide better customer service and maintain review and inspection level of service.

Overall, the construction activity drives the revenue collection in several categories and is an indicator of future activity for several other categories, such as property taxes, impact fees, and storm and sanitary sewer system fees.

Convention Center revenues come from rental fees and from a General Fund contribution. The Convention Center completed a renovation in 2017 to enhance and modernize the facility. The revenues for FY 2018/19 are projected to increase by 4% and expenditures by 3% reducing the General Fund transfer to operations.

The Convention Center has two debt issuances that total \$7 million. The total annual payment is \$1.2 million with the original debt being paid off in 2025 and the renovation debt being paid off in 2029.

Solid Waste revenues are derived from refuse collection fees. The Solid Waste revenues collected are to pay for operating expense and capital projects. The recommended operating and capital budget for Solid Waste is \$19.8 million in FY 2018/19 and \$23.0 million in FY 2019/20. The \$3.2 million dollar difference is mainly due to refuse truck replacements.

The 2018/19 budget recommends adding a Lead Solid Waste Operator to help oversee the maintenance division of Solid Waste. This position would help manage the existing maintenance workers and will also be an additional position to fill in driving if needed.

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

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

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

Visalia Transit is not only for service around Tulare County, but also offers service to the Sequoia's and Fresno. The Sequoia Shuttle is operated by the City of Visalia Transit Division. The City operates the shuttle inside the park under a cooperative agreement with the National Park Service and transported over 794,603 passengers for the 2017 season. The City also operated shuttles from Visalia to the Sequoia Park carrying over 12,326 passengers. The National Park Service has recently approved a new 5-year agreement with the City for the operation of the internal shuttle.

The V-LINE service to Fresno is in the third year of a three year pilot program. The V-LINE operates from Visalia to Fresno with stops at the Transit Center, Visalia Airport, Fresno Airport, Fresno State, and the Fresno Courthouse Park. In FY 2016, ridership was 5,810. For FY 2017, ridership was 17,811 and for FY 2018 it is projected to be 29,233.

The City is required under the Transportation Development Act to maintain a fare revenue to operating expense ratio of 20%. The City is projected to meet the fare revenue to operating expense goal of 20% for FY 2018/19 & 2019/20 as it has in past years.

Wastewater is the largest enterprise fund. Wastewater's revenues are derived from Sanitary Sewer user fees and rates. Funds are to be used only for operations, maintenance, and improvements, including vehicle and equipment acquisitions related to collection and disposal of wastewater. Revenues are projected to increase by 2% for community growth.

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

This water will be exchanged for water upstream to Visalia. The exchange water will then be put into ponding basins east of Visalia, recharging the City's aquifer, working to reverse the long-term ground water overdraft trend. Some water from the plant will also be recycled back to Plaza Park and Valley Oaks Golf for use on landscaped/turf areas. The project received a Clean Water State Revolving Fund (CWSRF) loan of \$96 million that will be paid back over 30 years at 2.1% interest. The loan repayment will start in FY 2018/19. In addition, this project received \$18 million in grants.

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

The 2018/19 budget recommends adding a Maintenance Mechanic to provide maintenance for the new equipment recently installed for the upgrade.

Internal Service Funds

Internal Service Funds provide services exclusively to other City operations. These services are building maintenance, information services, vehicle maintenance and replacement, and insurance (health, property, workers comp.). All funding for the internal service funds is derived from charges to City departments. The Internal Service Funds proposed budget in FY 2018/19 is \$19.6 million and in FY 2019/20 is \$19.0 million. The FY 2018/19 budget is higher due to several capital projects.

FINANCIAL CHALLENGES

Retirement Costs

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

Like all Government Agencies throughout California, the City is faced with higher contributions to fund pension obligations. The Great Recession had a detrimental effect on pension plans nationwide. A decade of extremely low earnings rates drastically lowered the funded status of pension plans across the country. To address the unfunded pension obligations, CalPERS has made an effort to bring all pension plans closer to a fully funded status by implementing a change in annual payment calculations and lowering the discount rate from 7.5% to 7%, in three phases. The rate reduction will not reach the full 7% discount rate until FY 2024/25.

Based on these changes, Visalia's PERS payment is projected to increase by \$6.21 million from FY 2017/18 to 2022/23 as shown in Table 5 PERS Payment. These projections will most likely increase due to the discount rate not equaling the actual rate of return for PERS and it does not assume employee growth.

**Table 5
PERS Payment**

Total PERS Payment (in millions)	FY 17/18	FY 22/23
PERS Employer Contribution*	\$ 5.00	\$ 6.23
Unfunded Liability Payment	\$ 7.90	\$ 12.30
Cost due to Interest Earnings Reduction	\$ 0.16	\$ 0.74
Total Payment	\$ 13.06	\$ 19.27

In anticipation of this increase, the City has added minimal staffing and only recommended wage increases that could be supported.

Health Care Premiums

The City has a self-insured health plan. The health plan collects premiums from employees, retirees and an employee's departments. These premium payments are expected to rise somewhat over the next couple of years. The City is projecting an 8% increase for FY 2018/19 & 2019/20. The actual increase paid by the City will be 4% each year due to the employees sharing premium cost increases and decreases. Despite the rising costs, the City has made great efforts in trying to control the costs with phasing out retiree health care and adding the very popular employee health clinic.

Minimum Wage Increase

In April 2016, Governor Brown approved a minimum wage increase to \$15 per hour by 2022. The minimum wage rate is currently \$11 and will increase by \$1 each year until it reaches \$15. This increase will affect the Recreation Department and Convention Center the most due to the large volume of hourly employees. In addition, the wage increase could affect maintenance contracts if the prevailing wage rates are increased by the same percentage.

Maintaining Infrastructure

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

As noted in the recommended six-year Capital Improvement Plan, staff is recommending funding \$1.36 million of the total \$5.4 million capital projects requested in the General Fund. City

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

In addition, the City's Transportation infrastructure is the City's largest asset, with 512 miles of streets to maintain and improve. The past expenditures for road maintenance were less than adequate for on-going maintenance which averaged \$3.26 million annually. Due to new revenue sources such as Measure N and SB1 monies, this budget will be allocating an additional \$6 million annually to street maintenance. This funding helps tremendously; however, the Transportation Funds still do not have enough funds to cover street improvements such as widening and traffic signal upgrades. To balance the Transportation Funds for the two year budget, staff deferred \$57.4 million in projects over the next 6 years.

Measure N funds will also be allocating additional funding for parks, trailways, and building maintenance. The two new revenue sources combined will fund approximately \$9 million annually.

CONCLUSION

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

FINANCIAL SUMMARIES

BUDGET SUMMARY COMPARISON – 18/19-19/20

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

PAST BUDGET SUMMARY COMPARISON – 16/17-17/18

	GENERAL FUND	CAPITAL PROJECT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	BUSINESS TYPE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
2016-17							
SOURCES:							
Revenues	\$ 66,549,690	\$ 7,631,683	\$ 29,490,570	\$ -	\$ 74,877,610	\$ 14,542,080	\$193,091,633
Available Resources -							
Planned Use/(Return)	67,350	(937,713)	2,879,710	-	1,084,890	1,703,998	4,798,235
2016-17 SOURCES	66,617,040	6,693,970	32,370,280	-	75,962,500	16,246,078	197,889,868
USES:							
Operations	73,934,830	937,550	12,274,340	-	64,814,610	23,264,218	175,225,548
Reimbursements	(13,182,970)	-	(90,330)	-	(6,130,610)	(8,973,440)	(28,377,350)
Net Operations	60,751,860	937,550	12,184,010	-	58,684,000	14,290,778	146,848,198
Debt Service	-	-	596,000	1,655,790	1,655,280	-	3,907,070
Capital Projects	754,700	5,342,000	19,320,200	-	19,612,400	2,105,300	47,134,600
Transfers In	-	-	(1,089,490)	(1,655,790)	(3,989,180)	(150,000)	(6,884,460)
Transfers Out	5,110,480	414,420	1,359,560	-	-	-	6,884,460
2016-17 USES	66,617,040	6,693,970	32,370,280	-	75,962,500	16,246,078	197,889,868
NET SOURCES AND USES	-	-	-	-	-	-	-
2017-18							
SOURCES:							
Revenues	67,766,490	7,722,670	28,583,900	-	75,694,290	14,815,180	194,582,530
Available Resources -							
Planned Use/(Return)	30,700	6,026,180	(2,123,810)	-	(2,920,330)	1,041,588	2,054,328
2017-18 SOURCES	67,797,190	13,748,850	26,460,090	-	72,773,960	15,856,768	196,636,858
USES:							
Operations	75,026,590	937,750	12,207,750	-	65,562,580	23,549,188	177,283,858
Reimbursements	(13,166,790)	-	(109,000)	-	(6,148,770)	(9,032,170)	(28,456,730)
Net Operations	61,859,800	937,750	12,098,750	-	59,413,810	14,517,018	148,827,128
Debt Service	-	-	629,000	1,528,180	-	-	2,157,180
Capital Projects	800,000	12,397,800	13,576,200	-	17,413,800	1,464,750	45,652,550
Transfers In	-	-	(1,083,200)	(1,528,180)	(4,053,650)	(125,000)	(6,790,030)
Transfers Out	5,137,390	413,300	1,239,340	-	-	-	6,790,030
2017-18 USES	67,797,190	13,748,850	26,460,090	-	72,773,960	15,856,768	196,636,858
NET SOURCES AND USES	-	-	-	-	-	-	-

ORGANIZATION OF THE BUDGET

The operating budget and the capital budget are organized by funds. A fund is a fiscal entity that accounts for all assets, liabilities and the resulting equity to carry on specific activities as required by regulations. To determine the total budget for a fund, both the operational and capital budgets for that fund must be combined. The Budget Summary and Fund Summary-Sources and Uses are provided to recap the City's funds.

Following the Budget Summary section are the City's departments with financial summaries of the budget requests for divisions of the General Fund and for all of the other funds. Following the operating budget for the City's departments is the capital budget, (Capital Improvement Program) which details planned capital expenditures for the next 6 years.

Annual budgets are adopted by City Council for all City operations by June 30th each year. This budget is legally required for the General Fund, Special Revenue Funds and the Debt Service Funds. Business Type funds are not legally required to have a budget, but the City adopts a budget as a matter of fiscal management.

Financial Summaries

The Budget Summary provides a schedule of the City's entire budget request by fund category.

The Fund Summary - Sources and Uses schedule combines the budgeted transactions (operating and capital) for the year with the beginning resources available (cash) to derive the ending resources available for each of the City's funds. The budget includes increases or decreases to each fund's available resources for: revenues, operating expenditures (net of reimbursements from other funds), debt service (external and internal), and capital projects. Operating transfers and loan payments between funds will correspondingly either increase or decrease resources to the funds.

The Fund Summaries for Revenues and Operating and Debt Service Expenditures provide a listing of the revenues and expenditures for all funds. The General Fund Summaries are detailed schedules of revenue and operating expenditures.

Capital Improvement Program Section

The Capital Improvement Program section details all planned capital projects and planned expenditures for vehicles and equipment is included. Operating capital equipment and items that cost less than \$10,000 are located in the various Operating Budgets and not in the Capital Improvement Program.

BASIS OF ACCOUNTING

Governmental funds are used to account for the government's general government activities. Government funds are the General Fund, Special Revenue funds, and Debt Service funds. Government funds use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end. Those General Fund revenues susceptible to accrual are property taxes, franchise taxes, sales taxes, and interest revenue. Revenues such as licenses, permits, fines, forfeitures and penalties are not accrued. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due.

In contrast, proprietary fund types, such as Business Type funds and Internal Service funds, are accounted for on a full accrual basis. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. The government applies all applicable Financial Accounting Statements Board (FASB) pronouncements in accounting and reporting for its proprietary operations.

The Fund Summary – Sources and Uses, includes a column that reflects a "Fund/Cash Balance". The basis of these numbers is fund or cash balance less outstanding encumbrances or designated projects.

Comparison with the Comprehensive Annual Financial Report

The structure of the budget is very similar to that of the City's Comprehensive Annual Financial Report (CAFR). The basis of accounting is the same for the Budget and the CAFR. The Budget is prepared biennially, with budget adjustments done during the mid-cycle between the two budget years.

One difference in the two documents is the classification of funds. In the CAFR, the Los Rios Assessment District, Village West Improvement District, Orchard Walk Underground Utilities District, and the Property and Business Improvement District (PBID) are classified as Agency funds. In the Budget, Los Rios, Village West, and Orchard Walk Underground are categorized as Debt Service funds and PBID is categorized as a Special Revenue fund.

Another difference is in the CAFR a number of funds are grouped together for presentation purposes, whereas in the Budget they are presented individually. The following groupings occur in the CAFR: Community Development – 311, 318, 321, 324, 326, 331, 338; Transportation Grants – 281, 282, 283, 284, 285; Golf Course – 421, 423; Wastewater & Storm Sewer Maintenance – 222, 231, 232, 431, 433,

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

Fund Summary - Fiscal Year 2018-19				Uses										Sources	
Funds			Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/18	Ending Avail. Fund/Cash Balance 06/30/19	
General Fund															
	001	General Fund	70,858,800	77,626,240	(12,877,200)	59,000	1,006,800	-	4,987,800	-	70,802,640	56,160	-	56,160	
	010	Oak Tree Preservation	2,900	2,100	-	-	-	-	-	-	2,100	800	240,000	240,800	
	011	Conservation Fund	1,500	100	-	-	-	-	-	-	100	1,400	231,000	232,400	
	012	Police Unclaimed Funds	80,000	80,000	-	-	-	-	-	-	80,000	-	303,400	303,400	
	Total General Fund		70,943,200	77,708,440	(12,877,200)	59,000	1,006,800	-	4,987,800	-	70,884,840	58,360	774,400	832,760	
Special Revenue															
	111	Gas Tax	4,928,000	789,300	-	-	3,710,000	-	-	-	4,499,300	428,700	2,105,600	2,534,300	
	113	SB1 RMRA	2,211,100	-	-	-	2,200,000	-	-	-	2,200,000	11,100	23,600	34,700	
	121	SPD PS ST (Meas T)	3,949,100	3,786,400	-	-	-	-	150,800	-	3,937,200	11,900	1,226,300	1,238,200	
	122	Fire PS ST (Meas T)	2,693,000	3,249,600	-	-	-	-	-	-	3,249,600	(556,600)	4,212,400	3,655,800	
	131	Measure R Local	2,706,200	29,300	-	-	2,428,100	-	-	-	2,457,400	248,800	(156,400)	92,400	
	132	Measure R Trailways	775,200	-	-	-	83,000	-	-	-	83,000	692,200	-	692,200	
	133	Measure R Regional	-	-	-	-	-	-	-	-	-	-	-	-	
	138	CASp Certif & Trng Fund	90,500	30,400	-	-	-	-	-	-	30,400	60,100	88,000	148,100	
	141	Measure N-Police Rds Fire Rec	11,814,200	4,510,670	-	-	10,804,000	-	-	-	15,314,670	(3,500,470)	5,230,020	1,729,550	
	142	Measure N-Maint & Emergency	1,052,800	-	-	-	1,043,200	-	-	-	1,043,200	9,600	638,000	647,600	
	143	Measure N-2% Youth	265,900	260,800	-	-	-	-	-	-	260,800	5,100	341,000	346,100	
	223	Kaweah Lake	205,300	14,500	-	-	-	-	300,000	-	314,500	(109,200)	598,000	488,800	
	224	Ground Water Recharge	962,900	563,900	-	-	495,000	-	-	-	1,058,900	(96,000)	(372,500)	(468,500)	
	251	Waterways Maint	275,400	204,400	-	-	147,500	-	-	-	351,900	(76,500)	505,200	428,700	
	271	Spec Serv/Dist NE	156,400	172,700	-	-	-	-	-	-	172,700	(16,300)	(340,000)	(356,300)	
	272	Spec Serv/Dist Open Sp	13,400	23,890	-	-	-	-	-	-	23,890	(10,490)	(311,000)	(321,490)	
	273	Spec Serv/Dist L&L	3,670,980	3,169,500	-	-	55,000	-	-	-	3,224,500	446,480	5,500,000	5,946,480	
	311	CDBG	1,213,900	356,800	-	-	856,200	-	276,200	-	1,489,200	(275,300)	284,600	9,300	
	318	Cal Home Grant	-	242,800	-	-	-	-	-	-	242,800	(242,800)	250,000	7,200	
	321	HOME	599,700	374,500	-	-	-	-	-	-	374,500	225,200	400,000	625,200	
	324	RDA/HED Revolving	-	193,300	(198,900)	-	-	-	-	-	(5,600)	5,600	-	5,600	
	331	Neigh Stabilization	208,100	184,600	-	-	-	-	-	-	184,600	23,500	52,000	75,500	
	338	Vehicle Abatement	23,300	90,100	-	-	-	(66,800)	-	-	23,300	-	350,000	350,000	
	361	RDA - Successor Agency	446,000	76,300	-	117,000	-	-	-	-	193,300	252,700	450,000	702,700	
	362	RDA - Successor Agency Housing	24,700	21,600	-	-	-	-	246,100	-	267,700	(243,000)	650,000	407,000	
	374	PBID 4	396,200	373,100	-	-	-	-	-	-	373,100	23,100	155,000	178,100	
	611	DT Parking Trust	42,400	55,900	-	270,000	-	(526,200)	-	-	(200,300)	242,700	3,350,000	3,592,700	
	621	Narcotics Forfeiture	65,000	65,000	-	-	-	-	-	-	65,000	-	320,000	320,000	
	622	Asset Forfeiture	25,000	25,000	-	-	-	-	-	-	25,000	-	95,000	95,000	
	623	ST Target Asset Forfeiture	13,000	13,000	-	-	-	-	-	-	13,000	-	52,000	52,000	
	624	Fed Target Asset Forfeiture	5,000	5,000	-	-	-	-	-	-	5,000	-	10,000	10,000	
	631	Comcl Criminal Appreh	254,400	254,400	-	-	-	-	-	-	254,400	-	15,000	15,000	
	634	Fed COPS grant	313,200	568,200	-	-	-	-	-	-	313,200	-	-	-	
	Total Special Revenue		39,400,280	19,704,960	(198,900)	387,000	21,822,000	(848,000)	973,100	-	41,840,160	(2,439,880)	25,721,820	23,281,940	

Fund Summary - Fiscal Year 2018-19			Sources		Uses										Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/18	Ending Avail. Fund/Cash Balance 06/30/19
Funds		Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses							
Capital Project																	
	Softball Development	2,500	100	-	-	-	-	-	-	100			2,400	(3,000)	(600)		
	Civic Center Imp Fee	-	9,900	-	-	-	-	-	-	9,900			(9,900)	4,971,900	4,962,000		
	Cop Yard Impact Fee	55,300	1,700	-	-	-	-	-	-	1,700			53,600	660,900	714,500		
	Library Impact Fee	27,900	2,800	-	-	-	-	-	-	2,800			25,100	(151,100)	(126,000)		
	Police Impact Fee	363,600	900	-	-	-	-	413,400	-	414,300			(50,700)	355,800	305,100		
	Fire Impact Fee	261,200	28,500	-	-	37,500	-	-	-	66,000			195,200	(1,082,843)	(887,643)		
	Recr Facilities	1,558,500	40,100	-	-	2,305,000	-	-	-	2,345,100			(786,600)	2,762,800	1,976,200		
	Storm Sewer Constr	949,400	51,200	-	-	436,000	-	-	-	487,200			462,200	(491,900)	(29,700)		
	Transportation Impact	4,014,900	41,000	-	-	4,840,100	-	-	-	4,881,100			(866,200)	3,718,800	2,852,600		
	Waterways Capital	375,800	4,200	-	-	814,600	-	-	-	818,800			(443,000)	1,236,700	793,700		
	Transportation	10,199,000	-	-	-	2,389,200	-	-	-	2,389,200			7,809,800	500,000	8,309,800		
	N/E Capital Improv	60,100	1,200	-	-	-	-	-	-	-	1,200			58,900	972,000	1,030,900	
	Total Capital Project	17,868,200	181,600	-	-	-	10,822,400	-	413,400	-	11,417,400			6,450,800	13,450,057	19,900,857	
Debt Service																	
	East RDA Bond	-	-	-	246,100	-	-	(246,100)	-	-			-	-	-	-	
	2014 COP	-	-	-	127,100	-	-	(127,100)	-	-			-	-	-	-	
	2015 COP	-	-	-	1,153,800	-	-	(1,153,800)	-	-			-	-	-	-	
	Total Debt Service	-	-	-	1,527,000	-	-	(1,527,000)	-	-			-	-	-	-	
	Proprietary																
		Storm Sewer Deficiency	367,100	42,200	-	-	191,000	-	-	-	233,200			133,900	(1,958,300)	(1,824,400)	
		Wastewater Trunkline	1,300,300	66,700	-	-	3,130,000	-	-	-	3,196,700			(1,896,400)	6,474,300	4,577,900	
		Sewer Connection	688,100	200	-	-	-	-	-	-	200			687,900	(1,461,300)	(773,400)	
		Building Safety	3,517,800	2,871,600	(20,000)	-	133,000	-	-	3,500	2,988,100			529,700	2,865,000	3,394,700	
Visalia Baseball		162,200	332,100	-	-	-	(176,100)	-	6,200	162,200			-	-	-	-	
Animal Control		513,200	1,616,100	-	-	567,400	-	-	169,700	682,900			(189,700)	-	(169,700)		
Airport		5,906,400	1,705,100	-	-	4,190,800	-	-	307,500	6,203,400			(297,000)	(455,000)	(752,000)		
Conv Center		3,599,800	4,367,800	(44,200)	1,088,100	100,000	(1,911,900)	-	730,900	4,330,700			(730,900)	-	(730,900)		
WWTP		22,121,300	10,084,900	(60,400)	-	5,504,700	-	-	2,647,600	18,176,800			3,944,500	14,663,700	18,608,200		
Utility Service Center	200	2,644,900	(2,644,700)	-	-	-	-	-	200			-	-	-	-		
Solid Waste	19,784,100	16,030,400	(1,321,100)	-	2,484,600	-	-	1,248,500	18,442,400			1,341,700	8,452,800	9,794,500			
Transit	14,517,100	12,501,200	(560,000)	-	-	-	-	2,828,900	14,770,100			(253,000)	5,077,000	4,824,000			
Transit-Capital Grant zero div	5,310,000	-	-	-	5,486,900	-	-	-	5,486,900			(176,900)	176,900	-	-		
Storm Sew Maint	1,386,200	1,356,300	-	-	851,100	(300,000)	-	626,300	2,533,700			(1,137,500)	770,100	(367,400)			
Total Proprietary	79,183,800	53,619,500	(4,650,400)	1,655,500	22,072,100	(4,058,300)	-	8,569,100	77,207,500			1,976,300	34,605,200	36,581,500			
Internal Service																	
	Fleet Maintenance	11,900	4,981,000	(5,006,500)	-	292,100	-	-	29,100	295,700			(283,800)	820,900	537,100		
	Vehicle Replace	-	29,400	(1,024,800)	-	1,879,300	-	-	1,025,200	1,909,100			(1,909,100)	3,038,400	1,129,300		
	PD Meas T	-	2,600	(106,600)	-	260,000	-	-	106,600	262,600			(262,600)	454,900	192,300		
	Fire Meas T	-	1,000	(64,700)	-	-	-	-	64,700	1,000			(1,000)	494,000	493,000		
	Information Services	4,300	2,071,400	(2,867,400)	-	282,200	-	-	579,400	65,600			(61,300)	(202,220)	(263,520)		
	Risk Prop Ins	2,800,900	2,666,300	(245,600)	-	-	-	-	-	2,420,700			380,200	800,000	1,180,200		
	Risk Personnel Ins	12,450,200	12,576,500	-	-	-	-	-	-	12,576,500			(126,300)	1,435,000	1,308,700		
	Risk Work Comp	1,817,100	2,076,300	(1,300)	-	-	-	-	-	2,075,000			(257,900)	6,900,000	6,642,100		
	Total Internal Service	17,084,400	24,044,500	(9,316,900)	-	2,713,600	-	-	1,805,000	19,606,200			(2,521,800)	13,740,980	11,219,180		
Grand Total - 2018-19	224,479,880	175,619,000	(27,043,400)	3,628,500	58,436,900	(6,433,300)	6,374,300	10,374,100	220,956,100			3,523,780	88,292,457	91,816,237			

Fund Summary - Fiscal Year 2019-20										Sources				
Funds			Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses	Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/19	Ending Avail. Fund/Cash Balance 06/30/20
General Fund														
General Fund	001		71,823,100	78,987,800	(12,897,600)	59,000	349,600	-	5,146,100	-	71,644,900	178,200	-	178,200
Oak Tree Preservation	010		2,900	2,100	-	-	-	-	-	-	2,100	800	240,800	241,600
Conservation Fund	011		1,500	100	-	-	-	-	-	-	100	1,400	232,400	233,800
Police Unclaimed Funds	012		50,000	50,000	-	-	120,000	-	-	-	170,000	(120,000)	303,400	183,400
Total General Fund			71,877,500	79,040,000	(12,897,600)	59,000	469,600	-	5,146,100	-	71,817,100	60,400	776,600	837,000
Special Revenue														
Gas Tax	111		4,959,200	841,700	-	-	6,605,000	-	-	-	7,446,700	(2,487,500)	2,534,300	46,800
SB1 RMRA	113		2,244,300	-	-	-	2,200,000	-	-	-	2,200,000	44,300	34,700	79,000
PD PS ST (Meas T)	121		3,988,200	3,877,400	-	-	-	-	150,800	-	4,028,200	(40,000)	1,238,200	1,198,200
Fire PS ST (Meas T)	122		2,719,100	3,320,000	-	-	-	-	-	-	3,320,000	(600,900)	3,655,800	3,054,900
Measure R Local	131		2,787,200	38,700	-	-	1,201,000	-	-	-	1,239,700	1,547,500	92,400	1,639,900
Measure R Trailways	132		782,900	-	-	-	136,000	-	-	-	136,000	646,900	692,200	1,339,100
Measure R Regional	133		2,000,000	-	-	-	2,000,000	-	-	-	2,000,000	-	-	-
CASp Certif & Trng Fund	138		90,500	30,400	-	-	-	-	-	-	30,400	60,100	148,100	208,200
Measure N-Police,Rds,Fire Rec	141		11,879,000	4,918,940	-	-	6,242,400	-	-	-	11,161,340	717,660	1,729,550	2,447,210
Measure N-Maint & Emergency	142		1,063,300	-	-	-	1,053,600	-	-	-	1,053,600	9,700	647,600	657,300
Measure N-2% Youth	143		268,600	263,400	-	-	-	-	-	-	263,400	5,200	346,100	351,300
Kaweah Lake	223		209,400	14,700	-	-	-	-	300,000	-	314,700	(105,300)	488,800	383,500
Ground Water Recharge	224		982,100	559,600	-	-	655,000	-	-	-	1,214,600	(232,500)	(488,500)	(701,000)
Waterways Maint	251		276,800	206,000	-	-	210,000	-	-	-	416,000	(139,200)	289,500	
Spec ServDist NE	271		156,400	175,500	-	-	-	-	-	-	175,500	(19,100)	(356,300)	(375,400)
Spec Serv Dist Open Sp	272		13,400	23,890	-	-	-	-	-	-	23,890	(10,490)	(321,490)	(331,980)
Spec Serv Dist L&L	273		3,743,690	3,203,700	-	-	357,000	-	-	-	3,560,700	182,990	5,946,480	6,129,470
CDBG	311		1,213,900	407,600	-	-	-	-	-	-	407,600	806,300	9,300	815,600
Cal Home Grant	318		12,700	12,700	-	-	-	-	-	-	12,700	-	7,200	7,200
HOME	321		599,700	375,500	-	-	375,500	-	-	-	375,500	224,200	625,200	849,400
RDA/HED Revolving	324		-	164,300	(198,900)	-	-	-	-	-	(34,600)	34,600	5,600	40,200
Neigh Stabilization	331		150,600	125,200	-	-	-	-	-	-	125,200	25,400	75,500	100,900
Vehicle Abatement	338		23,300	89,700	-	-	-	(66,400)	-	-	23,300	-	350,000	350,000
RDA - Successor Agency	361		444,200	71,300	-	122,000	-	-	-	-	193,300	250,900	702,700	953,600
RDA - Successor Agency Housing	362		24,700	18,800	-	-	-	-	249,600	-	268,400	(243,700)	407,000	163,300
PBID 4	374		405,100	373,100	-	-	-	-	-	-	373,100	32,000	178,100	210,100
DT Parking Trust	611		42,400	55,900	-	-	(250,000)	-	-	-	(194,100)	236,500	3,592,700	3,829,200
Narcotics Forfeiture	621		65,000	65,000	-	-	-	-	-	-	65,000	-	320,000	320,000
Asset Forfeiture	622		25,000	25,000	-	-	-	-	-	-	25,000	-	95,000	95,000
ST Target Asset Forfeiture	623		13,000	13,000	-	-	-	-	-	-	13,000	-	52,000	52,000
Fed Target Asset Forfeiture	624		5,000	5,000	-	-	-	-	-	-	5,000	-	10,000	10,000
Comel Criminal Appreh	631		261,700	261,700	-	-	-	-	-	-	261,700	-	15,000	15,000
Fed COP's grant	634		305,100	584,100	-	-	-	(279,000)	-	-	305,100	-	-	-
Total Special Revenue			41,755,490	20,121,830	(198,900)	122,000	20,660,000	(595,400)	700,400	-	40,809,930	945,560	23,281,940	24,227,500

Fund Summary - Fiscal Year 2019-20		Uses										Revenues Over/ (Under) Expenditures	Beg. Avail. Fund/Cash Balance 07/01/19	Ending Avail. Fund/Cash Balance 06/30/20
Funds		Revenues	Operations	Reimbursements	Debt Service	Capital	Transfers In	Transfers Out	Depreciation	Total Uses				
Capital Project														
Softball Development	101	2,500	100	-	-	-	-	-	-	100	-	2,400	(600)	1,800
Civic Center Imp Fee	102	-	11,800	-	-	-	-	-	-	11,800	-	(11,800)	4,962,000	4,950,200
Corp Yard Impact Fee	103	56,700	1,700	-	-	-	-	-	-	1,700	-	55,000	714,500	769,500
Library Impact Fee	104	28,200	2,900	-	-	-	-	-	-	2,900	-	25,300	(126,000)	(100,700)
Police Impact Fee	105	372,700	900	-	-	-	-	413,400	-	414,300	-	(41,600)	305,100	263,500
Fire Impact Fee	106	267,700	26,900	-	-	37,500	-	-	-	64,400	-	203,300	(887,643)	(684,343)
Recr Facilities	211	1,596,400	40,400	-	-	22,000	-	-	-	62,400	-	1,534,000	1,976,200	3,510,200
Storm Sewer Constr	221	968,900	50,000	-	-	800,000	-	-	-	850,000	-	108,900	(29,700)	79,200
Transportation Impact	241	4,065,100	41,500	-	-	4,630,200	-	-	-	4,671,700	-	(616,600)	2,862,600	2,236,000
Waterways Capital	261	379,600	19,500	-	-	350,000	-	-	-	369,500	-	10,100	793,700	803,800
Transportation	281	5,524,800	-	-	-	1,281,400	-	-	-	1,281,400	-	4,243,400	8,309,800	12,553,200
N/E Capital Improv	291	60,900	1,200	-	-	-	-	-	-	1,200	-	59,700	1,030,900	1,090,600
Total Capital Project		13,303,500	196,900	-	-	7,121,100	-	413,400	-	7,731,400	-	5,572,100	19,900,857	25,472,957
Debt Service														
East RDA Bond	395	-	-	-	249,600	-	(249,600)	-	-	-	-	-	-	-
2014 COP	398	-	-	-	127,500	-	(127,500)	-	-	-	-	-	-	-
2015 COP	399	-	-	-	1,153,500	-	(1,153,500)	-	-	-	-	-	-	-
Total Debt Service		-	-	-	1,530,600	-	(1,530,600)	-	-	-	-	-	-	-
Proprietary														
Storm Sewer Deficiency	222	374,400	36,800	-	-	130,000	-	-	-	166,800	-	207,800	(1,824,400)	(1,616,600)
Wastewater Trunkline	231	1,315,600	91,900	-	-	5,130,000	-	-	-	5,221,900	-	(3,906,300)	4,577,900	671,600
Sewer Connection	232	695,000	500	-	-	-	-	-	-	500	-	694,500	(773,400)	(78,900)
Building Safety	401	3,586,700	2,939,500	(20,000)	-	-	-	-	3,500	2,923,000	-	663,700	3,394,700	4,058,400
Visalia Baseball	405	164,700	334,200	-	-	-	(175,700)	-	6,200	164,700	-	-	-	-
Animal Control	406	519,900	1,645,200	-	567,400	-	(1,692,700)	-	169,700	689,600	-	(169,700)	(169,700)	(339,400)
Airport	411	2,236,500	1,741,550	-	-	132,000	-	-	307,500	2,181,050	-	55,450	(752,000)	(696,550)
Conv Center	413	3,588,500	4,477,500	(44,200)	1,089,700	100,000	(2,024,500)	-	730,900	4,329,400	-	(730,900)	-	(730,900)
WWTP	431	22,540,400	10,295,200	(60,400)	-	3,310,600	-	-	2,647,600	16,193,000	-	6,347,400	18,608,200	24,955,600
Utility Service Center	439	200	2,108,300	(2,108,100)	-	-	-	-	-	200	-	-	-	-
Solid Waste	441	20,105,700	16,253,400	(1,321,100)	-	5,468,100	-	-	1,248,500	21,648,900	-	(1,543,200)	9,794,500	8,251,300
Transit	451	14,825,100	12,539,400	(560,000)	-	-	-	-	2,828,900	14,808,300	-	16,800	4,824,000	4,840,800
Transit-Capital Grant zero div	452	3,783,700	-	-	-	3,270,300	-	-	-	3,270,300	-	513,400	-	513,400
Storm Sew Maint	481	1,421,900	1,372,800	-	-	926,100	(300,000)	-	626,300	2,625,200	-	(1,203,300)	(367,400)	(1,570,700)
Total Proprietary		75,168,300	53,836,050	(4,113,800)	1,657,100	18,467,100	(4,192,900)	-	8,569,100	74,222,650	-	945,650	37,312,400	38,258,050
Internal Service														
Fleet Maintenance	501	11,900	5,020,700	(5,047,500)	-	78,000	-	-	29,100	80,300	-	(68,400)	537,100	468,700
Vehicle Replace	502	-	29,400	(1,024,800)	-	902,800	-	-	1,025,200	932,600	-	(932,600)	1,129,300	196,700
PD Meas T	503	-	2,600	(106,600)	-	106,000	-	-	106,600	108,600	-	(108,600)	192,300	83,700
Fire Meas T	504	-	1,000	(64,700)	-	-	-	-	64,700	1,000	-	(1,000)	493,000	492,000
Information Services	511	4,300	2,142,700	(2,867,400)	-	261,000	-	-	579,400	115,700	-	(111,400)	(263,520)	(374,920)
Risk Prop Ins	551	2,801,500	2,707,400	(245,600)	-	-	-	-	-	2,461,800	-	339,700	1,180,200	1,519,900
Risk Personnel Ins	552	12,908,000	13,163,400	-	-	-	-	-	-	13,163,400	-	(255,400)	1,308,700	1,053,300
Risk Work Comp	553	1,853,700	2,136,400	(1,300)	-	-	-	-	-	2,135,100	-	(281,400)	6,642,100	6,360,700
Total Internal Service		17,579,400	25,203,600	(9,357,900)	-	1,347,800	-	-	1,805,500	18,998,500	-	(1,419,100)	11,219,180	9,800,080
Grand Total - 2019-20		219,684,190	178,398,380	(26,568,200)	3,368,700	48,065,600	(6,318,900)	6,259,900	10,374,100	213,579,580	-	6,104,610	92,490,977	98,595,587

FUND DESCRIPTIONS

FUND STRUCTURE

The accounts of the government are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds maintained, is consistent with legal and managerial requirements. The City has the following fund types:

- General Fund
- Capital Project Funds
- Special Revenue Funds
- Debt Service Funds
- Business-Type Funds
- Internal Service Funds

GENERAL FUND

General Fund – 001, 002, 003, 004, 006, 007, 008, 009, 010, 011, 012, 013, 014

The General Fund is used for all the general revenues of the City not specifically levied or collected for other City funds and the related expenditures. The general fund accounts for all financial resources of a governmental unit which are not accounted for in another fund. The primary revenue sources are Sales Tax, Property Tax and Vehicle License Fees.

CAPITAL PROJECT FUNDS

Capital Project Funds are utilized to account for revenues whose primary purpose is the acquisition or construction of major capital facilities.

Softball Facility Development – Fund 101

Established to account for the financing and improvement and/or development of community softball facilities. Revenues are provided by fees charged to existing softball facility users specifically for future development or improvement.

Public Facility Impact Fee – Funds 102, 103 and 104

Established to defray the cost of public facilities needed (Civic Center, Corporation Yard and Library) as a result of new development projects. Funding is provided by fees charged to new developments.

Public Safety Impact Fee – Funds 105 (Police) and 106 (Fire)

Established to defray the costs of police public safety facilities needed as a result of new development projects. Funding provided by impact fees charged to new developments. Funds are to only be used for new facilities, equipment, and not for operation and maintenance.

Gas Tax – Fund 111

Established to account for the construction and improvement of streets and roads. Financing is provided by grant funds received from state sales taxes on gasoline. Monies are derived from Sections 2103, 2105, 2106, 2107 and 2107.5 of the Streets and Highways Code. These revenues come from a gas tax placed on motor vehicle fuels. Allocations are generally distributed on a population basis. This fund also receives money from the State Transportation Program that is distributed to each region based on population and road miles. Funds are to be used only for construction, improvements and maintenance of streets and roads.

SB1 – Fund 113

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

Park & Recreational Facilities – Fund 211

Established to account for the acquisition and development of parks and open space. Developers pay impact fees paid in lieu of providing parks and open space. Funds are to be used only for open space acquisition and providing park and other recreational facilities.

Transportation Impact – Fund 241

Established to account for the expenditures for streets, roads, and bike paths. Revenues are provided by impact fees from new developments. Funds can only be used for new street improvements related to growth.

Transportation – Fund 281

Established to account for the expenditures for streets, roads, transit, and bike facilities. Revenues are derived from a 1/4 cent of statewide sales tax collected and returned to each County in compliance with the Local Transportation Development Act. First priority of funds is public transit (buses); remaining monies, as well as various discretionary revenues, may be used for road and street purposes,

including bike/pedestrian facilities. This fund also receives monies from Tulare County Association of Government (TCAG), State Transportation Improvement Program (STIP), and Congestion Mitigation and Air Quality (CMAQ). These monies are to be used only for approved transportation projects.

Parking District – Fund 611

Established to account for acquisition and development of downtown parking facilities. Revenues are derived from in-lieu fees charged on occupants of new development and expanded uses within the central business district that do not provide the required number of off-street parking spaces. The in-lieu fee is assessed in the amount of \$3,400 per required space at the time of building permit issuance. In addition to the in-lieu fees, this fund receives funding from grants, contributions, and Section 108 Loans.

SPECIAL REVENUE FUNDS

These funds account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes.

Measure T - Police ¼% Sales Tax – Fund 121

In March of 2004, the citizens of Visalia authorized a ¼ sales tax for public safety. The sales tax is shared 60% for police and 40% for fire and is tracked in 2 separate funds. This fund is Police's portion of the Public Safety Sales Tax revenue and is governed by a plan. Annually, the City Manager certifies the plan to the City Council stating the uses of the monies follow the plan guidelines as presented to the voters. The principal use of these monies is for police operations. An economic uncertainty reserve is funded annually, the balance of which is to be 25% of annual revenues.

Measure T - Fire ¼% Sales Tax – Fund 122

In March of 2004, the citizens of Visalia authorized a ¼ sales tax for public safety. The sales tax is shared 60% for police and 40% for fire and is tracked in 2 separate funds. This fund is Fire's portion of the Public Safety Sales Tax revenue and is governed by a plan. Annually, the City Manager certifies the plan to the City Council stating the uses of the monies follow the plan guidelines as presented to the voters. The principal use of these monies is for fire operations. An economic uncertainty reserve is funded annually, the balance of which is to be 25% of annual revenues.

Measure R - ½% Sales Tax – Transportation Programs – Local - Fund 131

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This portion, 35% of the total, is for local transportation projects.

Measure R - ½% Sales Tax – Transportation Programs – Transit / Bike / Pedestrian - Fund 132

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This portion, approximately 15% of the total, is for transit, bike and pedestrian transportation projects.

Measure R - ½% Sales Tax – Transportation Programs – Regional - Fund 133

In November 2006, the voters of Tulare County authorized a ½ cent sales tax for transportation. This sales tax is shared within the County and an Oversight Committee was formed to ensure that the revenues and expenditures are spent as per the Measure. This City receives monies for regional projects based upon a voter approved project list.

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

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

Storm Sewer Construction – Fund 221

Established to account for the acquisition and installation of storm drain systems. Financing is provided by a specific storm sewer impact fee charged at the time of new developments. Funds are to be used only for construction of new storm sewer lines to implement the Storm Sewer Master Plan.

Storm Sewer Deficiency – Fund 222

Established to account for operating charges to users to improve the storm sewer system. Revenue is derived from a portion of the monthly storm sewer user's fees. This fund receives \$.67 of the \$2.52 monthly storm sewer fee. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Sewer Master Plan.

Kaweah Lake and Local Storm Water Maintenance – Fund 223

Kaweah Lake Project and Local Storm Water Maintenance revenues are derived from a portion of the monthly storm sewer user's fees. This fund receives \$.51 of the \$2.52 monthly storm sewer fee and funds are to be only used for the enlargement & maintenance of Kaweah Lake and has been expanded to include the maintenance of local storm water channels by a successful ballot election that concluded on March 18, 2013.

Groundwater Recharge – Fund 224

Established to account for a small monthly operating charge levied against users of the system. Revenue is derived from a portion of the monthly City utility bill. The fees for this fund are based on the size of the water service line that range from \$.46 to \$52.78 a month. In 2002, City Council adopted the additional fee as part of an agreement with Tulare Irrigation District and Kaweah Delta Water Conservation District for the acquisition of water and other activities to improve groundwater levels and increase supply of water to the City.

Wastewater Trunkline – Fund 231

Established to account for major trunk line extensions, part of the wastewater collection system. Revenues are derived from Sanitary Sewer and Trunk Line Connection Fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance.

Sewer Connection – Fund 232

Established to account for residential and commercial development impact fees. Revenues are derived from Treatment Plant connection fees. They are to be used only for Treatment Plant expansions. Funds are not to be used for operation and maintenance.

Waterways Maintenance – Fund 251

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

Waterways – Fund 261

Established to account for acquisition and landscaping of development buffers along designated waterways. Revenues are derived from a combination of monthly storm sewer fees and developer impact fees. This fund receives \$.50 of the \$2.52 monthly fee that is charged through the utility bill. Funds are restricted for acquisition of development setbacks along waterways designated in the Visalia General Plan and restoration of riparian vegetation.

Special Service District: Northeast – Fund 271

Established to account for the maintenance of landscape in the Northeast portion of the City. Revenue is collected from fees charged in that district.

Special Service District: Open Space – Fund 272

Established to account for the maintenance of landscape districts throughout the City. Revenue is collected from fees charged throughout the City. The fees are collected and expended by district.

Special Service District: Lighting & Landscape Maintenance Assessment Districts – Fund 273

Established to account for the maintenance of landscape districts throughout the City. Revenue is collected from fees charged throughout the City. The fees are collected and expended by district.

Northeast Area Capital Improvement – Fund 291

Funded by fees collected on Northeast properties at time of building permit issuance. Monies can only be used for improvements specified in the Northeast Area Master Plan.

Narcotics Forfeiture – Funds 621, 622, 623 and 624

Established to account for revenues received from narcotics seizures of cash and property as authorized by the Health and Safety Code. Monies deposited in this fund are invested until a court determines whether the money must be returned to the previous owner or the funds are forfeited to the City which may use the seized funds for the recovery of narcotics law enforcement costs associated with the seized funds.

CASP Program – Fund 138

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

Community Service Grants – Funds 631 and 634

Established to account for federal funds received for the purpose of providing Community Policing, bicycle and foot patrol in business districts in the City of Visalia.

Community Development Block Grant (CDBG) – Fund 311

Established to account for the annual grant proceeds from HUD to improve housing and community projects in qualifying areas of the City. Revenues provided are an entitlement through the Department of Housing and Urban Development (HUD). The CDBG program is authorized under Title 1 of the National Affordable Housing Act. The primary objective of the CDBG program is the development of a viable urban community through the provision of decent housing, a suitable living environment and economic opportunity, principally for low and moderate income persons.

Cal Home Program – Fund 318

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

HOME Program – Fund 321

Established to account for Housing and Urban Development HOME grants. These funds are used to improve housing in Visalia for those meeting the grant's requirements.

CDBG/Housing Revolving – Fund 324

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

Substandard Housing and Abatement – Fund 326

Established as separate fund to account for code enforcement working with police to address substandard housing by removing the criminal element and holding property owners accountable for the condition of structures on the property.

Neighborhood Stabilization – Fund 331

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

Vehicle Abatement – Fund 338

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

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

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

Redevelopment Successor Agency's

Funds were established to account for the transferring of all assets and liabilities from the City of Visalia's Redevelopment Districts as set forth in State law ABx1 26, which dissolved all redevelopment in

California. The Successor Agency's purpose is to continue to pay the debt of the former Redevelopment District, dispose of the assets, and file reports. Essentially, the Successor Agency's are to wind down all redevelopment activity returning the tax increment to the underlying taxing agencies.

East – Successor Agency – Fund 361

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

Mooney – Successor Agency – Fund 363

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

Downtown – Successor Agency – Fund 365

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

Central – Successor Agency – Fund 367

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

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

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

DEBT SERVICE FUNDS

The Debt Service funds are used to account for financial resources to be used for the payment of principal and interest on long-term debt.

Help Loan (CHFA) – Fund 394

Established to account for a State grant from the California Housing Finance Authority to provide low and moderate income housing assistance.

East Visalia Redevelopment Tax Allocation Bond – Fund 395

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

Visalia Public Financing Authority Bond (VPFA) – Fund 396

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

Visalia Public Financing Authority Bond (VPFA) – Fund 398

Established to account for the payment of the VPFA 2015 Refunding Certificates of Participation.

DEBT SERVICE FUNDS – WITHOUT CITY COMMITMENT

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

Los Rios – Fund 381

Established to account for property assessments levied to pay for improvements in a specific subdivision. The development of this subdivision included special amenities which are being paid for through a debt financing. The City acts only as a collection and paying agent for this debt but has no legal obligation beyond the collection of the assessments and the payment of those collections against outstanding debt.

Village West – Fund 382

Established to account for property assessments levied to pay for street improvements in a specific subdivision. The City issued a \$72,020 bond for the unpaid assessments levied upon the special assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6% and mature in 2022 and were for the construction of the improvements.

Orchard Walk Underground – Fund 383

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

BUSINESS TYPE FUNDS

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

Building Safety – Fund 401

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

Baseball – Fund 405

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

Animal Control – Fund 406

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

Airport – Fund 411

Established to account for the operations of the Visalia Municipal Airport. The Federal Aviation Administration Airport Improvement Program (FAA-AIP) provides 90% grant funding for approved capital projects. This fund also receives revenues from airport user fees, such as aviation fuel sales, hangar rentals and leases of land and buildings. These revenues are also used for the Airport's 10% match on FAA grant funded projects.

Convention Center – Fund 413

Established to account for operations of the Convention Center. Revenues are provided by fees charged for the Convention Center services and by operating transfers from the General fund.

Valley Oak Golf – Funds 421 and 423

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

Wastewater Operations – Funds 431, 433, 434 and 435

Established to account for the treatment and disposal of wastewater. Revenue is provided by user charges, impact fees and limited grant funding. The Waste Water treatment plant is located west of the Airport and across Highway 99.

Utility Billing – Fund 439

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

Solid Waste – Fund 441

Established to account for the operations of collecting and disposing of solid waste. Revenue is provided by user charges and limited grant funding.

Transit – Fund 451

Established to account for the operations of the City's transit activities. Revenue is provided by state transportation funds, federal grants and passenger fares.

Transit Capital – Fund 452

Established to account for the operations of the City's transit capital activities. Revenue is provided by state transportation funds, federal grants and passenger fares.

Storm Sewer Maintenance – Fund 481

Established to account for the operations of the City's storm and sewer drain activity. Revenue is provided by charges to users.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to finance and account for activities and services performed by a designated department within the City to another department in the City on a cost reimbursement basis.

Fleet Services – Fund 501

Established to account for the maintenance and fueling of assigned vehicles and related equipment in use by the various City Departments and for specification writing on vehicle acquisitions or replacements.

Vehicle Replacement – Fund 502

Established to account for the acquisition of City vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement fund.

Vehicle Replacement – Measure T Police – Fund 503

Established to account for the acquisition of Police Measure T vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement Measure T Police fund.

Vehicle Replacement – Measure T Fire – Fund 504

Established to account for the acquisition of Fire Measure T vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement Measure T Fire fund.

Vehicle Replacement – Measure N – Fund 505

Established to account for the acquisition of Measure N vehicles. Replacement vehicles are purchased through this fund. New vehicles added to this fleet (not replacing an existing one) are considered Contributed Capital to the Vehicle Replacement Measure N fund.

Information Services – Fund 511

Established to account for the acquisition, maintenance and upgrade of the City's computer operations. Computer users are charged a fee for the systematic replacement of computer and communication equipment and technology, including Geographic Information Systems and Telephone Services.

Risk Management – Fund 551

Established to account for the self insured and purchased insurance for the City's various types of insurance including liability, unemployment, property, and employee bonds.

Health Benefits – Fund 552

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

Workers Compensation – Fund 553

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

Post Employment Benefits – Fund 554

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

Compensated Absences – Fund 571

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

FUND SUMMARIES

GENERAL FUND SUMMARY

GENERAL FUND SUMMARY	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
RESOURCES						
REVENUES						
NON-DEPARTMENTAL	59,534,122	60,934,749	58,539,680	60,387,300	61,227,700	62,076,800
ADMINISTRATION	204,893	110,141	130,100	60,400	59,400	59,400
COMMUNITY DEVELOPMENT	3,800,475	4,010,616	3,541,200	3,775,100	3,920,100	3,981,300
FINANCE	536,710	587,791	413,450	588,400	603,400	603,400
FIRE	1,113,138	1,069,154	613,900	1,144,900	820,700	821,700
POLICE	2,752,845	2,302,841	2,608,246	2,389,600	2,248,600	2,267,200
PUBLIC WORKS	295,133	154,301	61,860	116,900	110,200	110,200
RECREATION	1,701,701	1,827,517	1,696,250	1,813,900	1,868,700	1,903,100
TOTAL REVENUES	69,939,017	70,997,110	67,604,686	70,276,500	70,858,800	71,823,100
REIMBURSEMENTS						
NON-DEPARTMENTAL	151,186	177,635	189,500	189,500	502,900	502,900
ADMINISTRATION	3,259,968	2,787,305	3,191,810	2,781,000	3,132,200	3,149,300
COMMUNITY DEVELOPMENT	3,414,074	3,102,570	2,971,920	2,610,400	2,584,700	2,586,700
FINANCE	1,686,248	1,886,380	1,855,940	1,911,100	1,985,600	1,985,600
FIRE	4,668	5,761	-	7,100	4,500	4,500
POLICE	-	686	-	500	-	-
PUBLIC WORKS	3,811,549	5,249,100	4,934,170	4,745,400	4,658,300	4,659,600
RECREATION	141,945	172,359	14,950	146,100	9,000	9,000
TOTAL REIMBURSEMENTS	12,469,638	13,381,796	13,158,290	12,391,100	12,877,200	12,897,600
TOTAL RESOURCES	82,408,655	84,378,906	80,762,976	82,667,600	83,736,000	84,720,700
EXPENDITURES						
SALARIES AND BENEFITS						
ADMINISTRATION	2,261,196	2,306,733	2,524,620	2,219,900	2,610,600	2,694,600
COMMUNITY DEVELOPMENT	4,840,656	5,125,359	5,348,900	4,916,100	5,696,000	5,882,600
FINANCE	1,540,761	1,671,017	1,657,410	1,597,700	1,899,040	1,961,500
FIRE	9,632,040	10,519,433	10,249,810	11,222,800	11,483,800	11,776,700
POLICE	21,571,370	22,772,993	24,059,100	23,191,100	25,367,000	26,055,300
PUBLIC WORKS	3,743,741	4,074,909	4,186,970	4,111,900	4,431,900	4,484,500
RECREATION	1,588,590	1,644,543	1,893,370	1,737,600	1,944,700	2,038,500
TOTAL SALARIES AND BENEFITS	45,178,354	48,114,987	49,920,180	48,997,100	53,433,040	54,893,700

	2015-16	2016-17	2017-18	2017-18	2018-19	2019-20
GENERAL FUND SUMMARY	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
OPERATING EXPENDITURES						
NON-DEPARTMENTAL	787,235	762,539	651,000	725,100	733,700	737,500
ADMINISTRATION	2,567,396	2,248,253	2,960,030	2,365,700	2,582,900	2,468,600
COMMUNITY DEVELOPMENT	296,769	310,822	348,500	372,500	383,900	379,100
FINANCE	850,655	603,917	917,500	977,300	839,500	840,700
FIRE	964,212	787,150	1,021,400	931,000	951,700	950,900
POLICE	1,887,346	1,700,290	2,222,316	1,974,400	1,965,300	1,941,600
PUBLIC WORKS	4,204,680	4,420,139	4,765,125	4,250,000	4,476,600	4,513,700
RECREATION	897,580	1,015,175	1,006,580	1,076,900	1,105,100	1,103,500
TOTAL OPERATING EXPENDITURES	12,455,873	11,848,285	13,892,451	12,672,900	13,038,700	12,935,600
SERVICES PROVIDED						
NON-DEPARTMENTAL	-	1	-	-	-	-
ADMINISTRATION	149,501	180,444	209,940	187,500	179,000	179,000
COMMUNITY DEVELOPMENT	165,193	172,718	176,650	151,400	152,800	152,800
FINANCE	6,624	7,672	5,200	3,700	3,700	3,700
FIRE	468,976	279,424	529,400	297,100	297,100	297,100
POLICE	1,176,604	910,556	1,266,300	925,000	934,100	938,100
PUBLIC WORKS	433,674	664,078	839,500	666,700	667,300	667,300
RECREATION	33,662	171,660	33,850	156,500	156,500	156,500
TOTAL SERVICES PROVIDED	2,434,234	2,386,553	3,060,840	2,387,900	2,390,500	2,394,500
ALLOCATIONS						
NON-DEPARTMENTAL	70,104	78,132	73,480	62,200	63,100	63,100
ADMINISTRATION	432,408	425,793	425,620	322,700	297,000	297,000
COMMUNITY DEVELOPMENT	1,823,793	1,522,019	1,519,840	1,350,800	1,254,200	1,254,200
FINANCE	16,124	61,002	17,040	68,300	56,700	56,700
FIRE	1,128,479	1,131,090	1,114,040	1,035,900	1,177,000	1,177,000
POLICE	3,446,051	3,653,407	3,360,280	3,844,100	4,722,000	4,722,000
PUBLIC WORKS	637,400	659,567	665,970	608,000	642,500	642,500
RECREATION	741,663	766,946	643,610	578,600	551,500	551,500
TOTAL ALLOCATIONS	8,296,022	8,297,956	7,819,880	7,870,600	8,764,000	8,764,000
TOTAL EXPENDITURES	68,364,483	70,647,781	74,693,351	71,928,500	77,626,240	78,987,800
CAPITAL IMPROVEMENTS	3,202,224	1,379,660	800,000	959,600	1,006,800	349,600
CAPITAL - GRANT FUNDED				-		-
VECC CAPITAL TRANSFER		5,535,402				
INTERFUND TRANSFERS	7,270,637	5,734,922	5,137,390	5,411,300	5,046,800	5,205,100
SURPLUS(SHORTFALL)	3,571,311	1,081,141	132,235	4,368,200	56,160	178,200

GENERAL FUND REVENUES

GENERAL FUND REVENUES	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
NON DEPARTMENTAL						
SALES & USE TAXES	25,897,731	30,835,833	30,290,600	30,994,000	31,303,900	31,616,900
TOTAL SALES TAXES	25,897,731	30,835,833	30,290,600	30,994,000	31,303,900	31,616,900
PROP-CURRENT SECURED	9,373,234	9,855,175	9,293,900	10,052,300	10,253,300	10,458,400
PROP-CURRENT UNSECURED	531,406	570,786	563,600	620,000	632,400	645,000
PROP-PRIOR SEC & UNSEC	339,654	237,057	336,300	250,000	255,000	260,100
PYMT IN LIEU OF TAXES	-	21,835	22,800	22,200	22,600	23,100
PROP-CURR SEC-SUPPLEMTL	117,872	125,806	103,400	130,000	132,600	135,300
REAL PROP TRANSFER TAX	412,067	410,552	401,600	415,000	415,000	415,000
PROP-AIRCRAFT	95,057	87,378	119,400	104,400	105,400	106,500
PROPERTY TAX TRUST FUND	419,523	480,167	463,100	485,000	485,000	485,000
ERAF S & U TAX "TRIPLE	5,520,178	-	-	-	-	-
PROP TAX "VLF SWAP"	9,971,519	10,481,820	10,420,500	10,929,700	11,148,300	11,371,300
HOMEOWNERS PROP TAX REL	99,798	99,604	110,600	97,700	99,700	101,700
TOTAL PROPERTY TAXES	26,880,308	22,370,180	21,835,200	23,106,300	23,549,300	24,001,400
FRANCHISE TAX	2,719,221	2,567,191	2,834,300	2,592,900	2,618,800	2,645,000
TRANSIENT LODGING	2,483,588	2,776,037	2,651,300	2,831,600	2,888,200	2,946,000
TOTAL OTHER TAXES	5,202,809	5,343,228	5,485,600	5,424,500	5,507,000	5,591,000
MOTOR VEH LIC IN LIEU T	26,378	58,342	-	50,000	50,000	50,000
FEDERAL GRANTS	673,175	1,744,808	-	3,616,800	-	-
STATE GRANTS	150,982	-	1,568,708	1,568,700	-	-
COUNTY GRANTS	(21,113)	35,512	-	-	-	-
TOTAL SUBVENTIONS AND GRANTS	829,422	1,838,662	1,568,708	5,235,500	50,000	50,000
ADMINISTRATIVE FINES	(2,735)	677	-	500	500	500
PENALTY/OCCUPANCY	730	1,537	-	-	-	-
TOTAL FEES AND FINES	(2,005)	2,214	-	500	500	500
INVESTMENT EARNINGS	(78)	42	-	-	-	-
RENTS & CONCESSIONS	25	25	-	-	-	-
INTEREST EARNINGS	21,831	362,468	25,400	30,000	35,000	35,000
INTERFUND LOAN INTEREST	90,171	113,308	236,900	117,000	117,000	117,000
INTEREST EARNINGS	331	2,814	100	800	800	800
TOTAL USES OF MONEY AND PROPERTY	112,280	478,657	262,400	147,800	152,800	152,800
ADMIN FEE - RECREATION	1,935	1,440	1,500	1,000	1,000	1,000
TOTAL CHARGES FOR CURRENT SERVICES	1,935	1,440	1,500	1,000	1,000	1,000
ST MAINT FEE IN LIEU SU	561,720	615,000	614,980	615,000	615,000	615,000
REBATE REVENUE	9,781	237	10,600	300	300	300
MISC REVENUE	9,490	119,050	31,800	38,700	38,700	38,700
BAD CHECK FEE	25	205	-	-	-	-
CASH (OVER)/SHORT	-	-	100	-	-	-
HANDLNG FEE-PYRL GARNSH	922	826	1,200	800	800	800
PYRL VOLUNTARY DED FEES	2,264	2,289	1,500	2,200	2,200	2,200
REIMBURSEMENT-OFFICE SUB	6,140	4,215	4,200	6,200	6,200	6,200
DONATIONS/CONTRIBUTIONS	-	24,800	-	-	-	-
REIMB CITY EXPENSES	530	84,862	-	-	-	-
TEMP DISABILITY	1,505	-	-	-	-	-
PROCEEDS FROM BOND SALE	7,109,824	-	-	-	-	-
MISC REVENUE	3,062	-	-	-	-	-
TOTAL MISCELLANEOUS	7,705,263	851,484	664,380	663,200	663,200	663,200
SERVICES PROVIDED REIMBURSE	151,236	177,635	189,500	189,500	189,500	189,500
CHARGES-OTHER-VARIABLE	-	-	-	-	313,400	313,400
CHARGES-INVEST SERV FEE	(50)	-	-	-	-	-
TOTAL ALLOC/SERV PROV	151,186	177,635	189,500	189,500	502,900	502,900
TOTAL NON DEPARTMENTAL	66,778,929	61,899,333	60,297,888	65,762,300	61,730,600	62,579,700

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND REVENUES						
ADMINISTRATION						
REIMB-MANDATED COSTS SU	23,951	-	-	-	-	-
TOTAL SUBVENTIONS AND GRANTS	23,951	-	-	-	-	-
ADMINISTRATIVE FINES	75,325	57,675	85,000	27,000	27,000	27,000
TOTAL FEES AND FINES	75,325	57,675	85,000	27,000	27,000	27,000
RENTS & CONCESSIONS	700	875	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	700	875	-	-	-	-
PASSPORT SERVICE FEES	48,275	325	-	-	-	-
PUBLIC RECORD REQUEST	13	17	-	-	-	-
REBATE REVENUE	1,158	834	100	1,000	1,000	1,000
MISC REVENUE	5,727	2,908	3,500	900	900	900
PYRL VOLUNTARY DED FEES	2,787	2,861	2,000	2,800	2,800	2,800
DONATIONS/CONTRIBUTIONS	3,120	6,775	3,500	5,000	5,000	5,000
REIMB CITY EXPENSES	10,154	3,718	-	8,500	5,100	5,100
MISC REVENUE	33,683	34,152	36,000	22,700	22,700	22,700
TOTAL MISCELLANEOUS	104,917	51,590	45,100	40,900	37,500	37,500
SERVICES PROVIDED REIMBURSE	592,041	524,455	646,700	428,300	710,700	727,800
CHARGES-OPERATING ACCOUNT	610,014	339,416	700,000	335,400	450,000	450,000
CHARGES-CAPTL PROJECTS	90,553	55,172	50,000	48,000	48,000	48,000
CHARGES-OTHER-VARIABLE	1,967,360	1,868,262	1,795,110	1,969,300	1,923,500	1,923,500
SERVICES PROVIDED	-	-	-	-	-	-
TOTAL ALLOC/SERV PROV	3,259,968	2,787,305	3,191,810	2,781,000	3,132,200	3,149,300
TOTAL ADMINISTRATION	3,464,861	2,897,445	3,321,910	2,848,900	3,196,700	3,213,800
FINANCE						
REIMB-MANDATED COSTS SU	10,406	-	10,000	-	-	-
TOTAL SUBVENTIONS AND GRANTS	10,406	-	10,000	-	-	-
INVESTMENT EARNINGS	43,361	10,030	-	10,000	10,000	10,000
RENTS & CONCESSIONS	27,791	62,236	82,000	53,100	53,100	53,100
INTEREST EARNINGS	24,096	24,617	15,000	25,000	25,000	25,000
ALLOCATED INVESTMENT GA	(11,058)	(1,237)	-	(1,300)	(1,300)	(1,300)
ALLOC INTEREST FAIR MAR	(7,339)	(1,985)	-	(2,000)	(2,000)	(2,000)
EARNINGS CREDIT - CBB	16,361	16,172	16,430	16,300	16,300	16,300
FACILITIES RENTAL	41	-	200	-	-	-
INTEREST EARNINGS	2,670	-	5,500	-	-	-
TOTAL USES OF MONEY AND PROPERTY	95,923	109,833	119,130	101,100	101,100	101,100
SPEC ASSESS SERVICE FEE	701	623	100	600	600	600
PASSPORT PHOTO FEE	-	24,827	-	30,000	30,000	30,000
TOTAL CHARGES FOR CURRENT SERVICES	701	25,450	100	30,600	30,600	30,600
PASSPORT SERVICE FEES	38,521	116,300	80,000	120,000	135,000	135,000
REBATE REVENUE	8,612	9,430	30	9,300	9,300	9,300
MISC REVENUE	1,446	3,293	1,250	3,300	3,300	3,300
BAD CHECK FEE	1,525	1,275	1,200	1,400	1,400	1,400
DAMAGE REPAIR REVENUE	25	-	-	-	-	-
PYRL VOLUNTARY DED FEES	1,769	1,870	1,740	2,400	2,400	2,400
REIMB CITY EXPENSES	11	-	-	-	-	-
MISC REVENUE	377,771	320,340	200,000	320,300	320,300	320,300
TOTAL MISCELLANEOUS	429,680	452,508	284,220	456,700	471,700	471,700
SERVICES PROVIDED REIMBURSE	28,044	28,348	24,000	28,400	28,400	28,400
CHARGES-CAPTL PROJECTS	-	188	-	-	-	-
CHARGES-OTHER-VARIABLE	1,657,410	1,856,730	1,831,940	1,881,600	1,956,100	1,956,100
CHARGES-INVEST SERV FEE	794	1,114	-	1,100	1,100	1,100
TOTAL ALLOC/SERV PROV	1,686,248	1,886,380	1,855,940	1,911,100	1,985,600	1,985,600
TOTAL FINANCE	2,222,958	2,474,171	2,269,390	2,499,500	2,589,000	2,589,000

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND REVENUES						
<u>COMMUNITY DEVELOPMENT</u>						
BUS LIC TAX-GENERAL	2,296,351	2,245,042	2,467,000	2,300,000	2,346,000	2,392,900
CASP	(1)	-	-	-	-	-
ADMIN FEES-BUS TAX	59,450	43,820	42,000	45,000	45,000	45,000
BL-APPLICATION FEE	34,649	32,734	36,000	33,000	33,000	33,000
TOTAL OTHER TAXES	2,390,449	2,321,596	2,545,000	2,378,000	2,424,000	2,470,900
 MINOR PLANNING PERMITS	204	-	500	-	-	-
COS PARKING PERMIT #1	80	125	100	200	200	200
PROGRAMMATIC SIGN PERMI	176	-	800	-	-	-
SUBDIVISION SIGN PROGRAM	616	-	600	-	-	-
TOTAL LICENSE AND PERMITS	1,076	125	2,000	200	200	200
 VEHICLE CODE FINES	175,360	176,060	127,000	175,000	175,000	175,000
APPEAL FEE - CODE ENFOR	200	643	200	200	200	200
A/R-B/L PENALTY	65,068	20,013	53,100	35,000	35,000	35,000
ADMINISTRATIVE FINES	48,931	34,513	17,000	27,000	36,200	36,200
PENALTY/LATE CHARGE	-	1,663	-	-	-	-
ABANDONED SHOPPING CART VIOL.	-	-	-	-	1,000	1,000
ADMIN FEE-CODE ENFORCEM	296	983	300	9,800	1,200	1,200
COMPLIANCE INSPECTION F	36,409	36,265	34,800	35,000	43,200	43,200
DEMOLITION & ABATEMENT	86,702	120,585	-	90,000	145,000	145,000
TOTAL FEES AND FINES	412,966	390,725	232,400	372,000	436,800	436,800
 INTEREST EARNINGS	2,477	9,519	-	3,000	3,000	3,000
TOTAL USES OF MONEY AND PROPERTY	2,477	9,519	-	3,000	3,000	3,000
 ENCROACHMENT PERMITS	28,324	30,057	26,000	25,500	25,500	25,500
MINOR CONDITIONAL USE P	7,500	3,804	6,500	1,500	22,700	23,000
TEMP USE PERMIT	11,434	11,042	8,000	10,000	11,000	11,500
VAR APPLICATION FEE	25,699	47,651	14,000	15,000	16,000	16,000
CHANGE OF ZONE/SPCL EXC	21,517	-	4,000	-	4,000	4,000
COND USE PERMIT APP	44,750	71,208	38,000	40,000	40,000	40,000
HOME OC/TEMP USE PERMIT	21,068	23,526	25,500	23,500	23,500	23,500
DRAFT ENVIRON IMP FEE	-	68	-	-	-	-
ENV ASSESSMENT EVAL FEE	7,659	16,985	9,000	5,000	5,000	5,000
ANNEXATIONS	-	19,197	7,600	-	-	-
LOT LINE ADJUSTMENT FEE	13,028	20,192	14,500	20,900	20,900	20,900
GEN PLAN AMEND/SPEC PLN	8,852	33	-	-	-	-
ADMINISTRATIVE ADJUST F	3,580	4,324	3,300	2,700	2,700	2,700
CERTIFICATE OF COMPLIAN	-	490	-	-	-	-
APPROVED CUP AMENDMENT	6,562	9,004	3,800	6,200	-	-
TIME EXTENSIONS	1,456	1,052	1,000	4,700	3,500	3,500
SPECIFIC PLAN	4,912	(1,517)	-	-	-	-
TEXT AMENDMENTS	-	-	3,500	-	3,700	3,700
SUBDIV CHKING & INSPCT	265,852	286,039	180,000	290,000	300,000	310,000
PAR MAP CHKG&INSPC FEE	82,373	325,423	70,000	160,000	160,000	160,000
SIDWLK/APPRCH INSPC FEE	147,359	149,497	115,000	136,000	136,000	136,000
TENATIVE SUBDV FILG FEE	6,988	51,163	13,700	20,000	20,000	23,000
PARKING LOT INSPEC FEE	83,358	82,795	60,900	84,000	84,000	84,000
FINAL SUBDVSN FILG FEES	13,236	22,548	24,800	18,000	18,000	18,000
FINAL PARCELMAP FLG FEE	24,030	12,663	15,000	23,000	23,000	23,000
GENERAL PLAN MAINTENANCE FEE	-	9,350	-	-	-	-
TENATIVE PARCEL MAP FLG	36,672	8,637	20,000	30,000	32,000	32,000
RIGHT OF WAY ABANDONMEN	1,227	-	1,200	2,100	2,100	2,100
SPEC SERV DISTRICT FEES	1,606	-	3,900	2,000	2,000	2,000
REIMB ENG PLAN CHECK	75,281	69,704	60,000	73,700	73,700	73,700
PLANNING PLAN CK FEE	-	12,275	-	14,300	14,300	14,300
INSPECTOR OVERTIME FEE	2,126	1,734	2,100	3,500	3,500	3,500
TOTAL CHARGES FOR CURRENT SERVICES	946,449	1,288,944	731,300	1,011,600	1,047,100	1,060,900

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND REVENUES						
<u>COMMUNITY DEVELOPMENT</u>						
APPEAL	2,034	1,466	1,600	2,500	2,000	2,000
SALES OF MAPS & PUBLICA	-	-	-	200	-	-
REBATE REVENUE	967	1,149	500	800	800	800
MISC REVENUE	30,628	(3,044)	28,400	6,500	5,900	5,900
BL-DUPPLICATE CERTIFICAT	60	95	-	300	300	300
CASH (OVER)/SHORT	-	41	-	-	-	-
REIMB CITY EXPENSES	13,370	-	-	-	-	-
TOTAL MISCELLANEOUS	47,059	(293)	30,500	10,300	9,000	9,000
SERVICES PROVIDED REIMBURSE	46,443	73,694	57,100	62,700	63,700	65,700
CHARGES-CAPTL PROJECTS	1,850,337	1,936,348	1,839,000	1,628,500	1,633,500	1,633,500
CHARGES-OTHER-VARIABLE	1,517,294	1,092,528	1,075,820	919,200	887,500	887,500
SERVICES PROVIDED	-	-	-	-	-	-
TOTAL ALLOC/SERV PROV	3,414,074	3,102,570	2,971,920	2,610,400	2,584,700	2,586,700
TOTAL COMMUNITY DEVELOPMENT	7,214,550	7,113,186	6,513,120	6,385,500	6,504,800	6,567,500
<u>PUBLIC WORKS</u>						
STATE GRANTS	17,309	-	-	-	-	-
TOTAL SUBVENTIONS AND GRANTS	17,309	-	-	-	-	-
ADMINISTRATIVE FINES	493	(928)	-	-	-	-
TOTAL FEES AND FINES	493	(928)	-	-	-	-
ENCROACH PRMT-MAINT FEE	16,957	11,134	28,500	10,000	10,000	10,000
TOTAL CHARGES FOR CURRENT SERVICES	16,957	11,134	28,500	10,000	10,000	10,000
AUCTION SALES	-	266	-	-	-	-
REBATE REVENUE	7,370	6,896	760	5,100	5,100	5,100
PROJECT MATCHING REIMBS	-	-	-	12,500	12,500	12,500
MISC REVENUE	14,231	15,206	100	6,800	800	800
REIMB CITY EXPENSES	12,798	-	20,000	-	-	-
SUBROGATION RECOVERY	223,241	121,725	12,500	81,800	81,800	81,800
MISC REVENUE	-	2	-	-	-	-
TOTAL MISCELLANEOUS	257,640	144,095	33,360	106,200	100,200	100,200
SERVICES PROVIDED REIMBURSE	1,363,731	2,185,562	1,902,180	1,860,800	1,895,900	1,897,200
CHARGES-CAPTL PROJECTS	548,842	789,238	905,000	783,300	783,300	783,300
CHARGES-OTHER-VARIABLE	624,876	770,976	788,420	826,400	958,200	958,200
CHARGES-PARKS OCCUP	90,516	261,660	84,750	126,300	101,000	101,000
CHARGES-BUILDINGS OCCUP	1,183,584	1,241,664	1,253,820	1,148,600	919,900	919,900
TOTAL ALLOC/SERV PROV	3,811,549	5,249,100	4,934,170	4,745,400	4,658,300	4,659,600
TOTAL PUBLIC WORKS	4,103,948	5,403,401	4,996,030	4,861,600	4,768,500	4,769,800
<u>FIRE</u>						
PROP 172 PS-SALES TAX	257,719	265,111	249,700	270,000	271,000	272,000
TOTAL SALES TAXES	257,719	265,111	249,700	270,000	271,000	272,000
STATE GRANTS	-	23,484	5,000	-	-	-
STATE-HAZ MAT TRAINING	13,818	1,049	-	-	-	-
REIMB-STATE MISC	278	-	-	-	-	-
TOTAL SUBVENTIONS AND GRANTS	14,096	24,533	5,000	-	-	-
BICYCLE LICENSES	7	4	-	-	-	-
TOTAL LICENSE AND PERMITS	7	4	-	-	-	-
ADMINISTRATIVE FINES	7,179	64,890	10,500	50,000	50,000	50,000
UNIFORM FIRE CODE FEE	130,048	120,905	95,000	120,000	120,000	120,000
TOTAL FEES AND FINES	137,227	185,795	105,500	170,000	170,000	170,000
RENTS & CONCESSIONS	4,992	4,992	5,000	5,000	5,000	5,000
INTEREST EARNINGS	-	7,807	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	4,992	12,799	5,000	5,000	5,000	5,000

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND REVENUES						
FIRE SFTY INSPECTION	40	318	-	100	100	100
FIRE STRIKE TEAM FEES	325,109	238,159	50,000	376,000	150,000	150,000
FALSE ALARM FEES	5,128	4,306	4,500	6,000	6,000	6,000
HAZ MAT RESPONSE	3,652	6,226	-	-	-	-
WEED AND LOT CLEARING	149,973	126,380	117,000	123,500	123,500	123,500
ADMIN FEE - WEED & LOT	37,311	34,723	28,000	45,000	45,000	45,000
FIRE REPORTS	125	251	200	100	100	100
SPECIAL EVENTS	2,360	2,800	25,000	3,200	3,200	3,200
FIRE TRAINING FACILITIE	20,640	14,200	8,000	10,000	10,000	10,000
TOTAL CHARGES FOR CURRENT SERVICES	544,338	427,363	232,700	563,900	337,900	337,900
REBATE REVENUE	5,531	4,200	1,000	3,700	3,700	3,700
MISC REVENUE	78,851	49,470	15,000	39,400	32,400	32,400
DONATIONS/CONTRIBUTIONS	-	1,600	-	2,500	-	-
TEMP DISABILITY	68,411	98,076	-	89,700	-	-
SUBROGATION RECOVERY	1,966	203	-	700	700	700
TOTAL MISCELLANEOUS	154,759	153,549	16,000	136,000	36,800	36,800
SERVICES PROVIDED REIMBURSE	4,668	5,761	-	5,300	4,500	4,500
CHARGES-CAPTL PROJECTS	-	-	-	2,000	-	-
TOTAL ALLOC/SERV PROV	4,668	5,761	-	7,300	4,500	4,500
TOTAL FIRE	1,117,806	1,074,915	613,900	1,152,200	825,200	826,200
POLICE						
PROP 172 PS-SALES TAX	386,579	397,666	340,000	408,000	412,100	416,200
TOTAL SALES TAXES	386,579	397,666	340,000	408,000	412,100	416,200
ABANDONED VEHICLE TRUST	33,171	27,775	50,000	30,100	30,100	30,100
FEDERAL GRANTS	40,919	20,798	40,689	45,700	5,700	5,700
STATE GRANTS	478,085	411,508	377,257	355,700	295,000	295,000
COUNTY GRANTS	58,641	27,783	25,000	66,000	50,000	50,000
SPEC POL SERV-268 POST	45,131	34,828	68,000	52,000	50,000	50,000
RESTRAINING ORDER ADMIN	1,040	-	-	-	-	-
REIMB-MANDATED COSTS SU	87,803	1,854	50,000	65,000	50,000	50,000
TOTAL SUBVENTIONS AND GRANTS	744,790	524,546	610,946	614,500	480,800	480,800
ALARM PERMITS	72,211	63,264	60,000	65,000	65,000	65,000
TOTAL LICENSE AND PERMITS	72,211	63,264	60,000	65,000	65,000	65,000
VEHICLE CODE FINES	175,360	176,060	148,000	170,000	170,000	170,000
PARKING FINES	458,185	277,507	550,000	270,000	280,000	280,000
OTHER FINES	3,841	2,443	5,000	2,000	2,000	2,000
TRAFFIC SCHOOL	37,413	(28)	65,000	-	-	-
RED LIGHT VIOLATIONS	29,068	29,794	35,000	29,500	29,500	29,500
LITTER FINES	456	550	500	400	400	400
PROOF OF CORRECTION	26,845	24,295	25,000	24,000	24,000	24,000
DUI TESTING FEES-TUL CO	12,913	11,888	13,000	12,500	12,500	12,500
ADMINISTRATIVE FINES	7,340	14,135	5,000	21,100	21,100	21,100
COST RECOVERY-DUI	52,247	25,916	30,000	42,600	42,600	42,600
VEHICLE RELEASE FEE	78,600	60,625	85,000	72,200	72,200	72,200
TOTAL FEES AND FINES	882,268	623,185	961,500	644,300	654,300	654,300
INTEREST EARNINGS	19,367	-	-	-	-	-
INTEREST EARNINGS	-	10	-	-	-	-
TOTAL USES OF MONEY AND PROPERTY	19,367	10	-	-	-	-
SCHOOL REIMB-YOUTH PROG	350,682	356,776	364,000	368,100	382,700	397,200
CRIME PREVENTION	2,599	2,268	1,500	2,200	2,200	2,200
FALSE ALARM FEES	1,910	690	2,000	3,000	2,000	2,000
SPEC POLICE SERV-OTHER	47,651	39,747	50,000	40,900	40,900	40,900
PD-FINGERPRINTS TAXABLE	245	1,147	4,000	1,100	1,100	1,100
ROTATIONAL TOW FEES	112,300	97,000	108,000	110,000	110,000	110,000
TOTAL CHARGES FOR CURRENT SERVICES	515,387	497,628	529,500	525,300	538,900	553,400

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND REVENUES						
REBATE REVENUE	8,270	7,971	1,400	8,100	8,100	8,100
MISC REVENUE	53,898	20,498	20,000	20,400	20,400	20,400
CASH (OVER)/SHORT	13	(85)	-	-	-	-
REIMBURSEMENT-OFFICE SUB	(840)	(275)	-	-	-	-
DONATIONS/CONTRIBUTIONS	-	-	54,900	-	-	-
TEMP DISABILITY	70,652	130,346	30,000	104,000	69,000	69,000
TOTAL MISCELLANEOUS	131,993	158,455	106,300	132,500	97,500	97,500
SERVICES PROVIDED REIMBURSE	5,724	4,692	8,500	4,100	3,600	3,600
CHARGES-CAPTL PROJECTS	-	-	-	1,800	-	-
TOTAL ALLOC/SERV PROV	5,724	4,692	8,500	5,900	3,600	3,600
TOTAL POLICE	2,758,319	2,269,446	2,616,746	2,395,500	2,252,200	2,270,800
PARKS & RECREATION						
RIVERWAY SPORTS PARK	83,333	104,761	85,000	95,000	100,000	102,000
TERMINAL RENTAL	(192)	-	-	-	-	-
SPONSORSHIP	12,735	11,578	3,000	7,500	13,000	15,000
PARK RENTALS	84,295	84,623	81,500	86,000	85,000	85,000
FACILITIES RENTAL	151,272	146,291	154,000	128,600	132,500	136,200
EQUIPMENT RENTAL	400	-	500	-	-	-
PLAZA CONCESSIONS	8,753	7,056	10,000	8,000	8,000	8,000
SOFT DRINK SALES	8,134	5,410	10,000	800	1,200	1,200
TOTAL USES OF MONEY AND PROPERTY	348,730	359,719	344,000	325,900	339,700	347,400
ADULT SPORTS	196,434	205,912	189,000	207,000	208,000	209,000
YOUTH SPORTS	177,177	175,092	170,000	180,000	182,000	185,000
TEEN PROGRAMS	-	1,230	-	4,800	5,100	5,300
SPECIAL EVENTS	88,598	80,165	100,550	83,200	97,500	101,500
AQUATICS	136,096	150,135	148,000	157,000	165,000	168,000
COMMUNITY PROGRAMS	705,127	798,909	703,000	796,500	813,500	827,200
SENIOR MEALS	34,606	42,251	34,000	43,000	43,500	44,000
LIGHTS-TENNIS COURTS	-	-	-	100	-	-
TOTAL CHARGES FOR CURRENT SERVICES	1,338,038	1,453,694	1,344,550	1,471,600	1,514,600	1,540,000
REBATE REVENUE	2,008	2,123	100	2,000	2,000	2,000
MISC REVENUE	1,485	545	100	600	-	-
CASH (OVER)/SHORT	(4)	(328)	-	100	-	-
SALES FOR ADS/BROCHURES	10,760	10,475	6,500	10,700	9,200	10,300
FUNDRAISING	684	1,289	1,000	3,000	3,200	3,400
TOTAL MISCELLANEOUS	14,933	14,104	7,700	16,400	14,400	15,700
SERVICES PROVIDED REIMBURSE	14,949	20,319	-	21,600	9,000	9,000
CHARGES-CAPTL PROJECTS	-	-	-	500	-	-
CHARGES-OTHER-VARIABLE	126,996	152,040	14,950	124,000	-	-
TOTAL ALLOC/SERV PROV	141,945	172,359	14,950	146,100	9,000	9,000
TOTAL PARKS & RECREATION	1,843,646	1,999,876	1,711,200	1,960,000	1,877,700	1,912,100
TOTAL REVENUES	\$89,505,017	\$85,131,773	\$82,340,184	\$87,865,500	\$83,744,700	\$84,728,900

MEASURE T FUNDS SUMMARY

MEAS T - POLICE (121)	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	3,581,792	3,778,714	3,590,200	3,873,200	3,911,900	3,951,000
STATE GRANTS	10,640	24,138	15,000	25,000	15,000	15,000
INVESTMENT EARNINGS	8,727	10,711	-	10,700	10,700	10,700
ALLOCATED INVESTMENT GA	(2,130)	(1,321)	-	(1,300)	(1,300)	(1,300)
ALLOC INTEREST FAIR MAR	(1,414)	(2,120)	-	(2,100)	(2,100)	(2,100)
INTEREST EARNINGS	81	720	-	100	-	-
REBATE REVENUE	3	86	-	100	100	100
TEMP DISABILITY	70,532	7,959	-	14,800	14,800	14,800
PROCEEDS FROM BOND SALE	1,816,893	-	-	-	-	-
TOTAL REVENUES	5,485,124	3,818,887	3,605,200	3,920,500	3,949,100	3,988,200
TOTAL RESOURCES	5,485,124	3,818,887	3,605,200	3,920,500	3,949,100	3,988,200
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,845,725	3,144,986	3,132,430	3,184,800	3,374,800	3,465,800
OPERATING EXPENDITURES	117,853	107,541	102,450	99,000	99,900	99,000
SERVICES PROVIDED	131	109,231	100	122,000	122,000	122,000
ALLOCATIONS	182,520	162,693	144,330	191,800	190,600	190,600
TOTAL OPERATING EXPENDITURES	3,146,229	3,524,451	3,379,310	3,597,600	3,787,300	3,877,400
TOTAL EXPENDITURES	3,146,229	3,524,451	3,379,310	3,597,600	3,787,300	3,877,400
SURPLUS/(SHORTFALL)	2,338,895	294,436	225,890	322,900	161,800	110,800

	2015-16	2016-17	2017-18	2017-18	2018-19	2019-20
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
MEAS T - FIRE (122)						
RESOURCES						
REVENUES						
SALES & USE TAXES	2,387,861	2,519,143	2,392,200	2,582,100	2,607,900	2,634,000
INVESTMENT EARNINGS	69,305	51,649	82,000	51,600	51,600	51,600
ALLOCATED INVESTMENT GA	(16,917)	(6,368)	-	(6,400)	(6,400)	(6,400)
ALLOC INTEREST FAIR MAR	(11,227)	(10,221)	(35,000)	(10,200)	(10,200)	(10,200)
FIRE STRIKE TEAM FEES	-	211,107	-	110,100	50,000	50,000
REBATE REVENUE	197	250	100	100	100	100
MISC REVENUE	26	-	-	-	-	-
TOTAL REVENUES	2,429,245	2,765,560	2,439,300	2,727,300	2,693,000	2,719,100
TOTAL RESOURCES	2,429,245	2,765,560	2,439,300	2,727,300	2,693,000	2,719,100
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,489,039	2,754,936	2,363,990	2,835,600	2,849,100	2,919,000
OPERATING EXPENDITURES	113,351	151,257	78,260	152,300	159,100	159,600
SERVICES PROVIDED	1,040	72,575	1,400	100,500	100,500	100,500
ALLOCATIONS	155,021	136,193	138,820	143,400	140,900	140,900
TOTAL OPERATING EXPENDITURES	2,758,451	3,114,961	2,582,470	3,231,800	3,249,600	3,320,000
CAPITAL IMPROVEMENT PROJECTS	1,321,025	134,442	39,885	39,900	-	-
TOTAL EXPENDITURES	4,079,476	3,249,403	2,622,355	3,271,700	3,249,600	3,320,000
SURPLUS/(SHORTFALL)	(1,650,231)	(483,843)	(183,055)	(544,400)	(556,600)	(600,900)

MEASURE N FUNDS SUMMARY

MEASURE N (141,142,143,144)	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
RESOURCES						
REVENUES						
SALES & USE TAXES	-	3,031,782	-	12,910,600	13,039,700	13,170,100
INTEREST EARNINGS	-	-	-	15,200	93,200	40,800
REBATE REVENUE	-	10	-	100	-	-
TEMP DISABILITY	-	-	-	15,800	-	-
TOTAL REVENUES	-	3,031,792	-	12,941,700	13,132,900	13,210,900
TOTAL RESOURCES	-	3,031,792	-	12,941,700	13,132,900	13,210,900
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS		128,113	2,119,200	932,000	3,460,570	3,832,700
OPERATING EXPENDITURES		67,880	1,661,300	380,400	966,400	981,840
SERVICES PROVIDED				6,300	56,000	58,000
ALLOCATIONS			89,180	88,500	288,500	309,800
TOTAL OPERATING EXPENDITURES	-	195,993	3,869,680	1,407,200	4,771,470	5,182,340
CAPITAL IMPROVEMENT PROJECTS		1,017,969	6,270,431	6,270,431	11,847,200	7,296,000
TOTAL EXPENDITURES	-	1,213,962	10,140,111	7,677,631	16,618,670	12,478,340
SURPLUS/(SHORTFALL)	-	1,817,830	(10,140,111)	5,264,069	(3,485,770)	732,560

BUSINESS TYPE FUNDS SUMMARY

	2015-16	2016-17	2017-18	2017-18	2018-19	2019-20
BUILDING SAFETY (401)	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
RESOURCES						
REVENUES						
CONSTRUCTION PERMITS	3,756,082	3,642,099	3,744,200	3,359,200	3,425,000	3,495,000
STRONG MOTION FEE (5%)	1,877	2,380	2,480	2,000	2,400	2,400
CBSC FEE-CALIFORNIA BUI	1,111	1,275	1,440	1,200	1,400	1,400
ADMIN FEE-CODE ENFORCEM	5,867	6,587	6,660	-	-	-
INVESTMENT EARNINGS	40,518	52,222	-	52,200	52,200	52,200
ALLOCATED INVESTMENT GA	(9,890)	(6,439)	-	(6,400)	(6,400)	(6,400)
ALLOC INTEREST FAIR MAR	(6,564)	(10,334)	-	(10,300)	(10,300)	(10,300)
DOCUMENT SCANNING BUILDING	4,679	4,241	5,250	4,300	2,200	1,100
FIRE SFTY INSPECTION	75	-	-	-	-	-
BLDG SFTY-SERV FEE-SCHL	49,621	47,945	42,500	44,500	44,300	44,300
SIDWLK/APPRCH INSPC FEE	23,326	-	43,000	-	-	-
TEMP CERT OF OCCUP	309	4,694	-	5,000	5,000	5,000
SALES OF MAPS & PUBLICA	1,656	1,177	1,600	1,900	1,000	1,000
REBATE REVENUE	537	1,116	430	1,000	1,000	1,000
MISC REVENUE	6,321	15,094	950	100	-	-
CASH (OVER)/SHORT	-	(5)	-	-	-	-
TOTAL REVENUES	3,875,525	3,762,052	3,848,510	3,454,700	3,517,800	3,586,700
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	27,490	29,507	20,000	20,000	20,000	20,000
CHARGES-CAPTL PROJECTS	-	-	4,700	-	-	-
TOTAL ALLOC/SERV PROV	27,490	29,507	24,700	20,000	20,000	20,000
TOTAL RESOURCES	3,903,015	3,791,559	3,873,210	3,474,700	3,537,800	3,606,700
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	1,709,697	1,934,836	1,788,730	1,654,600	2,019,500	2,085,400
OPERATING EXPENDITURES	112,211	279,788	195,500	188,200	272,200	274,200
SERVICES PROVIDED	81,510	92,739	117,550	103,900	103,900	103,900
ALLOCATIONS	404,448	367,793	377,570	375,300	479,500	479,500
TOTAL OPERATING EXPENDITURES	2,307,866	2,675,156	2,479,350	2,322,000	2,875,100	2,943,000
CAPITAL IMPROVEMENT PROJECTS	6,704	665,984	446,650	446,700	133,000	-
TOTAL EXPENDITURES	2,314,570	3,341,140	2,926,000	2,768,700	3,008,100	2,943,000
SURPLUS/(SHORTFALL)	1,588,445	450,419	947,210	706,000	529,700	663,700

VISALIA BASEBALL (405)	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
RESOURCES						
REVENUES						
RENTS & CONCESSIONS	105,141	102,799	102,000	104,000	104,000	104,000
BUILDING LEASE	-	3,310	-	7,800	7,800	7,800
UTILITY (ELECTRIC) FEE	18,245	47,968	19,400	48,000	50,400	52,900
TOTAL REVENUES	123,386	154,077	121,400	159,800	162,200	164,700
TOTAL RESOURCES	123,386	154,077	121,400	159,800	162,200	164,700
EXPENDITURES						
OPERATING EXPENDITURES						
OPERATING EXPENDITURES	300,939	295,159	305,000	313,100	315,100	317,200
SERVICES PROVIDED	3,289	4,419	4,800	4,500	4,500	4,500
ALLOCATIONS	-	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	304,228	299,578	309,800	317,600	319,600	321,700
CAPITAL IMPROVEMENT PROJECTS	20,302	-	-	-	-	-
TOTAL EXPENDITURES	324,530	299,578	309,800	317,600	319,600	321,700
SURPLUS/(SHORTFALL)	(201,144)	(145,501)	(188,400)	(157,800)	(157,400)	(157,000)

	2015-16	2016-17	2017-18	2017-18	2018-19	2019-20
	ACTUALS	ACTUALS	BUDGET	PROJECTED	PROPOSED	PROPOSED
ANIMAL CONTROL (406)						
RESOURCES						
REVENUES						
REIMB-MANDATED COSTS SU	8,049	-	10,000	-	-	-
SPCA LICENSE FEES	232,547	158,465	220,000	145,000	157,000	160,000
ADMINISTRATIVE FINES	94,900	121,925	78,000	120,000	121,500	122,500
PENALTY/LATE CHARGE	2,230	2,245	2,000	2,400	2,500	3,000
PERMIT FEES-ANIMAL CONT	1,356	1,708	2,750	1,000	1,000	1,000
KENNEL FEES-ANIMAL CONT	47,478	29,304	25,000	35,200	35,200	35,200
FACILITY FEE-SHELTER	19,163	117,147	60,000	115,000	147,000	147,000
VICIOUS HEARING FEE	7,159	8,275	6,500	4,000	4,000	4,000
IMPOUND FEES	4,052	14,796	10,000	10,500	11,800	13,000
OWNER SURRENDER FEES	4,150	8,062	10,000	7,000	10,000	10,000
CIVIL PENALTY FEES-RESTRICTED	2,551	9,069	10,000	7,200	7,500	8,000
RENTS & CONCESSIONS	6,275	-	6,000	-	-	-
INTEREST EARNINGS	397	146	1,000	200	200	200
SERVICES PROVIDED	4,370	15,422	4,500	11,600	13,000	13,500
REBATE REVENUE	1,608	814	100	400	400	400
MISC REVENUE	528	20	100	100	100	100
CASH (OVER)/SHORT	(6)	(70)	-	-	-	-
DONATIONS/CONTRIBUTIONS	1,865	2,058	2,000	2,000	2,000	2,000
REIMB CITY EXPENSES	-	-	-	17,400	-	-
CONTRIBUTION REVENUE	360,805	-	-	-	-	-
TOTAL REVENUES	799,477	489,386	447,950	479,000	513,200	519,900
TOTAL RESOURCES	799,477	489,386	447,950	479,000	513,200	519,900
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	522,624	1,497,823	704,690	752,200	859,500	886,100
OPERATING EXPENDITURES	933,692	457,379	231,600	426,400	401,400	389,700
SERVICES PROVIDED	149,659	168,534	161,000	132,500	108,100	108,100
ALLOCATIONS	279,986	326,216	134,570	435,700	407,800	407,800
TOTAL OPERATING EXPENDITURES	1,885,961	2,449,952	1,231,860	1,746,800	1,776,800	1,791,700
CAPITAL IMPROVEMENT PROJECTS	281,688	34,948	1,161	3,000	-	-
TOTAL EXPENDITURES	2,167,649	2,484,900	1,233,021	1,749,800	1,776,800	1,791,700
SURPLUS/(SHORTFALL)	(1,368,172)	(1,995,514)	(785,071)	(1,270,800)	(1,263,600)	(1,271,800)

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
AIRPORT (411)						
RESOURCES						
REVENUES						
FEDERAL GRANTS	39,413	98,800	1,625,400	1,615,000	3,702,400	118,800
STATE GRANTS	-	-	90,300	90,300	176,600	16,600
PENALTY/LATE CHARGE	-	3,210	-	2,000	-	-
T HANGAR RENTALS	300,425	302,365	307,000	306,000	309,000	369,000
AIRCRAFT TIE DOWNS	6,723	6,292	6,900	12,200	12,200	12,200
HERTZ/CONCESSIONS	6,050	8,431	6,500	13,100	13,100	13,100
LANDING FEES	10,984	6,759	15,000	7,400	7,500	7,500
TERMINAL RENTAL	30,079	8,345	50,000	8,300	8,300	8,300
F B O REVENES	157,979	167,514	160,000	174,100	174,100	174,100
CARGO	28,796	62,146	50,000	111,900	133,000	135,000
FUEL FLOWAGE	51,907	15,757	13,000	36,100	30,000	30,000
AUTO GAS SALES	-	3,570	-	-	-	-
AVIATION FUEL SALES	1,271,197	1,033,399	1,100,000	958,700	960,000	960,000
AVIATION INTO PLANE SAL	-	31,725	-	130,500	147,000	155,000
OIL SALES	1,103	(3,732)	1,300	1,100	1,100	1,100
PRIST SALES	4,670	1,435	11,500	1,300	1,400	1,400
RENTS & CONCESSIONS	90,010	87,111	85,000	83,700	83,700	83,700
LEASE LAND-CITY INTERNL	124,201	121,171	122,000	90,600	126,600	130,300
CHARTS AND MAPS	966	909	2,300	900	1,000	1,000
SOUVINERS	285	454	300	200	1,500	1,500
MISC SALES - AVIATION	3,225	4,157	3,500	3,700	3,700	3,700
MISC SALES-NON AVIATION	9,386	9,825	10,000	9,800	9,800	9,800
REBATE REVENUE	728	709	400	300	400	400
MISC REVENUE	10	250	-	-	-	-
UTILITY (ELECTRIC) FEE	-	3,010	-	4,000	4,000	4,000
SUBROGATION RECOVERY	475	4,596	-	2,000	-	-
TOTAL REVENUES	2,138,612	1,978,208	3,660,400	3,663,200	5,906,400	2,236,500
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	40,623	43,632	168,700	-	-	-
TOTAL ALLOC/SERV PROV	40,623	43,632	168,700	-	-	-
TOTAL RESOURCES	2,179,235	2,021,840	3,829,100	3,663,200	5,906,400	2,236,500
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	448,984	414,490	468,840	318,400	440,000	453,900
OPERATING EXPENDITURES	1,130,782	882,917	1,212,700	991,600	940,800	963,350
SERVICES PROVIDED	26,029	96,159	33,400	81,700	82,400	82,400
ALLOCATIONS	604,613	597,117	793,880	549,400	549,400	549,400
TOTAL OPERATING EXPENDITURES	2,210,408	1,990,683	2,508,820	1,941,100	2,012,600	2,049,050
CAPITAL IMPROVEMENT PROJECTS	19,141	106,049	5,098,257	1,700,000	4,190,800	132,000
TOTAL EXPENDITURES	2,229,549	2,096,732	7,607,077	3,641,100	6,203,400	2,181,050
SURPLUS/(SHORTFALL)	(50,314)	(74,892)	(3,777,977)	22,100	(297,000)	55,450

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
CONV CENTER (413)						
RESOURCES						
REVENUES						
ENTITLEMENT GRANTS	75,560	-	-	-	-	-
CATERING PERMITS	900	1,200	2,700	1,800	1,200	1,200
SERVICE FEES-TICKETS	2,067	4,614	2,500	15,000	21,000	21,000
RENTS & CONCESSIONS	40,560	37,778	40,000	40,600	40,600	40,600
INTEREST EARNINGS	4,970	3,241	1,060	700	-	-
ROOM PACKAGE-RENT	42,031	3,486	7,000	21,900	-	-
CONFERENCE ROOM RENT	1,418,701	1,486,785	1,500,000	1,500,000	1,525,000	1,525,000
VCC FACILITY RENTAL	-	4,402	-	9,900	-	-
% NOVELTY SALES	1,850	2,280	2,000	2,100	2,100	2,100
% FOOD SALES	154,972	218,073	120,000	218,000	220,000	220,000
% BAR SALES	131,803	125,672	130,000	138,300	140,000	140,000
% CONCESSIONS	13,966	26,738	8,000	7,000	10,000	10,000
COMMISSION-BOX OFFICE	31,650	-	-	-	-	-
FOOD AND BEVERAGE SERVI	12,887	10,055	15,000	7,000	8,000	9,000
PARKING FEE	1,875	2,100	-	2,100	-	-
EVENT-GROSS TICKET SALE	128	83,978	-	95,000	105,000	110,000
EVENT-GROSS TICKET VALD	1,310,924	1,074,511	1,500,000	900,000	1,000,000	1,000,000
EVENT- IN HOUSE	-	-	-	-	25,000	25,000
SPONSORSHIP	-	2,900	-	2,300	-	-
FACILITIES-REFRESHMENTS	73,915	54,161	75,000	36,200	40,000	40,000
FACILITIES-TECH TIME	67,719	43,644	70,000	44,300	50,000	50,000
EQUIPMENT RENTAL	627,745	649,354	575,000	650,000	650,000	650,000
SECURITY GUARD	79,584	84,822	80,000	85,000	88,000	90,000
SOFT DRINK SALES	4,163	2,672	4,000	2,100	2,500	2,500
INVESTMENT EARNINGS (IN	2,173	1,183	-	1,500	1,500	1,500
INTEREST EARNINGS	114	24	-	-	-	-
INVESTMENT GAIN	(516)	(137)	-	(300)	(300)	(300)
FAIR MARKET VALUE-INTER	(342)	(220)	-	(300)	(300)	(300)
OTHER SERVICE FEES	-	6	-	-	-	-
SERVICES PROVIDED-SHOWS	17,146	20,902	15,000	20,900	21,000	21,000
AUCTION SALES	-	1,180	-	-	-	-
TICKETS PRINTING FEE	17,721	22,312	25,000	15,300	15,000	15,000
REBATE REVENUE	2,455	1,755	500	2,100	2,100	2,100
MISC REVENUE	288,686	43	-	11,300	-	-
CASH (OVER)/SHORT	(155)	52,711	-	(1,100)	-	-
EVENT CANCELTION FEE	12,139	5,404	7,000	6,000	8,000	8,000
DISCOUNTED SERVICES	(515,097)	(453,511)	(500,000)	(450,000)	(450,000)	(450,000)
DAMAGE REPAIR REVENUE	-	1,789	-	300	-	-
MISC REVENUE	100,110	91,918	-	83,300	74,400	65,100
TOTAL REVENUES	4,022,404	3,667,825	3,679,760	3,468,300	3,599,800	3,598,500
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	-	2,472	-	44,200	44,200	44,200
TOTAL ALLOC/SERV PROV	-	2,472	-	44,200	44,200	44,200
TOTAL RESOURCES	4,022,404	3,670,297	3,679,760	3,512,500	3,644,000	3,642,700
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,218,545	2,188,372	2,135,610	2,112,300	2,202,600	2,278,200
OPERATING EXPENDITURES	2,504,826	2,319,385	2,673,520	2,158,800	2,294,100	2,319,000
SERVICES PROVIDED	9,899	5,391	11,190	7,500	7,500	7,500
ALLOCATIONS	1,066,256	997,457	857,090	993,200	922,300	922,300
TOTAL OPERATING EXPENDITURES	5,799,526	5,510,605	5,677,410	5,271,800	5,426,500	5,527,000
CAPITAL IMPROVEMENT PROJECTS	3,182,551	18,212	294,567	294,600	100,000	100,000
TOTAL EXPENDITURES	8,982,077	5,528,817	5,971,977	5,566,400	5,526,500	5,627,000
SURPLUS/(SHORTFALL)	(4,959,673)	(1,858,520)	(2,292,217)	(2,053,900)	(1,882,500)	(1,984,300)

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
WWTP (431)						
RESOURCES						
REVENUES						
STATE GRANTS	6,896,039	8,103,961	-	4,820,000	-	-
OTHER GRANTS	696,000	-	-	-	-	-
SEPTAGE RECVG PERMIT	2,042	3,078	1,500	3,100	3,100	3,100
SEWER LATERAL INSTALLAT	18,588	41,360	50,000	23,400	30,000	35,000
SEPTAGE RECEIVING FEES	411,158	453,938	400,000	420,000	420,000	420,000
IND WSTE DISCHG PERMITS	2,418	3,001	2,900	3,000	3,000	3,000
UTILITY-PENALTY EARNING	554,356	602,643	425,000	628,400	628,500	628,500
USER CHGS-RESIDENTIAL S	10,887,322	11,130,610	10,612,080	11,200,000	11,424,000	11,652,500
USER CHGS-COMMERCIAL SE	2,405,378	2,346,107	2,288,880	2,350,000	2,397,000	2,444,900
USER CHGS-INDUSTRIAL	1,991,252	2,014,408	2,184,840	2,105,800	2,147,900	2,190,900
USER CHGS-SCHOOLS	362,032	365,015	372,060	373,500	381,000	388,600
USER CHGS-RESTAURANTS	681,837	638,956	731,130	657,900	671,100	684,500
USER CHGS-HOTEL/MOTEL	117,667	117,566	122,420	126,300	128,800	131,400
USER CHGS-LAUNDRY	136,957	125,110	144,730	131,600	134,200	136,900
USER CHGS-CAR WASH	43,000	32,926	45,530	36,800	37,500	38,300
USER CHGS-REST HOMES	127,254	128,366	140,630	130,300	132,900	135,600
USER CHGS-GROCERY W/GRND	222,554	195,195	230,360	201,900	205,900	210,000
USER CHGS-RESID VARIABLE	2,715,540	2,675,639	2,814,270	2,675,000	2,728,500	2,783,100
USER CHGS-MOBL HOME PK	208,079	283,019	215,050	303,400	309,500	315,700
INTERFUND LOAN INTEREST	19,745	-	-	-	-	-
INVESTMENT EARNINGS (IN	301,630	433,944	145,000	433,900	-	-
INTEREST EARNINGS	14,911	12,388	-	12,000	12,000	12,000
INVESTMENT GAIN	(73,626)	(53,502)	-	(53,500)	-	-
FAIR MARKET VALUE-INTER	(48,863)	(85,873)	-	(85,900)	-	-
RENTS & CONCESSIONS	(1,760)	73,990	65,000	74,000	74,000	74,000
CITY LEASED LAND - EXTE	-	-	40,000	-	-	-
REBATE REVENUE	4,967	5,068	-	6,300	2,400	2,400
MISC REVENUE	156,245	35	-	500,000	-	-
CONTRIBUTION REVENUE	1,281,030	7,025,964	-	-	-	-
MISC REVENUE	215,096	292,672	-	250,000	250,000	250,000
TOTAL REVENUES	30,348,848	36,965,584	21,031,380	27,327,200	22,121,300	22,540,400
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	35,242	59,544	55,590	56,800	57,000	57,000
CHARGES-CAPTL PROJECTS	92,756	13,081	90,000	19,600	3,400	3,400
CHARGES-INVEST SERV FEE	296	-	-	-	-	-
TOTAL ALLOC/SERV PROV	128,294	72,625	145,590	76,400	60,400	60,400
TOTAL RESOURCES	30,477,142	37,038,209	21,176,970	27,403,600	22,181,700	22,600,800
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	2,626,325	2,785,896	2,818,290	2,709,900	2,743,000	2,943,900
OPERATING EXPENDITURES	4,376,691	3,714,417	4,556,710	4,526,500	4,766,600	4,767,400
SERVICES PROVIDED	1,884,545	1,684,726	1,764,720	1,795,200	1,940,400	1,949,000
ALLOCATIONS	2,997,741	3,344,069	2,899,520	3,337,000	3,282,500	3,282,500
TOTAL OPERATING EXPENDITURES	11,885,302	11,529,108	12,039,240	12,368,600	12,732,500	12,942,800
CAPITAL IMPROVEMENT PROJECTS	57,444,103	25,355,502	10,663,110	10,663,100	5,504,700	3,310,600
TOTAL EXPENDITURES	69,329,405	36,884,610	22,702,350	23,031,700	18,237,200	16,253,400
SURPLUS/(SHORTFALL)	(38,852,263)	153,599	(1,525,380)	4,371,900	3,944,500	6,347,400

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
UTILITY SERVICE CENTER (439)						
RESOURCES						
REVENUES						
INVESTMENT EARNINGS (IN	124	117	-	-	-	-
INVESTMENT GAIN	(30)	(14)	-	-	-	-
FAIR MARKET VALUE-INTER	(20)	(23)	-	-	-	-
REBATE REVENUE	174	106	-	200	200	200
MISC REVENUE	18,755	-	-	-	-	-
CASH (OVER)/SHORT	38	72	-	-	-	-
TOTAL REVENUES	19,041	258	-	200	200	200
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	2,393,903	2,513,176	2,587,850	2,744,480	2,643,700	2,107,100
CHARGES-CAPTL PROJECTS	2,379	652	-	1,000	1,000	1,000
TOTAL ALLOC/SERV PROV	2,396,282	2,513,828	2,587,850	2,745,480	2,644,700	2,108,100
TOTAL RESOURCES	2,415,323	2,514,086	2,587,850	2,745,680	2,644,900	2,108,300
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	526,402	594,537	652,260	531,500	964,500	1,001,100
OPERATING EXPENDITURES	1,682,520	1,697,019	1,702,000	1,988,880	1,285,800	712,600
SERVICES PROVIDED	27,503	52,129	66,000	53,500	53,500	53,500
ALLOCATIONS	160,200	171,769	167,590	171,800	341,100	341,100
TOTAL OPERATING EXPENDITURES	2,396,625	2,515,454	2,587,850	2,745,680	2,644,900	2,108,300
TOTAL EXPENDITURES	2,396,625	2,515,454	2,587,850	2,745,680	2,644,900	2,108,300
SURPLUS/(SHORTFALL)	18,698	(1,368)	-	-	-	-

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
SOLID WASTE (441)						
RESOURCES						
REVENUES						
STATE GRANTS	1,018,713	4,830	-	-	-	-
STATE GRANTS	394,673	25,207	50,000	36,000	-	-
CONSTRUCTION PERMITS	-	248	-	-	-	-
C&D PERMIT FEES	68,848	76,146	62,400	83,000	84,000	85,000
PENALTY EARNINGS	-	142	-	-	-	-
UTILITY-PENALTY EARNING	586,234	597,472	-	593,300	596,200	596,500
USER CHGS-RESIDENTIAL S	-	38	-	(600)	-	-
USER CHGS-COMMERCIAL SE	179,592	185,426	155,020	155,600	158,700	161,800
INVESTMENT EARNINGS (IN	244,374	266,784	170,000	220,100	220,100	220,100
INTEREST EARNINGS	-	1,079	-	1,100	1,100	1,100
INVESTMENT GAIN	(59,649)	(32,891)	-	(29,700)	(29,700)	(29,700)
FAIR MARKET VALUE-INTER	(39,588)	(52,793)	-	(31,700)	(31,700)	(31,700)
S/W SINGLE FAMILY IN	10,564,192	10,573,384	10,582,010	10,700,000	10,914,000	11,132,300
S/W MULTI FAMILY IN	865,917	910,615	870,110	922,900	941,400	960,200
S/W COMMERCIAL IN	5,123,106	5,076,742	5,151,030	5,155,700	5,213,300	5,271,700
S/W COMM REC IN	765,120	784,011	762,180	800,000	816,000	832,300
S/W SPEC HAUL 2/3 YRD	252,329	257,081	251,260	238,600	243,400	248,300
S/W TEMP 30 YARD	400,274	615,570	397,500	564,400	565,000	565,000
SERVICES PROVIDED	2,299	222	-	-	-	-
REBATE REVENUE	1,377	1,103	-	1,100	700	700
MISC REVENUE	4,686	982	100	300	100	100
CASH (OVER)/SHORT	1	(16)	-	-	-	-
SW RECYCLING FEE	75,436	129,671	51,000	86,200	86,500	87,000
SUBROGATION RECOVERY	38,009	-	-	-	-	-
SCRAP METAL RECYCLING	2,833	2,945	4,500	5,000	5,000	5,000
TOTAL REVENUES	20,488,776	19,423,998	18,507,110	19,501,300	19,784,100	20,105,700
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	553,353	1,221,105	2,516,930	1,221,100	1,221,100	1,221,100
CHARGES-CAPTL PROJECTS	133,666	92,150	75,000	100,000	100,000	100,000
TOTAL ALLOC/SERV PROV	687,019	1,313,255	2,591,930	1,321,100	1,321,100	1,321,100
TOTAL RESOURCES	21,175,795	20,737,253	21,099,040	20,822,400	21,105,200	21,426,800
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	3,950,117	4,592,491	5,041,390	4,605,600	5,242,800	5,403,100
OPERATING EXPENDITURES	4,056,412	3,948,809	4,106,650	4,177,200	4,205,900	4,261,400
SERVICES PROVIDED	5,094,284	5,686,526	7,019,380	5,399,830	5,603,600	5,616,600
ALLOCATIONS	2,254,424	2,256,545	2,122,950	2,192,400	2,226,600	2,220,800
TOTAL OPERATING EXPENDITURES	15,355,237	16,484,371	18,290,370	16,375,030	17,278,900	17,501,900
CAPITAL IMPROVEMENT PROJECTS	2,191,100	1,298,218	23,672,024	23,672,000	2,484,600	5,468,100
TOTAL EXPENDITURES	17,546,337	17,782,589	41,962,394	40,047,030	19,763,500	22,970,000
SURPLUS/(SHORTFALL)	3,629,458	2,954,664	(20,863,354)	(19,224,630)	1,341,700	(1,543,200)

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
TRANSIT (451)						
RESOURCES						
REVENUES						
SALES & USE TAXES	783,200	717,934	814,840	783,200	783,200	783,200
STATE GRANTS	725,400	-	-	-	-	-
STATE GRANTS	1,372,975	611,046	419,300	485,582	322,200	331,900
LOCAL GRANTS	261,858	738,142	304,750	305,000	-	-
LOCAL TRANS FD SB325-CA	-	-	3,499,230	3,499,200	-	-
FED TRANSIT ASST-CAP	1,510,128	4,117,136	103,920	3,688,300	-	-
LOCAL TRANS FD SB325-OP	(1,454,692)	6,952,662	3,708,720	3,883,976	3,734,300	3,784,300
ST TRANS ASST SB620-OPE	887,950	1,607,624	1,597,330	1,152,900	1,164,400	1,176,100
FED TRANSIT ASST-OPERAT	3,984,864	4,597,405	3,172,820	7,232,576	4,116,300	4,140,000
LOCAL TRANS FD SB325-PL	108,582	108,966	130,000	110,000	-	110,000
FAREBOX SALES	691,923	678,237	710,970	719,400	725,000	730,000
TICKET SALES	721,930	866,857	857,890	636,900	677,000	707,000
SEKI-SHUTTLE SEQ/KINGS	1,221,868	1,406,502	1,632,000	1,368,000	1,130,000	1,163,800
SEKI 5311 REVENUE	143,299	56,701	205,000	-	-	-
CNG SALES	1,917,582	529,515	924,990	665,000	970,000	999,100
CARBON CREDITS	224,745	458,644	98,860	300,000	400,000	400,000
ALLOCATED INVESTMENT GA	(3)	-	-	-	-	-
ALLOC INTEREST FAIR MAR	(2)	-	-	-	-	-
SALE OF ADVERTZG SPACE	204,519	182,207	178,310	234,600	200,000	200,000
FACILITIES RENTAL	197,434	250,254	239,290	210,000	215,000	220,000
TROLLEY LEASE FEES	4,802	6,797	15,300	5,000	5,000	5,000
INVESTMENT EARNINGS (IN	159,856	112,941	83,230	110,000	110,000	110,000
INVESTMENT GAIN	(39,020)	(13,925)	-	(13,900)	(13,900)	(13,900)
FAIR MARKET VALUE-INTER	(25,896)	(22,350)	-	(22,400)	(22,400)	(22,400)
REBATE REVENUE	1,279	1,328	280	1,300	1,000	1,000
MISC REVENUE	2,038	65,267	2,390	(32,640)	-	-
CASH (OVER)/SHORT	-	(146)	-	300	-	-
REIMB CITY EXPENSES	5,353	10,092	-	7,500	-	-
SUBROGATION RECOVERY	-	-	-	200	-	-
CONTRIBUTION REVENUE	86	40,703	-	-	-	-
TOTAL REVENUES	13,612,058	24,080,539	18,699,420	25,329,994	14,517,100	14,825,100
ALLOC/SERV PROV						
SERVICES PROVIDED REIMBURSE	674,380	532,258	630,000	560,000	560,000	560,000
CHARGES-CAPTL PROJECTS	-	166,018	-	-	-	-
TOTAL ALLOC/SERV PROV	674,380	698,276	630,000	560,000	560,000	560,000
TOTAL RESOURCES	14,286,438	24,778,815	19,329,420	25,889,994	15,077,100	15,385,100
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	816,294	737,917	962,080	797,000	983,500	995,600
OPERATING EXPENDITURES	9,507,374	9,795,543	11,038,900	13,353,748	10,452,800	10,478,900
SERVICES PROVIDED	44,946	382,529	446,140	417,000	420,600	420,600
ALLOCATIONS	3,276,357	3,525,389	3,247,980	3,502,800	3,470,300	3,473,200
TOTAL OPERATING EXPENDITURES	13,644,971	14,441,378	15,695,100	18,070,548	15,327,200	15,368,300
CAPITAL IMPROVEMENT PROJECTS	2,379,438	6,186,327	10,565,029	10,565,000	-	-
TOTAL EXPENDITURES	16,024,409	20,627,705	26,260,129	28,635,548	15,327,200	15,368,300
SURPLUS/(SHORTFALL)	(1,737,971)	4,151,110	(6,930,709)	(2,745,554)	(250,100)	16,800

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
STORM SEWER MAINT (481)						
RESOURCES						
REVENUES						
STORM SYSTEM OPERATIONS	1,223,980	1,187,789	1,260,000	1,258,200	1,283,400	1,309,100
INVESTMENT EARNINGS (IN	11,210	12,397	3,500	11,800	11,500	11,500
INVESTMENT GAIN	(2,736)	(1,528)	-	(2,100)	(2,100)	(2,100)
FAIR MARKET VALUE-INTER	(1,816)	(2,453)	-	(2,100)	(2,100)	(2,100)
REBATE REVENUE	571	455	-	500	500	500
CONTRIBUTION REVENUE	3,389,091	1,203,407	-	-	-	-
MISC REVENUE	57,349	143,623	50,000	105,000	105,000	105,000
TOTAL REVENUES	4,677,649	2,543,690	1,313,500	1,371,300	1,396,200	1,421,900
ALLOC/SERV PROV						
CHARGES-CAPTL PROJECTS	-	2,787	-	2,700	-	-
TOTAL ALLOC/SERV PROV	-	2,787	-	2,700	-	-
TOTAL RESOURCES	4,677,649	2,546,477	1,313,500	1,374,000	1,396,200	1,421,900
EXPENDITURES						
OPERATING EXPENDITURES						
SALARIES AND BENEFITS	329,062	527,699	377,950	438,200	489,800	504,200
OPERATING EXPENDITURES	469,619	480,508	489,000	522,200	506,600	508,700
SERVICES PROVIDED	115,688	210,552	225,300	209,800	230,000	230,000
ALLOCATIONS	751,824	820,860	730,450	775,500	756,200	756,200
TOTAL OPERATING EXPENDITURES	1,666,193	2,039,619	1,822,700	1,945,700	1,982,600	1,999,100
CAPITAL IMPROVEMENT PROJECTS	283,173	219,867	1,275,447	1,275,500	851,100	926,100
TOTAL EXPENDITURES	1,949,366	2,259,486	3,098,147	3,221,200	2,833,700	2,925,200
SURPLUS/(SHORTFALL)	2,728,283	286,991	(1,784,647)	(1,847,200)	(1,437,500)	(1,503,300)

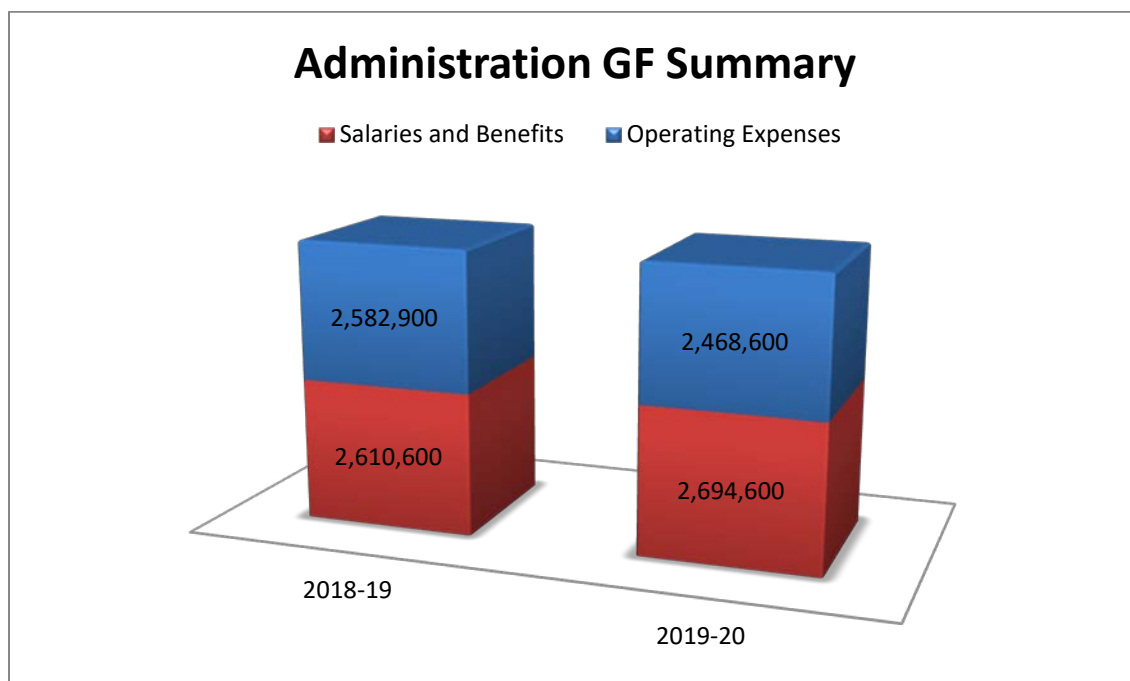
INTERFUND TRANSFERS

Transferring Fund	Receiving Fund	Proposed 2018-19	Proposed 2019-20	
General Fund - Interfund Transfers:				
	<i>Capital Project Fund</i>			
	Parking District	\$ 250,000	\$ 250,000	1
	<i>Debt Service Fund</i>			
	VPFA 2014 Certificates of Participation	127,100	127,400	2
	VPFA 2015 Certificates of Participation	589,600	589,400	3
	<i>Information Services Fund</i>			
	Tablets for Fire software (25k for 5 yrs)	-	-	4
	<i>Special Revenue Fund</i>			
	Federal COPS grant	255,000	279,000	5
	Vehicle Abatement	66,800	66,400	
	<i>Building Maintenance Fund</i>			
	Building Maintenance Capital	-	-	6
	<i>Business Type Funds</i>			
	Animal Control			
	Operations	1,102,900	1,125,300	7
	Debt Service	567,400	567,400	7
	Visalia Baseball			
	Operations	176,100	175,700	8
	Capital Projects	-	-	8
	Convention Center			
	Operations	723,800	834,800	9
	Capital Projects	100,000	100,000	9
	Debt Service (2014 & 2015 COP)	1,088,100	1,089,700	9
	General Fund Inter-Fund Transfer	5,046,800	5,205,100	
	emergency reserve transfer			
	VECC			
Special Revenue Fund:				
Measure T - Police	VPFA 2015 Certificates of Participation	150,800	150,800	10
Police Impact Fee	VPFA 2015 Certificates of Participation	413,400	413,400	11
Capital Project Fund:				
CDBG	Parking District	276,200	-	12
Kaweah Lake	Storm Sewer Maintenance	300,000	300,000	13
Debt Service Funds:				
RDA - East Visalia	RDA - East Visalia RDA Tax Allocation Bond	246,100	249,600	14
Total		\$ 6,433,300	\$ 6,318,900	

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

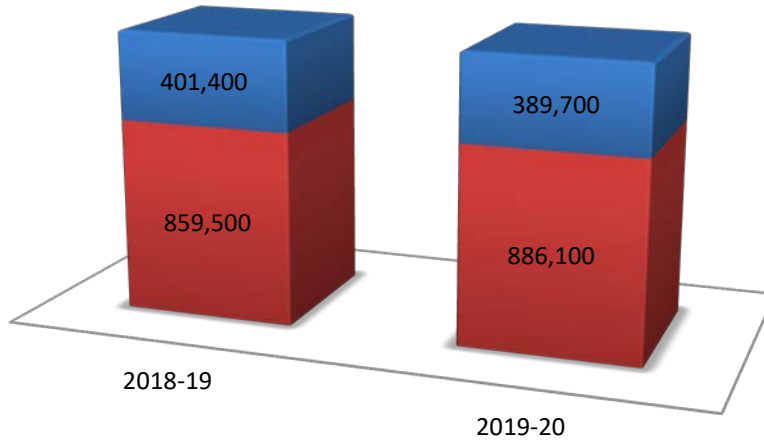
ADMINISTRATION DEPARTMENT

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



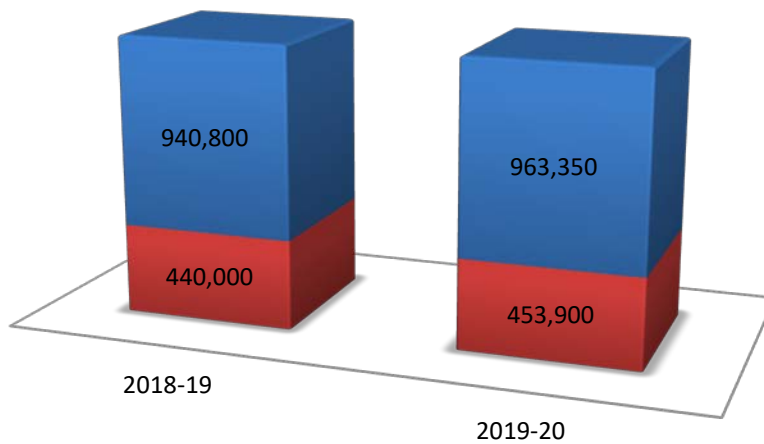
Animal Control Summary

Salaries and Benefits Operating Expenses



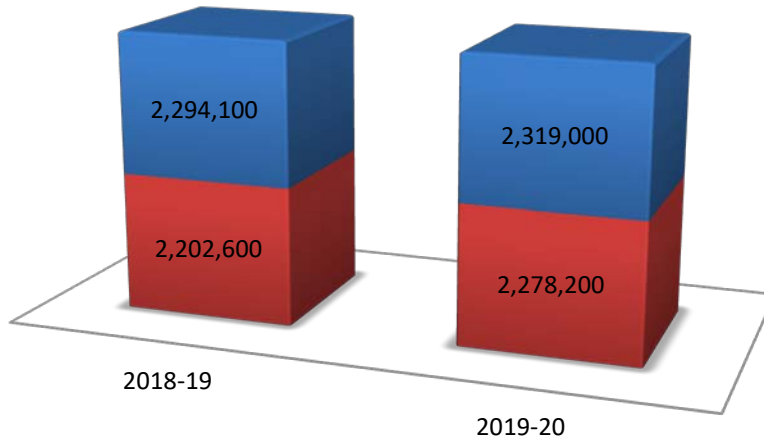
Airport Summary

Salaries and Benefits Operating Expenses



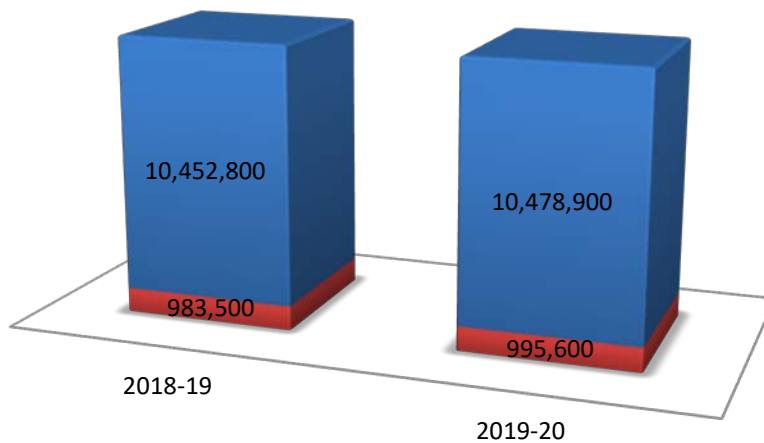
Convention Center Summary

Salaries and Benefits Operating Expenses



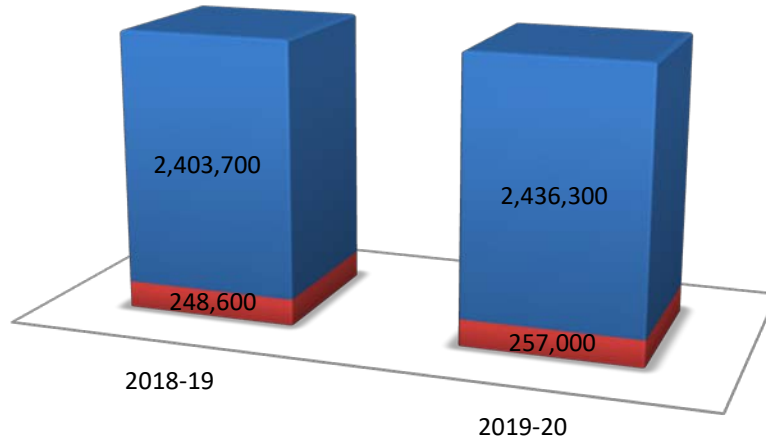
Transit Summary

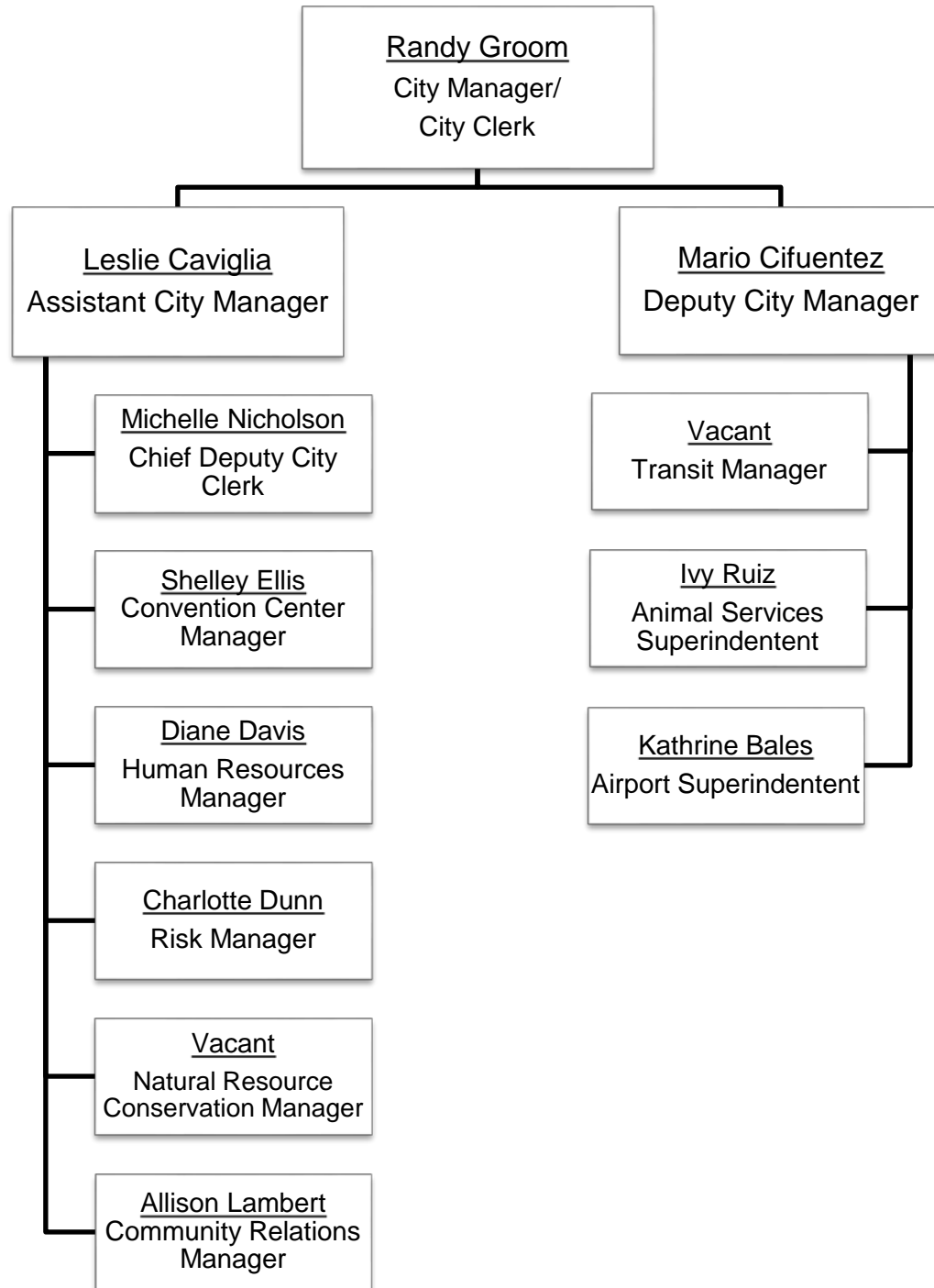
Salaries and Benefits Operating Expenses



Risk Summary

■ Salaries and Benefits ■ Operating Expenses





Allocated FTE's = 64

ADMINISTRATION ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
CITY COUNCIL - 001 - 1011	643,609	597,254	602,470	541,000	561,300	564,300
CITY MANAGER - 001 - 1021	615,788	616,434	688,900	711,600	685,000	699,700
CITY CLERK - 001 - 1022	129,802	332,994	277,090	221,900	292,500	181,900
COMMUNITY RELATIONS - 001 - 1023	123,405	140,389	153,340	141,000	165,300	169,500
LEGAL - 001 - 1025	1,278,396	1,019,943	1,501,020	1,052,100	1,202,100	1,202,100
DEPUTY CITY MANAGER - 001 - 1026	-	65,828	250,800	193,300	204,600	210,700
NRCD - 001 - 1041	545,220	394,940	575,300	304,400	547,200	563,200
WATER CONSERVATION - 001 - 1045	100,977	118,095	159,470	103,700	129,300	131,500
CONV CTR - VISITOR'S BUREAU - 001 - 1051	316,456	325,173	330,730	324,400	325,000	325,000
COMMUNITY ARTS - 001 - 1061	34,056	50,104	48,880	50,300	45,000	45,000
HUMAN RESOURCES - 001 - 1125	626,343	686,267	699,690	701,700	739,800	761,000
UNEMPLOYMENT INSURANCE - 001 - 1127	77,741	102,485	103,000	98,000	103,000	103,000
LABOR RELATIONS - 001 - 1128	62,502	39,253	56,000	42,500	42,500	42,500
ADMIN SERVICES DIRECTOR - 001 - 1501	243,301	192,089	-	-	-	-
ASSIST. CITY MANAGER - 001 - 1801	234,336	258,814	259,870	254,800	272,200	280,400
ECONOMIC DEVELOPMENT - 001 - 1809	378,572	408,059	413,650	355,100	354,700	359,400
CONSERVATION FUND ZERO DIV - 011 - 3810	1,077	6,232	-	100	100	100
Total Operating Expenditures	5,411,581	5,354,353	6,120,210	5,095,900	5,669,600	5,639,300
Reimbursements	(3,259,968)	(2,787,306)	(3,191,810)	(2,781,000)	(3,132,200)	(3,149,300)
Net General Fund	2,151,613	2,567,047	2,928,400	2,314,900	2,537,400	2,490,000
<u>PROPRIETARY</u>						
AIRPORT ZERO DIV - 411 - 4040	56,183	14,541	5,098,257	1,700,000	4,190,800	132,000
AIRPORT OPERATIONS - 411 - 4041	2,170,775	1,977,699	2,508,830	1,941,100	2,012,600	2,049,050
ANIMAL SERVICES ZERO DIV - 406 - 4060	464,002	971,323	1,261	177,600	160,900	146,700
ANIMAL SERVICES - 406 - 4061	1,419,226	1,513,145	1,231,760	1,572,200	1,615,900	1,645,000
CONV CENTER ZERO DIV - 413 - 4130	578,230	443,619	697,457	630,900	430,000	420,800
CONV CNTR ADMINISTRATION - 413 - 4131	212,682	293,630	269,640	286,500	280,600	286,800
CONV CNTR SALES & MARKET - 413 - 4132	350,083	352,156	383,620	370,200	400,200	408,700
CONV CNTR BOX OFFICE - 413 - 4133	1,473,375	1,337,623	1,519,620	1,144,000	1,250,500	1,252,300
CONV CNTR OPERATIONS - 413 - 4135	3,222,030	3,088,947	3,101,640	3,134,800	3,165,200	3,258,400
TRANSIT ZERO DIV - 451 - 4510	804,820	237,316	10,565,029	10,569,100	-	-
TRANSIT-CAPITAL GRANT ZERO DIV - 452 - 4520	-	-	-	-	5,486,900	3,270,300
TRANSIT OPERATIONS - 451 - 4551	11,620,087	12,076,940	13,066,680	15,601,400	12,774,200	12,792,500
TRANSIT SEQUOIA SHUTTLE - 451 - 4553	1,763,288	1,701,910	2,058,220	1,721,448	1,780,200	1,803,000
TRANSIT CALL CENTER - 451 - 4554	227,267	218,919	298,300	254,100	251,900	251,900
TRANSIT -V LINE - 451 - 4555	378,072	475,737	271,900	469,500	520,900	520,900
Total Operating Expenditures	24,740,120	24,703,505	41,072,214	39,572,848	34,320,800	28,238,350
Reimbursements	(715,003)	(744,380)	(798,700)	(604,200)	(604,200)	(604,200)
Net Proprietary	24,025,117	23,959,125	40,273,514	38,968,648	33,716,600	27,634,150
<u>INTERNAL SERVICE</u>						
RISK PROP INS ZERO DIV - 551 - 5510	4,468	301,386	35,000	40,200	5,300	5,400
RISK MANAGEMENT ADMIN - 551 - 5512	280,420	266,615	269,173	261,100	275,300	284,800
RISK - LIABILITY PROTECTION - 551 - 5521	503,072	2,764,306	1,898,920	2,057,000	2,121,700	2,148,200
RISK - PROPERTY & BONDS - 551 - 5522	253,440	262,411	264,500	263,000	264,000	269,000
RISK PERSONNEL INS ZERO DIV - 552 - 5530	10,731,449	11,266,609	11,113,260	12,015,500	12,576,500	13,163,400
RISK WORK COMP ZERO DIV - 553 - 5540	1,588,829	2,128,672	1,231,010	1,992,800	2,076,300	2,136,400
Total Operating Expenditures	13,361,678	16,989,999	14,811,863	16,629,600	17,319,100	18,007,200
Reimbursements	(292,858)	(333,156)	(327,210)	(260,200)	(246,900)	(246,900)
Net Internal Service	13,068,820	16,656,843	14,484,653	16,369,400	17,072,200	17,760,300
TOTAL ADMINISTRATION	39,245,550	43,183,015	57,686,567	57,652,948	53,326,200	47,884,450

CITY COUNCIL—1011

Division Description: The City Council is comprised of five members. In 2015 the City of Visalia consolidated with the general election to be held on the first Tuesday after the first Monday in November of even-numbered years. The 2016 election will commence the even-numbered elections, as well as, the commencement of City Council members to be voted on by District. On May 18, 2015 the City Council adopted a District Boundary plan with the Council seats in District areas 1 and 2 to be the first Councilmembers to be voted in by district. The Councilmembers will continue to hold office for four-year terms. The Council members select from among themselves a Mayor and Vice Mayor who generally serve for two years. The Mayor presides at meetings of the City Council, signs documents and executes agreements on behalf of the City Council, and acts as the official representative of the City.

Regular meetings of the City Council are held at 7:00 p.m. on the first and third Monday of each month in the Council Chambers at City Hall. Work sessions are generally held at 4:00 p.m. on the same days. Work sessions are held to provide information to the City Council on issues more complex or time-consuming than those typically scheduled for regular Council meetings. All meetings of the City Council, except Closed Sessions, as needed and allowed by State law, are open to the public.

The City Council appoints a City Manager as the chief executive officer of the City government and a City Attorney who serves as legal advisor to the Council and City officials. The Council enacts ordinances and resolutions, and approves the budget and City expenditures. In addition to its legislative duties, the Council also appoints citizens to serve on Committees and Commissions that operate in an advisory capacity to the Council.

The Mayor and members of Council are responsive to citizen concerns and enact legislation that reflects the needs, wishes, and priorities of all the residents of Visalia. They strive to promote the economic, cultural, and governmental well-being of the community. They represent the City at community ceremonies, meetings, and other functions as well as participating in regional, state, and national organizations.

<i>Performance Measurements - Administration</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
City Council 2018 will mark the second election cycle of the Visalia City Council members elected by District; however the Council remains the legislative policy-making branch of City government and will remain a five member body. Through its power to pass ordinances, levy taxes, award contracts and appoint the City Manager and City Attorney, committees and commissions, the Council directs the course of city government.	Council Meetings	36	30	34	30	30
	City Council Ordinances Passed	16	29	20	20	20
	City Council Resolutions Passed	70	74	70	70	70

CITY ADMINISTRATION—1021, 1026, 1801

Division Description: The City Manager, as chief executive officer of the City, is responsible for various functions assigned by the City's charter and the City Council. These include overseeing the implementation and administration of Council policy, supervising the activities of all departments, enforcing City ordinances, preparing the operating and capital improvement budgets, and other such duties and responsibilities as may be assigned by the City Council.

The Assistant City Manager oversees Human Resources, Natural Resources, Water Conservation, and Convention Center.

The Deputy City Manager oversees four major divisions: Transit, Airport, Animal Services, and Economic Development. In addition, the Deputy City Manager is assigned special projects by the City Manager in carrying out the business of the City.

2016-2018 Accomplishments

- Presented and adopted a balanced budget for FY 2016-18 that resulted in the Emergency Reserve Fund being fully funded for the first time since 2008.
- Proposed a sales tax enhancement ballot measure that resulted in Measure N which was passed by Visalia voters by over 65%, and is expected to generate more than \$11 million to provide police, fire, street maintenance, park and recreation services to Visalians.
- Completed the largest construction project ever undertaken by the City. The \$140 million upgrade to the Water Conservation Plant will improve the water quality of sewer discharges and the recharge of the City's over-drafted aquifer through a water exchange agreement with Tulare Irrigation District.
- Began the development of the East Downtown Civic Center with the completion of the first building of the campus, the Visalia Emergency Communication's Center, addition of a class one trail through the area, and improvement of the riparian area to make the campus more attractive feature and pedestrian friendly.
- Began expansion of the east downtown with the addition of a microbrewery overlay, which has helped to spur additional economic activity in the area.

2018-2020 Objectives

- Submit a balanced two year budget for 2018-20.
- Continue the strategic structuring of the organization to meet the needs of a growing community.
- Maintain Council-established General Fund Emergency reserves.
- Focus effort and resources on planned migration toward the Civic Center in east Visalia, which will include taking steps to vacate original City Hall property on Acequia
- Increase the maintenance of effort on City-owned facilities and ongoing infrastructure improvements.
- Begin planning and development of eastside water retention basins and sports park facilities.
- Successfully expand Sphere of Influence to reflect areas of anticipated growth

- Refine City role in addressing issues related to homelessness – better coordinate resources and operations with County of Tulare and other partners
- Continue to work with Cal Trans on long range improvements that will improve the transportation along the Highway 198 corridor.
- Continue strong focus on job creation/economic development activities in all sectors of the local economy (industrial, retail, office, institutional and downtown).
- Enhance the quality of life for local residents through continued expansion of trails and parks system, expansion of opportunities for the arts and expansion of recreational programs.
- Maintain and build upon strong partnerships with allied organizations, such as College of the Sequoias, Kaweah Delta Medical Center, Visalia Unified School District, and local non-profit organizations.

CITY CLERK—1022

Division Description: The primary responsibility of the City Clerk is to serve as Clerk to the City Council and to prepare City Council agendas and minutes for all City Council meetings. Additionally, the City Clerk processes Council agreements and maintains the official legislative record of the Council in its resolutions and ordinances and Municipal Code. The Clerk coordinates the flow of business and documents to and from the City Council and senior City management, also provides information and researches records for public and staff. The Clerk conducts elections, serves as the local filing officer for the Fair Political Practices Commission campaign filings and statements of economic interest forms, coordinates appointments to the City's Committees and Commissions and provides support services to the Mayor, and City Council.

2016-2018 Accomplishments

- Successfully managed and administered the first City of Visalia by-District Election for Districts 1 & 2.
- Administered the provisions of the Brown Act, Maddy Act, and Political Reform Act including the bi-annual review of the City's Conflict of Interest Code.
- Provided annual staff training on Public Records Act with City Attorney.
- Managed and monitored requirements of AB 1234, Ethics Training for local officials and provided training on new Harassment Prevention requirement.
- Fulfill duties as local filing officer for FPPC: Includes Election campaign statements, Economic of Interests Statements (FPPC Form 700), Ethics training, and Harassment Prevention training.

2018-2020 Objectives

- Administer and manage the 2018 by-District City Council Election for Districts 3, 4, & 5 including coordination with the Tulare County Elections Division to co-host a Candidate Information meeting.
- Update the City's Records Management Program/Record Management Manual/Policy.
- Secure and implement an updated Agenda Management Software Program.
- Continue to administer provision of the Brown Act, Maddy Act, Public Records Act, and Political Reform Act including the bi-annual review of the City's Conflict of Interest Code for Council approval in 2018.
- Continue to administer requirements of AB 1234, Ethics Training and Harassment Prevention Training for local officials.
- Fulfill duties as local filing officer for FPPC: Includes Election campaign statements, Economic of Interests Statements (FPPC Form 700), Ethics training, and Harassment Prevention training.

Performance Measurements - Administration

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
City Clerk The City Clerk's Office is a public-service department that maintains a complete and accurate record of Council proceedings; preserves official City records; coordinates campaign filings and conflict of interest Form 700 statements for designated employees and certain appointed and elected officials; works with Tulare County on consolidated elections; provides administrative support to the City Council; provides prompt & courteous responses for requests for assistance to citizens, City Council, and staff; maintains the City's Municipal Code and administers the City's Committees and Commissions.	City Council Agendas	36	30	34	30	30
	City Council Audio Recordings	36	30	34	30	30
	FPPC Form 700 Filings	103	111	115	120	120
	Campaign Filings	81	108	140	130	140
	Municipal Code Supplements	4	4	4	4	4

COMMUNITY RELATIONS – 1023

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

2016-2018 Accomplishments

- Coordinated outreach on news, events and special messaging with various Departments, included, but not limited to, the Natural Resources Division, Parks & Recreation, Public Works, Animal Services and the Police Department.
- Worked with the Measure N team to provide outreach and education on the Measure during the election season, ultimately moving into education on Measure N's work in the community.
- Worked with IS to update the City website and full integrate all pieces that have been left inactive since the website's inception, while driving web traffic with the use of SEO and cross promotion. Created the website www.midkaweahgsa.com and corresponding Facebook page. Update website and Facebook page with agenda, news and calendar items.
- Drafted a City of Visalia Social Media Policy, while continuing to follow best practices and foster growth and discussion. Increase online engagement in all mediums and incorporate use of videos, photos, and shared posts from media agencies and citizens, as appropriate. As part of this, moved the streaming of the City Council meetings Facebook Live
- Rebuilt and redesigned the Inside City Hall Newsletter, moved the enewsletter to the online platform MailChimp and organized and purged the outdated distribution list. Re-designed the monthly City-wide update to ensure its business focused, informational and eye catching.
- Created the City Communications Committee, a City PIO committee that meets quarterly, helping to strengthen relationships, share resources, ideas and best practices.

2018-2020 Objectives

- Work with City Departments to update their respective sections of the City website and organize and clean the Civica Filebank, with the assistance of the City Clerk. Increase the City's use, as appropriate, of the Civica CRM module.
- Fully integrate the City's mobile app into all marketing and communications pieces, specifically building a plan for advertising and outreach to drive users and new downloads.

- Redesign the City's Help Visalia Homeless website and continue outreach for the homeless campaign.
- Work with Human Resources to identify sources for career opportunity posts, advertising and outreach and create an outline and fact sheet for each professional recruitment that can help shape the scope of the postings audience.
- Work with executive Administration and the City Manager to revise as needed and instate the City's Social Media Policy. Increase online engagement in all mediums and identify up and coming mediums that should be reviewed for their effectiveness and ability to expand outreach and communication.
- Develop a plan for cross promotion across other City Departments and how we can best utilize and help grow each other's platforms, i.e. Next Door, Parks & Recreation mobile app, Convention Center online presence.

Performance Measurements - Administration						
Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Communications Manager The Communications Manager is responsible for the development of a comprehensive communications, marketing and community relations program for the City, while forecastingand responding to trends in media, marketing and outreach. Duties include: Serving as the City public information officer; managing the City's webpage through post development and management; manage and develop the City's mobile app; managing City social media channels; developing and implementing a Citizens Academy education program; promoting the City Speakers Bureau; developing informational material for department publications and promotions; assisting departments with outreach, marketing and events; supporting the City Clerk and providing assistance to the Mayor and City Council; and grant writing.	Inside City Hall Newsletter Subscribers	1,000	1,500	1,800	2,200	2,700
	Website Visits (Sessions)	875,000	384,000	400,000	425,000	440,000
	Website Users	Not Tracked	Not Tracked	Not Projected	210,000	225,000
	Website Pageviews	Not Tracked	Not Tracked	Not Projected	825,000	850,000
	Website News Posts	Not Tracked	Not Tracked	Not Projected	288	336
	Website Calendar Posts	Not Tracked	Not Tracked	Not Projected	180	204
	Visalia Works App Users	N/A	N/A	N/A	650	1,000
	Grant Applications	12	15	15	18	21
	Grant Awards	\$750,000	\$1M	\$1.5M	\$1.5M	\$1.75 M
	Press Releases	125	150	175	36	36
	Media Inquiries	Not Tracked	Not Tracked	Not Projected	48	60
	Speakers Bureau Presentations	45	55	65	24	30
	Prepared Talking Points and Columns	Not Tracked	Not Tracked	Not Projected	15	17
	AlertTC Messages Sent	Not Tracked	Not Tracked	Not Projected	2	3
	Facebook Likes	500	1,668	2,000	10,000	13,500
	Facebook Posts	100	100	150	480	492
	Twitter Followers	NA	NA	300	4,000	4,500
Twitter Posts	Not Tracked	Not Tracked	Not Projected	576	672	
Instagram Followers	N/A	Not Tracked	Not Projected	2,600	3,100	
Instagram Posts	N/A	Not Tracked	Not Projected	96	208	
Performance Measurements Outcome: The goal of achieving these metrics is to strengthen the City's communication channels with the public by providing information, updates and feedback on a variety of issues; creating methods and forums for the City to communicate messages to the public and a variety of stakeholders; working proactively with local reporters and the evolving media landscape and promoting citizen involvement in shaping City government.						

NATURAL RESOURCE CONSERVATION—1041

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

2016-2018 Accomplishments

- Successfully initiated the Mid-Kaweah Groundwater Sustainability Agency.
- Coordinated energy savings projects that resulted in the City of Visalia becoming the first local government in the Valley to receive Platinum Status for energy efficiency.
- Completed the implementation of a food recycling program at all schools in the Visalia Unified School District.
- Implemented the community-wide conversion to Stage 1 of the water conservation ordinance.
- Began the conversion of the downtown businesses to a more efficient, consolidated waste disposal plan.

2018-2020 Objectives

- Aggressively pursue Proposition 1 and other grants to fund construction of the recharge facilities at the future East Side Regional Park and Groundwater Recharge Site.
- Continue water conservation education and enforcement and explore creative opportunities to reduce water use both at City facilities and community-wide.
- Provide technical support to the Mid-Kaweah Groundwater Sustainability Agency that will result in the Agency filing a Groundwater Sustainability Plan by January, 2020.
- Continue with energy-efficiency retrofits and programs that are financially feasible will result in reduced carbon emissions and improve air quality.
- Complete the implementation of the downtown solid waste efficiency program.

Performance Measurements - Natural Resource Conservation						
Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Provide guidance, education, and management of the City's natural resources for the benefit of the City's citizens, to reduce the City's utility expenses, and to work toward sustainable practices.	Community/school presentations	119	106	31	500	600
	Special events outreach	19	36	14	1,000	1,500
	Commercial solid waste audits	122	79	376	150	145
	Grant applications	2	1	2	2	2
	Grant awards	\$800K	\$400K	\$150K	\$100K	\$5M
Decrease the City's non-renewable energy usage to reduce the City's utility expenses and greenhouse gas emissions.	Energy efficiency & conserve. savings (kWh/year)	696,861	6,345,768	6,345,768	6,345,768	6,345,768
	Renewable energy installation (e.g., solar) (kW)	NA	6,345,768	-	-	-
	Utility bill savings through tariff modifications. ¹	\$10,475	\$31,112	\$11,150	-	-
	Greenhouse gas reductions (MT CO2E)	190	471	629	105	130
Conserve City's water by conducting community outreach, education, and ordinance enforcement.	Water resources presentations	1,219	1,310	1,600	36	36
	Notices issued	3,927	4,159	3,053	4,000	4,500
	Citations issued	578	522	379	600	700
	Water conserved (AF). ²	3,126	7,961	9,000	7,000	6,000
	Water conservation safety incidents	0	0	0	0	0
Safely operate Household Hazardous Waste Collection Center.	Vehicle total	4,207	5,045	3,437	6,000	6,500
	Household total	5,063	6,052	4,048	6,500	7,000
	HHW safety incidents	0	0	1	0	0
Performance Measurements Outcome: The goal of achieving these metrics is to conserve the City's valuable natural resources, help to assure adequate water supplies, provide a healthy community environment, improve the quality of life of the City's citizens, and reduce the City's energy costs.						
Footnotes 1. This program was completed in 2015-16. 2. Projected water conservation is highly dependent upon water year and Council-imposed conservation stage.						

HUMAN RESOURCES (including Labor Relations)-1125/1128

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

2016-2018 Accomplishments

- Conducted 62 recruitments; received 5,489 applications; processed 156 background checks, 363 pre-employment medical exams, 135 medical exams for current employees, and 1,584 personnel transaction (CV-9) forms. (Includes data From July 1, 2016 through January 15, 2018)
- Successfully negotiated agreements with Bargaining Groups A, B, E, G and M.
- Implemented a performance evaluation tracking and reminder process using the OneSolution payroll system.
- Implemented the Employee Online system, eliminating the need for printed pay stubs, and providing more readily available information to employees.
- Became a certified LiveScan Operator and began processing DOJ/FBI fingerprints for pre-employment applicants.
- Developed an hourly salary schedule based on responsibility levels and job duties, and incorporated upcoming minimum wage increases.

2018-2020 Objectives

- Successfully negotiate successor MOUs with Bargaining Groups A, B, E, G, and M, and meet with unrepresented employees to review terms and conditions of employment.
- Create employee development opportunities to increase knowledge and enhance leadership skills.
- Develop a comprehensive compensation and benefit summary for unrepresented groups that don't have MOUs.
- Implement a systematic employee exit interview process that provides data for employee retention evaluation.
- Review, develop and revise City policy guidelines and administrative policies.

Strategy	Measure for Full-Time Employees	Actual 2015/16	Actual 2016/17	Projected 2017/18	Forecast 2018/19	Forecast 2019/20
Human Resources To attract and retain qualified employees for the City of Visalia	New Hires	52	66	50	60	65
	Separations	43	47	40	42	45
	<u>New Positions Added</u>					
	<i>Regular</i>	14	11	18	14	12
	<i>Contract</i>	2	1	2	1	1
	Average # Employees	573	585	590	600	610
	Annual Turnover %	7.5%	8.0%	6.8%	7%	7.4%

ECONOMIC DEVELOPMENT DIVISION -1809

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

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

2016-2018 Accomplishments

- Between 2016 to 2017 calendar years, there were 92 new commercial building permits issued yielding nearly 1 million square feet in new development. Furthermore, there were 650 commercial additions, alterations or sign permits issued indicating a strong local economy with robust expansion activity.
- Several notable new business locations and/or expansions were established in key business districts ranging from retail to industrial projects. Projects include the DDG 402,000 SF spec industrial development which is nearly fully leased, UPS purchase of 58 acres at Plaza and Riggins, Sportsman's Warehouse's new location, Golden State Overnight and On Trac expanding their Visalia hub presence, and the explosion of numerous 5K – 20K square foot industrial spaces throughout the industrial park but primarily in the American Industrial Park.
- Division now playing integral role in property asset management and development.
- Business relations are positive with many partnerships in place and initiatives actively being worked on.

2018-2020 Objectives

- Aid local industry to identify qualified workforce.
- Grow additional fulfillment center and manufacturing prospect interest.
- Enhance local eco-system for entrepreneurship growth.
- Grow additional spec industrial building inventory.
- Support additional multi-story mixed-use housing projects in downtown.

Strategy	Measure	Actual 16-17	Actual 17-18	Forecast 18-19	Forecast 19-20
Conduct outreach to local employers	# of employers contacted	120	150	200	250
Market to prospective employers and real estate brokers/site selectors	# of impressions made*	new measure to 18-20	new measure to 18-20	1000	1000
Maintain ongoing participation with various business groups	# of meetings attended	50	50	50	50

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

ANIMAL SERVICES — 406

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

2016-2018 Accomplishments

- Increased live animal save rates from 38% to 78% annually
- Established the Operation Chia-Pit Program that offers a free spay or neuter to any Chihuahua or Pitbull who's owners live within the city limits of Visalia in an attempt to curb the number of Pitbull's and Chihuahua's entering the shelter each year.
- Established over 100 partnerships with local rescue groups as well as groups in the West Coast Northern States and even Canada.
- Established relationships with shelters within our county to work cohesively to execute the same common goals such as the importance of spaying and neutering, licensing pets, animal care etc.
- Partnered with Pro Youth and Read for Life to establish the Shelter Buddies reading program for young children
- First time participants of Clear the Shelters, a worldwide event to adopt all the available animals in the shelter and successfully adopted 63 animals
- Established a volunteer program with 50 applicants in the first year

2018-2020 Objectives

- Grow the volunteer network in order to host more "off-site" events
- Grow the Operation Chia-Pit Program through more outreach
- Establish an Outreach and Education Program for local area schools
- Look for new ways to increase the animal save rates
- Contract with additional local cities to provide services and resources to assist them with their animal overpopulation
- Continue to improve Standard Operating Procedures for the Animal Care Center
- Develop spay and neuter opportunities at a low cost for the community

<i>Performance Measurements - Animal Services</i>											
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16		Actual 2016-17		Projected 2017-18		Forecast 2018-19		Forecast 2019-20	
Animal Services		Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio	Total	Ratio
To increase the ratio of altered licenses to unaltered licenses issued	Altered Dog	6,200	13:1	6,016	10:1	7,026	21:1	7,500	19:1	8,000	20:1
	Unaltered Dog	496		579		350		400		400	
	Altered Cat	1,022	340:1	1,104	1100:1	1,500	500:1	1,600		1,700	
	Unaltered Cat	3		-		3		2		1	
To increase the total save rate of incoming animals at the shelter	Incoming	6365		4697		3800		3700		3600	
	Saved	2888		2383		2500		2600		2700	
	Euthanized	3958		1706		1000		900		800	
	-Save Rate	45%		51%		66%		70%		75%	
To build the network of animal rescue organizations in order to save more of Visalia's animals	Rescue Groups that draw from the Visalia shelter	4		56		71		80		90	

AIRPORT — 411

Division Description: The Airport Division is responsible for all aspects of planning, management, and oversight of the day to day operation of the Visalia Municipal Airport. The Airport's function is to provide adequate facilities to accommodate the travel and recreational needs of the citizens of the Central Valley.

2016-2018 Accomplishments

- Completed the reconstruction of the General Aviation apron and tiedown ramp, including 212,000 square feet of pavement, striping and new tie-down anchors at the airport.
- Executed \$1,534,758 in AIP grant funding for the Apron rehab project and \$3,703,368 in DOT grant funding for hangar construction.
- Executed six (6) new aviation and non-aviation agreements with Fed Ex, Enterprise Car Rental, and several airport tenants resulting in \$122,500 new annual revenue to the airport enterprise fund.
- Expanded corporate contract fuel program resulting in a 24% increase in Jet-A fuel sales.

2018-2020 Objectives

- To complete construction of the DOT funded Hangar Construction Project and achieve 100% occupancy of all new hangar space.
- Execute two new ground lease agreements for corporate hangar development.
- Secure a restaurant operator at the Airport to provide needed food service in the area and a destination to fly-in that would result in increased fuel sales.
- Continue to monitor expenses and look for new revenue streams to fund the required match for grant agreements and to fund locally-funded projects.
- Operate a safe and thriving airport in accordance with all FAA regulations. Encourage the growth of general aviation and provide all of the support possible to the Airport Community.
- Promote airport development through marketing of available land and execution of long-term leases. Focus development of non-aviation airport properties to maximize revenue from airport property.
- Continue to work with current Cargo operators to increase the size of their operations and allow them to utilize larger aircraft.

Performance Measurements - Airport

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Airport						
To provide a premium fuel service to aircraft users which merits a premium fee	Gallons of fuel sold					
	- Jet Fuel	311,720	169,897	211,241	217,578	224,106
	- Aviation Gasoline	92,978	78,883	66,766	68,769	70,832
To assure that leased facilities are fully utilized (assumes 100% leased hangars.)	Number of individuals on paid hangar waiting list	12	8	5	2	1
To encourage growth of cargo facilities at the Visalia Airport	Total annual pounds of Cargo					
	- Inbound	1,497,451	1,668,445	1,728,955	1,901,851	2,092,036
	- Outbound	1,228,845	1,193,928	1,220,479	1,342,527	1,476,780

VISALIA CONVENTION CENTER—413

Division Description: The Convention Center serves as an economic stimulus and a community gathering place for business, entertainment and cultural events. The focus of the Center is to attract conventions, conferences and business meetings that will bring people to Visalia. In addition, the Center provides banquet, meeting, and entertainment options for the entire community. The Center staff strives to provide quality service, in a clean, well-maintained facility.

2016-2018 Accomplishments

- Overall Convention Center operations revenues (4135) of \$2,335,147 for fiscal year 16-17 surpassed the budget by \$181,847 and previous year by \$132,472.
- Saw an increase in the number of visitors in fiscal year 2014-2015 vs. 2013-2014. A total of 269,640 delegates visited the Visalia Convention Center and the City of Visalia, resulting in an economic impact of \$1,812,152 in the fiscal year 2014/2015.
- Converted some part time temp agency positions to hourly City of Visalia positions. The 16-17 fiscal year hourly and contracted staffing expense was \$320,806; the 15-16 fiscal year total was \$446,215, a difference of \$125,406; while under budget the 16-17 fiscal year by \$71,694.
- Increased the number of entertainment and cultural events offered to the community at the Visalia Convention Center. Events included Oak Ridge Boys, Olate Dogs, 559 MMA fights, and first time in house produced events including Boots Brews and Bacon Festival, Wedding Walk, Holiday Movie Magic and the 2018 Indoor Yard Sale.
- Increase of social media outreach including an increase of posts and adding Twitter and LinkedIn to our platform. For Facebook from July 2016 vs. December 2017 we saw an increase of 2,287 followers.
- Purchase of ticket scanners in order to improve entrance efficiency, guard against fraud, check validity for a match to the events and provide the opportunity for patrons to print there ticket at home. Printing tickets at home has highly reduced the amount of time patrons stand in line for will call tickets the night of an event, and the amount of labor needed to print tickets ahead of time and staff the night of an event.
- Held a number of new and notable events:

Event Name	Delegates	VCC Revenue	Economic Impact
Visalia Springfest Home and Patio Show	9,000	\$67,622	\$2,218,099
Visalia Home Expo	7,500	\$46,089	\$1,848,416
Gospel Fanfest	9,000	\$46,817	\$769,054
Dicocese of Fresno Convention	4,000	\$34,234	\$929,732
Grand Chapter of Order of Eastern Star	6,000	\$32,293	\$1,394,598
CA Citrus Mutual Showcase	700	\$32,300	\$128,565

Vapecon	7,500	\$29,825	\$1,848,416
WACAC Conference	2,400	\$27,183	\$557,839
Annual Professional Development Inst	700	\$20,545	\$162,703
Onetwork West Coast Conference	6,900	\$17,238	\$1,603,707

2018-2020 Objectives

- Continue to increase the number of conventions, conferences and tradeshow. These events standardly have a larger number of attendees from outside of Visalia and increase the visitor spending, the economic impact and hotel stays in the City of Visalia.
- Continue to increase the number of entertainment and cultural events at the Visalia Convention Center. This will create additional opportunities for increased quality of life to the citizens of Visalia and surrounding areas and add an additional revenue stream that is currently not being utilized to its full capacity.
- Continue to add additional in-house produced events as date's area available and that will provide additional revenue stream and enhance the quality of life to the Visalia community members.
- Continue to reevaluate the current marketing plan of the Visalia Convention Center. This will include, but not limited to branding each market segment. Attending additional trade shows, conducting more local sales blitzes, partnerships with local organizations to enhance the reach of the convention center and collaborate on events and opportunities that are available to create additional impressions. Continue to market through social media and newsletters/eblasts, increase the number of posts and newsletters sent.
- Continue to assess the Visalia Convention Center performances and make adjustment's deemed necessary to increase revenue opportunities and reduce overall expense. This will include, but not limited to timeliness and turnaround of event information to client, conversion rate of events from inquiries to confirm.
- Increase the number of sponsorships through in-house produced events and signage.
- Devote time and resources to developing new relationships with meeting planners and corporate clients to increase new bookings and opportunities for rebooking each year. In order to do this we will host meeting planner site inspections, conduct direct sales calls and cold calling on a regular basis.

Strategy	Measure	Actual 2015-2016	Actual 2016-2017	Projected 2017-2018	Budget 2018-2019	Budget 2019-2020
Maximize the usage of the Convention Center to enhance economic growth and community vitality.	Occupancy					
	Facility Occupancy Avg.	47%	50%	55%	55%	55%
Reduce the Convention Center's reliance on the General Fund.	General Fund contribution as a percentage of total operating expenses.	Operating Expense	\$2,086,972	\$2,219,326	\$TBD	
		Gen. Fund Contribution	\$665,543	\$606,550	\$TBD	
		Percentage	32%	27%	TBD	
Bring more visitors to Downtown Visalia and increase facility revenues by increasing the number of events	- Conventions/Conferences	60	61	60	65	65
	- Meetings	1,748	1,534	1,700	1,750	1,750
	- Banquets	97	96	100	100	100
	- Consumer Shows	15	10	10	10	10
	- Entertainment	24	25	25	25	25
	Total Events	1,944	1,726	1,895	1,950	1,950

TRANSIT—4551

Division Description: The Transit Division provides transportation services in and around the greater Visalia area, including Goshen, Exeter and Farmersville, Tulare, as well as seasonal shuttle service to and within the Sequoia National Park. The Division provides service seven days a week in the form of 13 fixed-routes, Para transit service for ADA (Americans with Disabilities Act) certified individuals, a youth “LOOP” shuttle under the direction of the Recreation Department, and the VLINE shuttle with service to Fresno. The Division operates a multi-modal transportation center that serves as a hub for the City and County transit systems, Greyhound, Amtrak and taxi service. A City bus operations and maintenance facility provides for the City of Visalia and the Tulare County transit services daily operations. The Transit Division utilizes many contracts for vehicle & equipment purchases, facility & bus maintenance, as well as bus operations.

2016-2018 Accomplishments

- Completed the 2016 Long Range Transit Plan and implement recommendations to improve the Transit operations over the next 25 years.
- Completed the 2017 Short Range Transit Plan, which will provide operations, financial and capital plans for the next five years for all the services operated by Visalia Transit.
- Implementation of the Information Technology System (ITS) is nearing completion. Included in the ITS are a new bus tracking system, passenger counters, and an improved camera system.
- Successfully completed the 11th season of the Sequoia Shuttle in 2017. Through a partnership with Sequoia & Kings National Park, the City operated a route from Visalia to the Giant Forest Museum (Gateway) and five routes within the Park (Internal) from May to September. The gateway shuttle transported 12,326 passengers during the 2017 season. The internal shuttle reached a total season ridership of 794,603 within the park. This is an 8% increase from the previous season and the highest annual ridership to date. Total rides on the internal shuttle since inception reached the 4,000,000 mark during the 2017 season. This represents a significant reduction of CO2 emissions as a result of this service.
- Completed conversion of the Transit fleet to CNG for all services with available CNG fueling. With the exception of the Sequoia Shuttle operation, where natural gas is unavailable, the entire fleet of buses is now 100% converted to CNG.
- Continued to operate the V-LINE service, between Visalia and Fresno. This route which began service in November 2015 provides express service six times daily from the Visalia Transit Center and Visalia Airport to the Fresno Airport, Fresno State and Downtown Fresno. Ridership on this route continues to increase with ridership Fiscal YTD in 2017-18 having increased and average of 55% over the same period in 2016-17.
- Completed the expansion of the Compressed Natural Gas (CNG) fueling facility. This expansion included 16 additional slow-fill fueling dispensers for the Solid Waste Division, new fast-fill dispensers for the Transit buses as well as the Public Island and additional storage vessels. This expansion has increased fueling capacity and will speed up the fueling process for all vehicles using the facility.

- The Transit Division entered into a new contract for Maintenance of the Transit CNG (Compressed Natural Gas) Fueling Facility which will reduce maintenance cost for this facility over the next 10 years.
- The Transit Division awarded a new Operations and Maintenance Contract which will begin in October of 2018. This contract covers the operation of all bus routes and maintenance of Visalia Transit Vehicles.
- Working with the Engineering Department, a contract has been awarded for the Installation of a compressed natural gas emergency generator capable of powering the bus operations & maintenance facility, the CNG facility and critical public works operations in the case of a power outage. This project is expected to be completed in May 2018.
- The Greenline (countywide transit information call center operated by Visalia) surpassed 300,000 calls taken since it began in 2010. The Greenline provides bus information regarding schedules, bus locations and special needs. They also provide transit information for groups and at events.
- Added Route 16 with service from Orchard Court to Mooney Boulevard, Whitendale Avenue to Demaree Street, Demaree to Mill Creek Trail, Goshen Avenue to Demaree, and a final stop at the Visalia Medical Clinic.

2018-2020 Objectives

- Implement the new Operations and Maintenance contract for the full operation of all Visalia Transit Routes and Services including all Fixed Routes, Dial-A-Ride, V-LINE and the Sequoia Shuttle. The contract change-over will occur in October of 2018 and include an RFP for the preparation of a change over audit and the proper correction of all audit findings.
- Complete implementation of the Information Technology System (ITS) including a new bus tracking system, passenger counters, and an improved camera system. This will include the certification of the Automated Passenger Counters (APC) which is a 1-year process to allow Visalia Transit to rely upon the data from this system for NTD reporting.
- Complete the installation of a compressed natural gas emergency generator capable of powering the bus operations & maintenance facility, the CNG facility and critical public works operations in the case of a power outage.
- Complete a site selection study and needs assessment for the location of Transit Hubs as recommended in the SRTP. This study will lay out the most efficient course of action to complete a grid network making travel on VT routes more comparable to personal vehicle travel, saving time for riders and sparing the air by reducing emissions.
- Implement Short Range Transit Plan improvements as recommended by the completed site selection and needs assessment study.
- Increase the countywide transit coordinated effort to streamline bus connections between agencies and lead the effort to make transit options more available to all potential riders.

Performance Measurements - Transit

Safety of Visalia Transit customers and other drivers on the road is of primary concern. Accident statistics are provided to measure VT's safety record.

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Provide and raise awareness of a safe transit system	Miles between preventable accidents	130,916	241,438	111,583	189,243	189,243
	Number of preventable incidences	17	11	16	14	14

Ridership shows the number of boardings within a time period and may reflect multiple boardings by the same passengers on the same day or within the same time period.

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Increase ridership in all areas of the community	Fixed Route Passengers	1,538,425	1,412,410	1,442,308	1,456,731	1,471,298
	Fixed Route Rides per hour	13.3	11.1	11.4	11.8	12.1
	Dial-A-Ride Passengers	34,224	35,994	38,940	39,329	39,723
	Dial-A-Ride Rides per hour	2.9	2.8	3.0	3.4	3.4
	V-LINE Passengers	5,810	17,811	27,600	29,000	30,500
	V-LINE Rides per hour	1.5	2.9	4.1	4.1	4.2
	All Combined Passengers	1,578,459	1,466,215	1,508,848	1,525,060	1,541,521
	All Combined Rides per hour	18	17	19	19	20

Farebox ratio is the portion the cost of operating Visalia Transit buses which is paid by the fares charged to the customers.

Transportation Development Act (TDA) funding requires Visalia Transit to meet a minimum of 20% in farebox receipts. Failure to meet this requirement will result in penalties which reduce Transit grant funding. *The Tulare County Association of Governments (TCAG) approved a temporary reduction of the required farebox ratio for Visalia Transit to 18% for the 2015-16 and 2016-17 Fiscal Years.*

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Maximizing the use of Federal, state, and local grants to support the transit program	Farebox ratio	20.2%	21.8%	20.0%	20.0%	20.0%

Efficiency is reflected in the control of operating costs annually and the review of cost increases over time compared to the Consumer Price Index (CPI*) for service provided. *Western Region CPI according to the Department of Labor and Statistics.

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Offer reliable and efficient transit services to meet the needs of the community	Fixed Route Cost per mile	\$ 4.74	\$ 4.64	\$ 4.66	\$ 4.71	\$ 4.75
	Fixed Route Cost per passenger	\$ 4.88	\$ 5.88	\$ 6.06	\$ 6.24	\$ 6.43
	Fixed Route Cost per hour	\$ 69.09	\$ 64.36	\$ 67.08	\$ 68.63	\$ 70.20
	Dial-A-Ride Cost per mile	\$ 4.90	\$ 5.00	\$ 4.87	\$ 4.92	\$ 4.97
	Dial-A-Ride Route Cost per passenger	\$ 22.68	\$ 23.07	\$ 23.76	\$ 24.47	\$ 25.21
	Dial-A-Ride On-time performance	89%	82%	80%	100%	100%
	V-LINE Cost per mile	\$ 2.26	\$ 1.47	\$ 1.36	\$ 1.37	\$ 1.38
	V-LINE Route Cost per passenger	\$ 53.86	\$ 19.48	\$ 20.06	\$ 20.67	\$ 21.29
	V-LINE Cost per hour	\$ 100.07	\$ 78.37	\$ 64.97	\$ 66.47	\$ 68.00
	V-LINE On-time performance	Not available	Not available	Not available	Not available	Not available
	Systemwide Cost per hour increase	\$ 69.09	\$ 64.36	\$ 67.08	\$ 68.63	\$ 70.20
	Systemwide Consumer Price Index	0.005%	0.016%	0.023%	0.023%	0.023%

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

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

2016-2018 Accomplishments

- Managed 141 liability and 144 workers compensation claims filed against the City of Visalia.
- Coordinated 125 Family Medical Leave (FMLA) employee/family medical leaves consistent with state and federal guidelines.
- Coordinate EHBC (Employee Health Benefit Committee) to implement health plan changes and rate allocations.
- Processed 166 claims for subrogation recovering \$177,659 for damage to City property.
- Issued 41 certificates of insurance for private community events under an insured special event program.
- Review 87 contracts to ensure compliance with city requirements.
- Updated City documents to comply with CalPERS requirements to process disability retirement applications.

2018-2020 Objectives

- Manage comprehensive workers compensation claims and employee leaves.
- Evaluate Risk Management programs for affordability and appropriate protection.
- Identify funding mechanisms to maintain Health & Wellness Clinic and related wellness offerings.
- Audit City properties to ensure adequate property insurance limits are sufficient.
- Promote options for employees to save for retiree health with high deductible health plan, health savings accounts and employee funded retirement health savings plans.

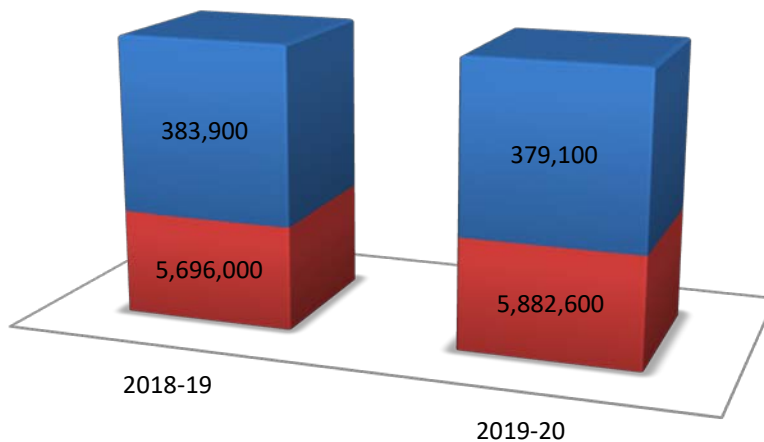
<i>Performance Measurements - Risk Management</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Risk Management To encourage a safe work place which avoids injuries and costs	Workers Compensation claims	71	74	70	70	70
	* Program cost (Thousands)	\$1,588	\$2,127	\$1,600	\$1,600	\$1,600
	* Claims cost (Thousands)	\$1,300	\$1,858	\$1,300	\$1,300	\$1,300
To provide a quality employee health care benefit at a reasonable cost	Monthly composite employee health care cost	\$1,284	\$1,379	\$1,428	\$1,525	\$1,646
	Percentage change	8.10%	4%	7.3%	8%	8%
To provide liability support in order mitigate loss and timely resolve	Claims received	61	71	70	70	70
	Claims settled	30	52	45	40	40
	Program costs (Thousands)	\$1,327	\$1,064	\$1,335	\$1,100	\$1,100

COMMUNITY DEVELOPMENT DEPARTMENT

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

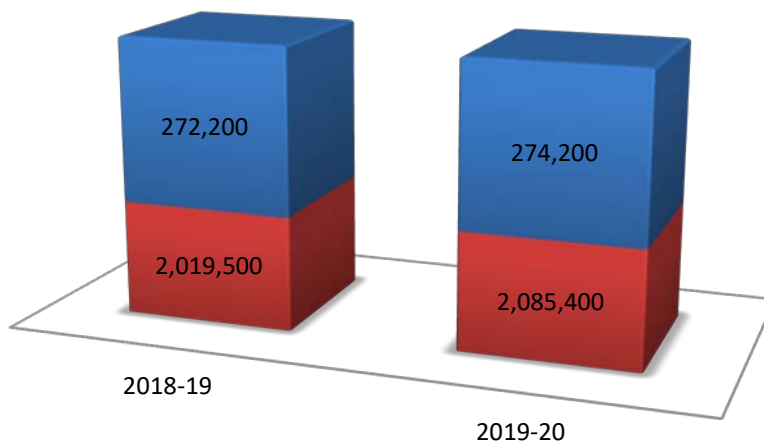
Community Development GF Summary

Salaries and Benefits Operating Expenses



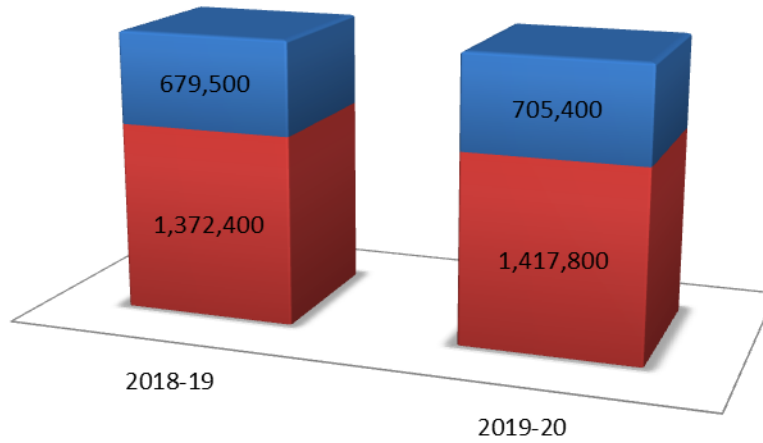
Building Safety Summary

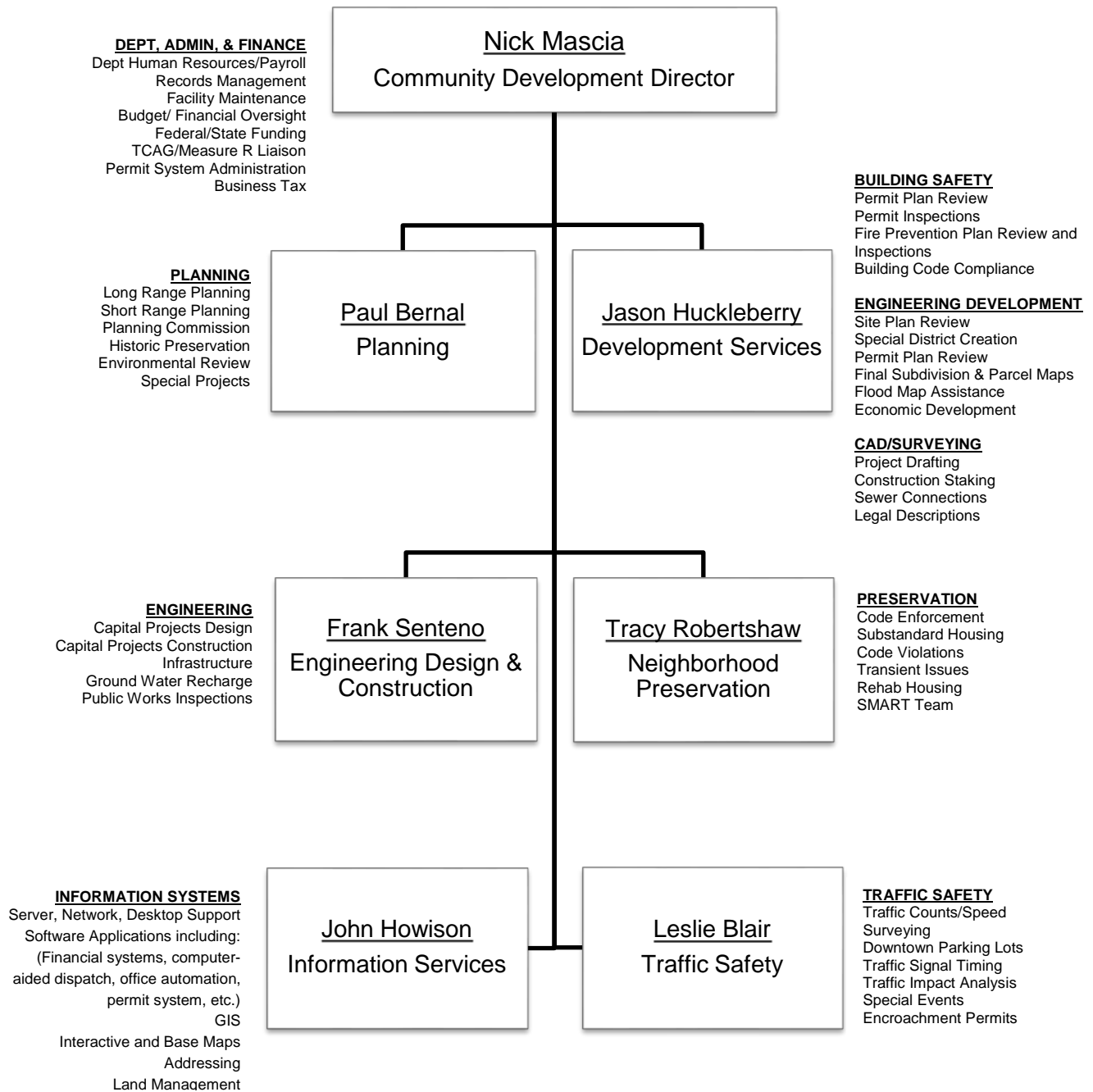
Salaries and Benefits Operating Expenses



Information Services Summary

Salaries and Benefits Operating Expenses





Allocated FTE's =79

COMMUNITY DEVELOPMENT ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
CD PLANNING - 001 - 1821	1,172,908	1,179,520	1,183,180	1,054,300	1,175,400	1,202,000
CD BUSINES TAX - 001 - 1851	426,425	346,182	381,770	327,900	369,800	377,900
CD NEIGHBORHOOD PRESERVATION - 001 - 1861	626,200	602,386	576,900	588,500	815,200	823,900
COMM DEV DIRECTOR - 001 - 3305	602,013	675,337	632,000	661,600	705,500	724,800
CD ENGINEER MANAGEMENT - 001 - 3308	284,145	194,894	418,690	214,100	377,900	389,500
CD ENGINEERING SERVICES - 001 - 3311	1,023,083	957,414	1,033,270	986,900	969,800	994,100
CD ENGINEERING DESIGN - 001 - 3312	2,591,307	2,710,480	2,695,220	2,523,700	2,526,600	2,593,700
CD TRAFFIC ENGINEERING - 001 - 3313	400,332	464,707	472,860	433,800	546,700	562,800
OAK TREE PRESERVATION ZERO DIV - 010 - 3790	46,591	1,534	25,971	27,100	2,100	2,100
SUBSTANDARD HOUSING ZERO DIV - 326 - 6610	3	-	-	-	-	-
SUBSTANDARD HOUSING ABATE - 326 - 6611	123,559	132,360	132,420	130,400	-	-
Total Operating Expenditures	7,296,566	7,264,814	7,552,281	6,948,300	7,489,000	7,670,800
Reimbursements	(3,414,147)	(3,102,570)	(2,971,920)	(2,610,400)	(2,584,700)	(2,586,700)
Net General Fund	3,882,419	4,162,244	4,580,361	4,337,900	4,904,300	5,084,100
<u>SPECIAL REVENUE</u>						
CASP CERTIF & TRNG FUND - 138 - 2380	5,451	1,839	-	14,700	30,400	30,400
VEHICLE ABATEMENT ZERO DIV - 338 - 6810	92	74	-	-	-	-
VEHICLE ABATEMENT - 338 - 6811	69,303	80,694	77,960	84,600	90,100	89,700
RDA - SUCCESSOR AGENCY HOUSING - 362 - 6920	10,284	38,471	88,842	96,110	21,600	18,800
Total Operating Expenditures	85,130	121,078	166,802	195,410	142,100	138,900
Reimbursements	-	-	-	-	-	-
Net Special Revenue	85,130	121,078	166,802	195,410	142,100	138,900
<u>PROPRIETARY</u>						
BUILDING SAFETY ZERO DIV - 401 - 4010	261,565	686,100	446,650	446,700	133,000	-
CD BUILDING SAFETY - 401 - 4014	2,052,753	2,410,706	2,479,350	2,322,000	2,875,100	2,943,000
Total Operating Expenditures	2,314,318	3,096,806	2,926,000	2,768,700	3,008,100	2,943,000
Reimbursements	(27,490)	(29,507)	(24,700)	(20,000)	(20,000)	(20,000)
Net Proprietary	2,286,828	3,067,299	2,901,300	2,748,700	2,988,100	2,923,000
<u>INTERNAL SERVICE</u>						
INFORMATION SERVICES ZERO DIV - 511 - 5110	8,342	75,845	1,573,354	737,800	282,200	261,000
INFORMATION SERVICES - 511 - 5141	1,801,845	2,148,008	2,275,525	2,064,000	2,290,800	2,326,700
GEOGRAPHICAL INFORMATION SERV - 511 - 5142	293,888	245,900	317,540	318,200	318,900	353,000
TELEPHONE SERVICES - 511 - 5143	14,249	33,392	31,900	40,200	41,100	42,400
Total Operating Expenditures	2,118,324	2,503,145	4,198,319	3,160,200	2,933,000	2,983,100
Reimbursements	(2,154,144)	(2,500,168)	(2,698,320)	(1,958,500)	(2,867,400)	(2,867,400)
Net Internal Service	(35,820)	2,977	1,499,999	1,201,700	65,600	115,700
TOTAL COMMUNITY DEVELOPMENT	6,218,557	7,353,598	9,148,462	8,483,710	8,100,100	8,261,700

COMMUNITY DEVELOPMENT ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
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SUBSTANDARD HOUSING ZERO DIV - 326 - 6610	3	-	-	-	-	-
SUBSTANDARD HOUSING ABATE - 326 - 6611	123,559	132,360	132,420	130,400	-	-
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<u>SPECIAL REVENUE</u>						
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Reimbursements	-	-	-	-	-	-
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<u>INTERNAL SERVICE</u>						
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Total Operating Expenditures	2,118,324	2,503,145	4,198,319	3,160,200	3,078,000	3,356,600
Reimbursements	(2,154,144)	(2,500,168)	(2,698,320)	(1,958,500)	(2,867,400)	(2,867,400)
Net Internal Service	(35,820)	2,977	1,499,999	1,201,700	210,600	489,200
TOTAL COMMUNITY DEVELOPMENT	6,218,557	7,353,598	9,148,462	8,483,710	8,245,100	8,635,200

MANAGEMENT -3305

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

2016-2018 Accomplishments

- Completed an update to the Subdivision, Zoning and Sign Ordinances.
- Worked with the development community in building improvements throughout the City to assure public health, safety and welfare.
- Oversaw a broad range of public infrastructure improvement projects including construction of a new Emergency Communication Center, Fire Station 53, various roadway construction and reconstruction.
- Continued efforts to preserve the quality of life for those who live and work in the City through code enforcement efforts, homeless task force, SMART team and affordable housing.
- Completed department reorganization in order to enhance efficiencies and streamline processes in order to provide improved customer service.

2018-2020 Objectives

- Improve response to community needs by developing work programs and meeting deadlines and targeted timelines on development, public works and building projects.
- Completion of Council and City Manager's high priority projects by specific timelines.
- Improve timely customer service to the public through City teamwork, cooperation, employee training and improved work methods and efficiencies.
- Pursue federal, state and private grants and awards for the advancement of our community.
- Continue to enhance the new land use and permit tracking software system to further processing efficiencies for staff and public.

PLANNING-1821

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

2016-2018 Accomplishments

- Managed the successful preparation and adoption of the Comprehensive Subdivision and Zoning Ordinances.
- Managed the preparation and adoption of the comprehensive update to the Sign Ordinance.
- Managed the successful adoption and implementation of new policies that were adopted with the 2016 Housing Element Update.
- Provided direct CEQA and NEPA Environmental Review services on a number of City-initiated projects.
- Represented City interests to a variety of local and regional decision making bodies, including the Local Agency Formation Commission and Tulare County Board of Supervisors.

2018-2020 Objectives

- Complete a comprehensive update to the City's Sphere of Influence boundary.
- Update the City's Environmental Impact Report prepared for the City of Visalia General Plan to incorporate potential changes to the Air District's Rule 9510.
- Complete and implement an Agricultural Mitigation Program for Urban Development in Tiers II and III.
- Maintain required response times for zoning inquiries – within 24 hours of receipt of inquiry.
- Maintain a goal of bringing discretionary permit applications to hearing within 60 days of the project being deemed complete

Performance Measurements - Planning Division 1821

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Application Processing						
Processed through the Planning Commission	Number of Application Processed					
	Conditional Use Permit	30	38	30	31	32
	Subdivisions	3	7	4	4	4
	acres	52.02	62.39	80.00	50.00	50.00
	lots	229	459	400	180	180
	Parcel Maps	9	5	6	14	15
	lots	33	15	15	43	45
	Change of Zone	6	1	3	4	4
	Variance/Exception	12	19	10	10	11
	Annexations	2	2	3	3	3
	General Plan Amendments:	5	1	3	3	3
	Appeal of Planning Commission Actions	0	1	2	2	2
	Text Amendment	4	0	1	1	1
Processed through the Historic Preservation	Historic Preservation Cases	7	5	12	12	13
Additional Items Processed	Home Occupation Permits	389	412	460	474	488
	Temporary Use Permits	92	75	85	103	106
	Administrative Adjustments	27	29	30	31	32
	Site Plan Review Cases	252	291	308	330	346
	Environmental Documents	75	90	85	88	90
	Programmatic Subdivision Sign Permits	4	9	6	0	0
	Lot Line Adjustments	15	11	15	19	19

BUSINESS TAX -1851

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

2016-2018 Accomplishments

- Continued to provide information to public regarding assistance in opening new businesses and obtaining new business tax certificates.
- Coordinated with State of California Franchise Tax Board and the County of Tulare to increase revenue by keeping Business Tax Database current.
- Maintained the Business Tax Database, with over 12,000 active accounts, which includes processing of new applications, home occupation permits, change of ownership, change of address and business closures.
- Collection of fire inspection fees, Downtown Visalia surcharge, CASp surcharge and code enforcement citation fees issued to businesses.
- Implemented a new land use and permit tracking system, which includes:
 - Paperless billing and online payments
 - Provide Online submittal of new applications and renewals

2018-2020 Objectives

- Maintain high level of technical experience by attending industry training and keeping updated on legislative changes.
- Further enhance processing efficiencies with the new land use and permit tracking system for staff and public.
- Continue to provide equitable and uniform administration of the program.
- Improve collection efforts and look into ways to increase communication to customers in order to avoid a large amount of outstanding accounts receivable.

<i>Performance Measurements - Business Tax Division 1851</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Business Tax Preparation, monitoring, billing, payment receipting, issuance of Business Tax Certificates, and collection of delinquent accounts	Total Business Accounts	12,161	12,098	12,219	12,341	12,465
	% of increase/decrease		-1%	1%	1%	1%
	Delinquent Accounts	2,266	1,712	1800	1,710	1,625
	% of increase/decrease		-24%	5%	-5%	-5%
	New Prospects Generated	2,007	1,539	1880	1,899	1,918
	% of increase/decrease		-23%	22%	1%	1%
	Total Employees	FTE 2 Contract 1	FTE 3	FTE 3	FTE 3	FTE 3
	Revenue Collected	\$2,455,816	\$2,341,974	\$2,482,759	\$2,507,586	\$2,532,662

NEIGHBORHOOD PRESERVATION – 1861

Division Description: The Neighborhood Preservation Division oversees the Code Enforcement functions including: substandard housing, general code violations, private property vehicle abatements, and transient issues. The Division focuses on notifying property owners of code violations, prescribes and monitors actions, ensures that conditions which pose a negative impact on neighborhoods are adequately addressed, and pro-actively seeks to improve the quality of life for those who live and work in the City. The Division serves as the lead for the City's SMART Team which completes coordinated department efforts to revitalize and preserve various neighborhoods. The Division works closely with the Police Department on gang/drug and code compliance issues and has proven to be highly successful and financially self-supporting. The Division also coordinates with the Police Department to capture officer time on problematic properties that have adversely affected City resources.

2016-2018 Accomplishments

- Amended the Municipal Code Shopping Cart ordinance so stores as well as the people who were illegally removing carts could both be held accountable for the violation.
- Hired an hourly staff person to work directly with the stores to ensure they were in compliance with amended Shopping Cart ordinance. As well as removing abandoned shopping carts City wide and returning them to the legal owners.
- Developed a signage enforcement process to utilize and enforce the updated sign ordinance which ensures we are in compliance with the Supreme Court case which changed the way jurisdictions can enforce signage.
- Amended the Municipal Code Public Nuisance ordinances for Bees, removing the requirement that the Police Department must remove bee hives from private property.
- Applied and received a grant application from the California Department of Resources Recycling and Recovery (CalRecycle) for \$17,309.00 to reimburse the City's cost to clean out the St. Johns River.

2018-2020 Objectives

- Launch a community volunteer code enforcement academy where local residents play an active role in the preservation of their respective neighborhoods while working closely with City staff.
- Update Public Nuisance Ordinance regarding Property Management Standards in relation to cost recovery of excessive calls for service.
- Complete the Standard Operating Procedure to establish written code enforcement processes.
- Develop a Receivership Program to deal with longstanding vacant properties with ongoing issues/violations.
- Establish annual training with the Police Department to enhance field safety for staff.

Performance Measurements - Neighborhood Preservation Division 1861

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Code Violations						
Proactively increase cases to address visual and quality of life issues	Overall Reported Violations % of increase/decrease	1,816	1,753 -3%	1,574 -10%	1,621 3%	1,670 3%
	Reported Substandard Houses % of increase/decrease	286	303 6%	240 -21%	228 -5%	217 -5%
Utilize increased fines for illegal marijuana grows	Marijuana Grows % of increase/decrease	73	86 18%	158 84%	103 -35%	103 0%
Continue proactive enforcement of abandoned vehicles	Reported Abandoned Private % of increase	186	181 -3%	306 69%	306 0%	306 0%
	Total Number of Employees	FTE 7	FTE 7	FTE 7	FTE 7	FTE 7
Cost Recovery						
Obtain reimbursement from property owners for inspection time	Amount Billed	300,912	207,603	156,746	161,448	166,292

ENGINEERING SERVICES-3311

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

2016-2018 Accomplishments

- Met commercial, residential, and industrial plan check targets for projects such as the Marriott Residence Inn, Holiday Express, and the Quail Park at Shannon Ranch senior housing project with minimal staffing levels.
- Successfully assisted numerous capital improvement projects for the Engineering Design division, providing drafting services and survey construction staking for several miles of asphalt overlay/reconstruction and new bike trail projects within the City.
- Following a Community Assistance Visit by the Insurance Services Office, the division successfully moved the City up one class level to a '7' in the Community Rating System (CRS). The move up in class reduces the cost of flood insurance by an additional 5% to the citizens of Visalia.
- Continued to assist residents, insurance agents, and real estate agents with FEMA flood map questions through the flood information phone and email hotlines, keeping up to date with Federal legislation that may impact Visalia property owners.

2018-2020 Objectives

- Further develop the newly implemented permit system upgrade, possibly finding more efficiency in automatic fee assessments and electronic plan review wherever possible.
- Maintain a level 7 with the Community Rating System, as well as explore methods for obtaining additional credits to advance to higher levels in the future.
- Implement changes to the Site Plan Review Committee final comments document. Providing one template for all departments and divisions to ensure conditions of approval are clear and provide continuity.
- Work with the City's telecommunications consultant, 5 Bars Inc, to establish and deploy a small cell site program for Visalia, ensuring small cell technology is available and properly located with the proper form factors expected by the citizens of Visalia.

Performance Measurements - Development Services Division 3311

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Application & Inspections						
Number of Processed Applications	Applications:					
	Final Subdivision/Parcel Map Recordings	6	10	13	14	14
	Lots	389	509	500	535	551
	Landscape & Lighting Districts Formations	3	4	4	5	5
	Site Plan Review:					
	New Submittals	205	221	236	253	265
	Resubmittals	47	70	72	77	81
	Inspections:					
	Recorded Notice of Completions:					
	Subdivision/Parcel Maps	2	7	6	7	8
	Lots	32	381	380	407	419
	Capital Improvement Projects	8	13	10	11	12
Flood Map Assistance						
Provide flood map assistance to property owners, insurance agents, and real estate agents reagrding the revised FEMA flood maps issued 6/16/2009	Number of Calls from Public:	416	236	125	100	100

ENGINEERING DESIGN AND CONSTRUCTION -3312

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

2016-2018 Accomplishments

- Successfully completed construction on the Visalia Emergency Communications Center.
- Successfully completed construction on the Miki City Park.
- Successfully completed construction on the Tulare Avenue Extension from Lovers Lane to McAuliff.
- Completed design, bid and began construction of the Traffic Management Center in the Visalia Emergency Communications Center.
- Maintained an average change order percentage of less than 3% on street improvement projects.
- Constructed approximately \$31 million of capital improvement projects consisting of buildings, traffic signals, underground piping installations and other street improvements projects.

2018-2020 Objectives

- Complete construction on the final phase of the Riverway Sports Park by the end of 2019.
- Complete construction on the Akers dual left turn lanes at SR 198 by June of 2020.
- Construct and deliver projects under budget and maintain change order costs at an average of 5% below contract.
- Continue to pursue grant funding for future CIP projects.
- Update the storm water and sewer master plans.

Performance Measurements - Engineering Design Services 3312

		Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Projects targeted for construction completion		Construction Completion %				
1	Modoc Ditch Bike Path (Giddings to Dinuba Ave)	100%				
2	Goshen Avenue/Mooney Boulevard Traffic Signal	100%				
3	Island Sewer Area 10, 11, and 14	100%				
4	Mill Creek (Akers to Marcin Ave)	100%				
5	Animal Control Facility	100%				
6	Mill Creek Stabilization (Miki City Park)	100%				
7	Mineral King Signal Synchronization (West to Giddings)	100%				
8	Visalia Parkway Crossing of Packwood Creek	100%				
9	Whitendale Signal Synchronization (Akers to County Center)	100%				
10	East Side Regional Park Master Plan and Preliminary Design	25%	50%	75%	100%	
11	Miki City Park		100%			
12	Birdland Sewer Phase 2-4		100%			
13	Downtown Stormwater Flood Protection (EDA Grant)		100%			
14	Plaza Drive Landscape		100%			
15	Akers Signal Synchronization (Tulare to Whitendale)		100%			
16	Fire Station 53		100%			
17	Lincoln Oval		100%			
18	Giddings Pavement Rehab		100%			
19	Mineral King S.S. Trunk (Locust to Ranch)		50%	100%		
20	Shannon Parkway west of Giddings		50%	100%		
21	Ben Maddox Pavement Rehab		50%	100%		
22	Visalia Emergency Communication Center			100%		
23	Mill Creek Trail Through Civic Center Park			100%		
24	Burke Street Extension - Roosevelt to Houston			100%		
25	Modoc Ditch Trail (Giddings Ave. to Demaree)			100%		
26	Burke Street Widening-Goshen to Mill Creek (Civic Center)			100%		
27	Modoc Ditch Trail (St. John's River Trail to Court Street)			100%		
28	Sante Fe Trail (Houston to Riggins)			100%		
29	School Avenue Extension-Tipton to Burke (Civic Center)			100%		
30	Tulare Ave. Extension (McAuliff to Lovers Lane)			100%		
31	Akers and Ferguson Traffic Signal			100%		
32	Golf Course and Plaza Park purple pipe conversion			50%	100%	
33	City Facility Fiber Connectivity			50%	100%	
34	Jennings Ditch Trail			25%	100%	
35	Riverway Sports Park Phase 5			25%	90%	100%
36	Packwood Creek Trail (Santa Fe and Crumal)				100%	
37	St. John's River Trail (Riggin to Dinuba)				100%	
38	St. John's River Trail (West of Dinuba)				100%	
39	County Center and Houston Traffic Signal				100%	
40	Mooney and Riggins Traffic Signal				100%	
41	Traffic Management Center				100%	
42	Downtown Northwest Signal Inner Connect				100%	
43	Lower Kaweah River & Mill Creek Flood Control (DWR Grant)				50%	100%
44	Akers Dual Left Turns at SR 198				50%	100%
45	Caldwell Medians (Ave 280) Akers to Shady				25%	100%
46	Oak Ave Extension - Tipton to Burke (Civic Center)					100%
47	Caldwell Widening (Ave 280)					100%
48	Goshen Ave. Trail Reconstruction					100%
49	Tulare Ave/Tower Rd					100%

ENGINEERING TRAFFIC-3313

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

2016-2018 Accomplishments

- Evaluated traffic data collected from over 125 intersections to determine modifications or warrants of traffic control devices each year.
- Reviewed and commented on over 200 site plan applications and 120 special event applications each year.
- Provided design oversight on 11 traffic signals, 28 traffic signal modifications, and 5.4 miles of fiber optic interconnect for signal coordination and efficient traffic flow within high traffic volume corridors.
- Updated, maintained and monitored speed limits identified on the City speed zone list.
- Developed and began implementing the Intelligent Transportation Systems (ITS) Strategic Plan.

2018-2020 Objectives

- Provide design oversight for new traffic signal intersections and modifications, as well as update, maintain and monitor speed limits identified on the City speed zone list.
- Evaluate and modify existing signalized corridors utilizing interconnect and signal coordination to provide for a more efficient flow of traffic within high traffic volume corridors.
- Evaluate traffic data collected from 150 intersections to determine modifications or warrants of traffic control devices.
- Complete the construction of the new Traffic Management Center (TMC) within the Emergency Communication Center and continue to deploy fiber optic to inner connect various field devices.
- Pursue and secure federal funds to install traffic signals, interconnection, and other ITS devices.

Performance Measurements - Traffic Safety Engineering Division 3313

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Restripe City arterial and collector roadways	% of total street restriped	35%	35%	35%	35%	35%
Installation of Traffic Signals	# of traffic signals	1	6	2	2	1
Modifications of Traffic Signals	# of traffic signal modifications at existing intersections	5	18	10	15	15
Signal Interconnect	Fiber optic Interconnect	3.3	4.6	0.9	1.5	1.4
Applications & Reviews	Number of Encroachment Permits	397	431	444	457	471
	Number of Special Event/Assembly Permits	103	124	125	127	129
	Number of Site Plan Review applications	197	124	125	127	129
	Number of Transportation Permits	165	179	181	183	185

BUILDING SAFETY-4014

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

2016-2018 Accomplishments

- Processed and facilitated commercial and industrial development including but not limited to:
 - Marriott Residence Inn, Holiday Inn Express, Quail Park at Shannon Ranch senior housing, Perfection Pet Food Plant expansions, and the update of all residential master plans to the 2016 California Building Codes.
- Initiated a 5-day express plan check process for residential and commercial plan review applications seeking expedient permit processing for critical projects.
- Continued to administer a public awareness campaign related to building safety, permit requirements, and flood hazard safety through the “Good wall - Bad wall” public display, built and funded with public and private sector donations.
- Successfully initiated and implemented the upgrade of the land use and permit tracking software system, managing a project team to assist in new system configuration and implementation to staff and the public, allowing for electronic plan submittal, review, and issuance.

2018-2020 Objectives

- Continue to monitor and advance the City’s new land use and permit tracking software system, leading to further processing efficiencies for staff and the public.
- Explore methods to reduce plan check times to better serve the public, potentially expanding projects to the express bins and/or creating additional expedited processing when possible.
- Continue to monitor and assess existing and newly adopted regulations in the building codes specific to accessibility and floodplain management. Seek out training for staff and provide increased services to the public when possible in order to ensure our community is well adapted to these critical areas of importance.
- Seek out additional training opportunities for staff to provide effective and efficient services to the public, while meeting the requirements of ever changing State and Federal building codes.

Performance Measurements - Building Safety Division 4014

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Plan Review Provide plan review for all completed plans applications for construction within target timeline	New Single Family within three weeks (15 days)	490 85%	576 98%	470 98%	503 100%	528 100%
	Residential Additions & Alteration Plan Reviews within three weeks (15 days)	2,530 85%	2,136 98%	2,292 98%	2,452 100%	2,575 100%
	New Multi Family within four weeks (20 days)	46 85%	34 98%	10 98%	11 100%	11 100%
	New Commerical within four weeks (20 days)	71 85%	45 98%	38 98%	39 100%	39 100%
	Commercial Additions & Alteration Plan Reviews within four weeks (20 days)	344 85%	375 98%	362 98%	369 100%	373 100%
		FTE 7	FTE 7	FTE 8	FTE 8	FTE 8
Site Plan Review Provide review for all applications for development within target timeline	New Submittals	205	221	236	253	265
	Resubmittals	47	70	72	77	81
	Total Reviewed	252	291	308	330	346
Permit Issuance Provide building permits for construction of a building project	Permits Processed					
	All Building Permits	5,145	4,893	4,640	4,965	5,213
	Over the Counter Permits	1,648	1,745	1,468	1,571	1,649
	Single Family Dwellings	497	556	504	539	566
	Valuation	\$130,392,773	\$147,040,326	\$138,404,996	\$148,093,346	\$155,498,013
	Average SFD Valuation	\$262,360	\$264,461	\$274,613	\$274,613	\$274,613
	Multi Family Dwellings	174	64	68	73	76
	Valuation	\$18,008,750	\$7,379,201	\$8,101,840	\$ 8,668,969	\$ 9,102,417
	Average MFD Valuation	\$103,499	\$115,300	\$119,145	\$119,145	\$119,145
	Commercial	56	35	46	47	47
	Valuation	\$19,425,711	\$27,571,256	\$8,554,336	\$ 8,725,423	\$ 8,812,677
	Average Commercial Valuation	\$346,888	\$787,750	\$185,964	\$185,964	\$185,964
	Total Valuation	\$248,543,264	\$253,164,765	\$242,802,722	\$259,798,913	\$272,788,858
Inspections Performed Perform requested building inspections by the end of the next work day while maintaining or improving operating efficiency	Inspection Requested Stops	14,593	14,351	13,712	14,672	15,405
	Inspections Performed	34,815	31,131	30,184	32,297	33,912
	Average number of inspection stops per day per inspector	10	11	14	11	10
		FTE 5	FTE 5	FTE 7	FTE 7	FTE 7
	Inspections carried over	651	328	794	850	892

INFORMATION SERVICES—5141

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

2016-2018 Accomplishments

- Implemented technology and facility systems for Emergency Communications Center.
- Network redesign and implementation for Comcast services.
- Completed Computer-Aided Dispatch/Police Records system replacement.
- Implemented new Motorola radio network and replacement.
- Fiber network deployment and setup between six City facilities.
- Audio and Video of Council meetings streamed live on Facebook.
- Replaced Police and Fire in-vehicle computer systems.
- Permits and Business Tax system replacement.
- Recreation and Reservation system replacement.
- City-wide PC replacement.
- Copier/multi-function printer replacement.
- Convention Center Wi-Fi enhancements and upgrade.

2018-2020 Objectives

- Implement Police Body Camera system.
- City Council Agenda Management System replacement.
- Distribute computing center to City Hall West.
- New facility preparations – Corporation Yard expansion.
- Fiber deployment and setup for City and Traffic Engineering use.
- Finance system enhancements
- Enterprise Video Security System replacement.
- Implement new Utility Billing system.
- Implement technology related to new Traffic Management System.
- City server and network replacement.

<i>Performance Measurements - Information Services Division 5141</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Information Systems To provide and maintain reliable City computer services	IS service requests handled	1,991	2,221	2,300	2,350	2,400
	IS projects completed	22	20	24	25	26
To maintain and manage City telephone systems	Wireless phones and data	620	628	665	690	725
	Telephones and lines	1,178	1,195	1,210	1,220	1,235

GIS – 5142

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

Accomplishments 2016-2018

- Produced individual map projects including but not limited to:
 - Zoning, General Plan, FEMA flood map, CRS analysis, Crime analysis and Incident locations, Fire Incident locations, Digital Map books, Industrial Park activity, Solid Waste Routes, Bus Stops and Routes, Emergency Operation Center Subdivisions and Pavement Management System.
- Maintained and performed quality control in both Permits and GIS, including address, assessor parcel numbers, parcel splits, new subdivisions to ensure accuracy.
- Completed the Police/Fire Dispatching software upgrade which relies heavily on GIS data for spatially identifying locations of incidents, related incidents and dangers as well as identifying the location of Visalia Public Safety personnel in the field.
- Heavily involved in the replacement of the current Permitting system, verifying clean GIS data in Permits Plus matching GIS data in the mapping system to ensure the transition to Accela Automation proceeds smoothly.
- Added a GIS Analyst position in place of a retirement of a GIS Technician in order to provide backup coverage of duties for advanced GIS technical knowledge.

2018-2020 Objectives

- Continue to monitor and advance the new Permitting system to ensure the integration to GIS gives staff and the public the resources needed to assist in their permitting needs.
- Complete the Local Update of Census Addresses (LUCA) verification so that all Visalia citizens are included in the 2020 Census to provide Visalia with the most federal benefits allowed for our growing population.
- Dedicate heavy involvement in the Utility Billing system replacement to ensure integration to and data supplied, allowing staff the ability to maintain the customer database and properly track Visalia's resources.
- Enhance web maps supplying the public with mapping information.
- Continue to actively keep the GIS data, mapping software and functionality of GIS as current as possible, as well as monitor GIS data maintained outside of but utilized by GIS for quality control of the new Permitting system and Tulare County Assessors' office APN pages.

Performance Measurements - Geographic Information Services Division 5142

<i>Strategy</i>	<i>Measure</i>	Projected 2017-18	Forecast 2018-19	Forecast 2019-20	Forecast 2016-17	Forecast 2017-18
Maintained Geographic Databases	Number of Employees	FTE 2	FTE 2	FTE 2	FTE 2	FTE 2
	Addresses	57,856	58,697	59,497	62,472	63,272
	Parcels	45,709	46,319	46,969	49,317	49,967
	Miles of Street	563	569	575	581	587
	Unique Maps		850	900	927	955
Added Geographic Information	Addresses		841	800	824	824
	Parcels		610	650	670	670
	Miles of Street		6	6	6	6

TELEPHONE SERVICES—5143

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

2016-2018 Accomplishments

- Maintained and managed telephone, cellular, and communications services.
- Processed billings for telephone, cellular, and paging services.
- Consolidated cellular communications billing and ordering.

2018-2020 Objectives

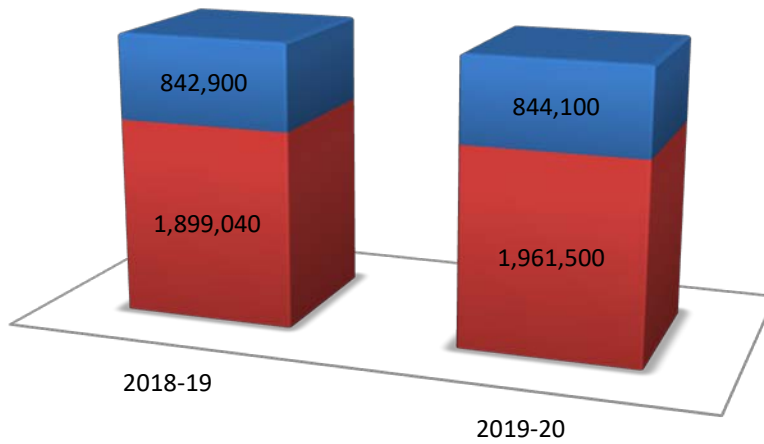
- Ongoing maintenance of City telephone and communication resources. This includes:
 - Voicemail configuration and maintenance
 - Citywide phone system configuration and maintenance
 - Cellular and pager system coordination
 - Billing and payment for telephone, cellular, cabling, and paging vendors
 - Pay telephone system coordination
 - Troubleshooting and vendor coordination for services
- City Phone and Voicemail system replacement.
- Implementation of advanced e-911 services.

FINANCE DEPARTMENT

MISSION: To provide a high level of accountability for public funds, meeting or exceeding the customer's expectation, timely and accurately delivering information with a bias towards continuous improvement.

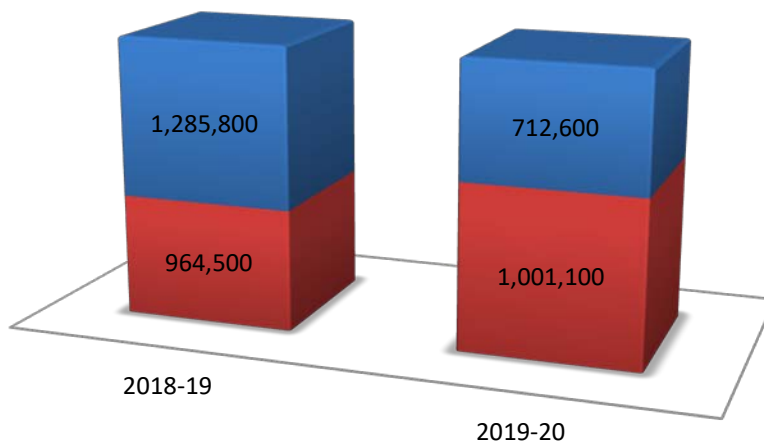
Finance GF Summary

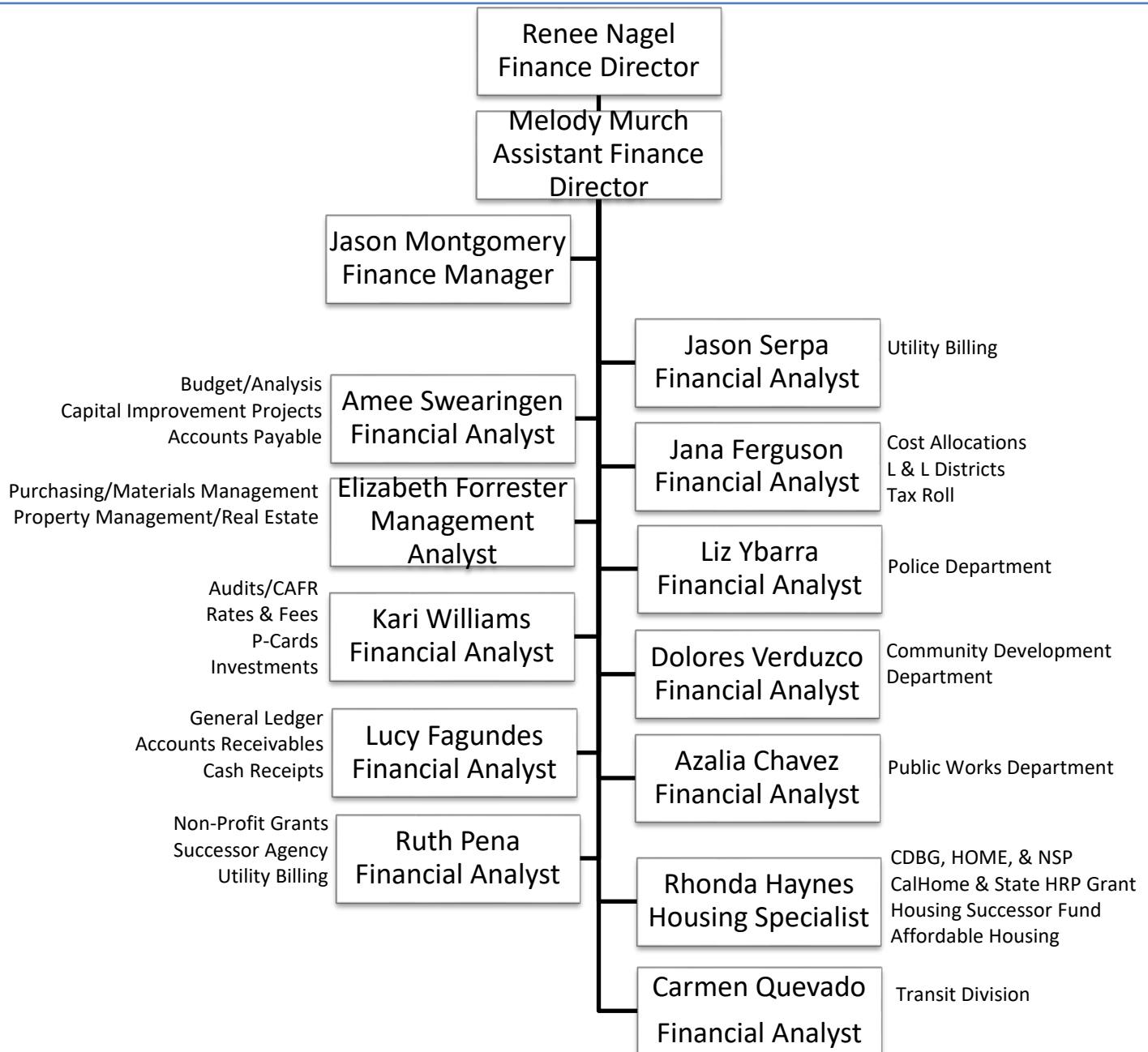
Salaries and Benefits Operating Expenses



Utility Service Summary

Salaries and Benefits Operating Expenses





Allocated FTE's = 32

FINANCE

ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
FINANCE - 001 - 1503	577,571	620,540	574,410	492,100	653,440	672,600
BUDGET & ANALYSIS - 001 - 1531	677,838	698,735	857,940	1,147,100	1,124,400	1,147,300
ACCOUNTING - 001 - 1532	317,835	353,397	346,580	315,000	313,900	322,100
MATERIALS MANAGEMENT - 001 - 1535	297,362	327,653	316,190	325,900	339,000	349,900
PASSPORTS - 001 - 1536	23,560	43,500	35,690	88,300	129,700	131,700
PROPERTY MANAGEMENT - 001 - 1551	335,718	168,830	330,300	223,700	213,800	214,300
NON DEPARTMENTAL - 001 - 1555	12,966	15,410	22,300	14,100	14,200	14,200
NON PROFIT YOUTH PROGRAMS - 001 - 3523	168,069	118,010	120,240	65,400	66,100	66,100
Total Operating Expenditures	2,410,919	2,346,075	2,603,650	2,671,600	2,854,540	2,918,200
Reimbursements	(1,686,248)	(1,886,380)	(1,855,940)	(1,911,100)	(1,985,600)	(1,985,600)
Net General Fund	724,671	459,695	747,710	760,500	868,940	932,600
<u>SPECIAL REVENUE</u>						
MEASURE N ZERO DIV - 141 - 1410	-	1,061,912	5,600,431	5,643,831	10,972,300	6,415,700
MEASURE N-MAINTENANCE & EMERG - 142 - 1420	-	2,968	670,000	670,000	1,043,200	1,053,600
MEASURE N-2% YOUTH - 143 - 1430	-	742	-	-	-	-
MEASURE N-UNCERTAINTY - 144 - 1440	-	3,710	1,100,000	-	-	-
FIRE MEAS T EC UNCRT ZERO DIV - 124 - 2240	109	97	-	-	-	-
DT PARKING TRUST ZERO DIV - 611 - 6010	1,479	550,664	567,690	67,300	325,900	55,900
CDBG ZERO DIV - 311 - 6110	476,353	385,531	770,562	770,600	856,200	-
CDBG CODE ENFORCEMENT - 311 - 6122	91,845	113,752	110,000	112,200	114,000	124,800
CDBG ADMINISTRATION - 311 - 6131	55,104	184,193	233,350	216,800	242,800	282,800
CAL HOME GRANT ZERO DIV - 318 - 6180	20	29	-	20	-	-
CALHOME GRANT - 318 - 6181	216	506	590	510	242,800	12,700
HOME ZERO DIV - 321 - 6310	1,045,150	755,016	300,000	300,100	-	-
HOME ADMIN - 321 - 6349	15,361	28,602	32,310	26,470	54,000	55,000
HOME HOMEBUYERS ASSIST - 321 - 6352	18,216	11,447	26,990	1,710	1,000	1,000
HOME CHDO - 321 - 6355	-	109,713	492,900	492,900	319,500	319,500
HED REVOLVING - 324 - 6484	24,040	170,326	176,790	172,160	193,300	164,300
RDA SUCCESSOR REVOLVING - 324 - 6485	8,746	8,735	8,200	-	-	-
NEIGH STABILIZATION ZERO DIV - 331 - 6710	50	21	-	-	-	-
NEIGHBORHOOD STABILIZATION - 331 - 6711	22,563	39,053	3,230	3,310	181,900	122,500
CDBG HABITAT - 331 - 6712	233,047	100,168	-	2,380	2,700	2,700
RDA - SUCCEOR AGENCY - 361 - 6910	114,076	432,948	366,520	190,700	193,300	193,300
Total Operating Expenditures	2,106,375	3,960,133	10,459,563	8,670,991	14,742,900	8,803,800
Reimbursements	(182,351)	(178,919)	(109,000)	(100,610)	(198,900)	(198,900)
Net Special Revenue	1,924,024	3,781,214	10,350,563	8,570,381	14,544,000	8,604,900
<u>DEBT SERVICE</u>						
SA EAST VISALIA RDA TARB - 397 - 3970	92,352	82,272	-	-	-	-
2014 COP - 398 - 3980	127,413	126,863	-	-	-	-
2015 COP - 399 - 3990	966,813	1,156,677	-	-	-	-
Total Operating Expenditures	1,186,578	1,365,812	-	-	-	-
Reimbursements	-	-	-	-	-	-
Net Debt Service	1,186,578	1,365,812	-	-	-	-
<u>PROPRIETARY</u>						
UTILITY SERV ZERO DIV - 439 - 4390	11	-	-	-	-	-
UTILITY SERVICE CENTER - 439 - 4391	2,396,616	2,515,452	2,587,850	2,745,680	2,644,900	2,108,300
Total Operating Expenditures	2,396,627	2,515,452	2,587,850	2,745,680	2,644,900	2,108,300
Reimbursements	(2,396,282)	(2,513,828)	(2,587,850)	(2,745,480)	(2,644,700)	(2,108,100)
Net Proprietary	345	1,624	-	200	200	200

FINANCE
ALL FUNDS

OPERATING EXPENDITURES

INTERNAL SERVICE

BUILDINGS MAINTENANCE INT SERV - 531 - 5310

COMPENSATED ABSENCE ZERO DIV - 571 - 5710

Total Operating Expenditures

Reimbursements

Net Internal Service

2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
4,597	90	743,102	-	-	-
-	628	-	-	-	-
4,597	718	743,102	-	-	-
-	-	-	-	-	-
4,597	718	743,102	-	-	-

AGENCY

PBID 4 ZERO DIV - 374 - 3630

ATWOOD ASSESS DIST DIVIS ZERO - 384 - 3840

LAURA ASSESS DIST DIVIS ZERO - 385 - 3850

LOS RIOS ASSESS DIST ZERO DIV - 381 - 3910

VILLAGE WEST ASS DIST ZERO DIV - 382 - 3920

ORCHARD WALK UG UTIL ZERO DIV - 383 - 3930

Total Operating Expenditures

Reimbursements

Net Agency

370,975	374,016	374,130	374,000	373,100	373,100
49,955	13,455	-	-	-	-
45,663	19,057	-	-	-	-
62,521	60,329	-	-	-	-
7,018	6,712	-	-	-	-
81,338	77,324	-	-	-	-
617,470	550,893	374,130	374,000	373,100	373,100
-	-	-	-	-	-
617,470	550,893	374,130	374,000	373,100	373,100

TOTAL FINANCE

4,457,685	6,159,956	12,215,505	9,705,081	15,786,240	9,910,800
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FINANCE— Finance Management 1503, Budget & Analysis 1531, Accounting 1532

Division Description: Finance is responsible for the City's fiscal operations including the planning, directing, monitoring, and improvement of the City's financial resources. The Finance Director and Finance Management division are responsible for the planning and directing of the City's financial resources. The Budget & Analysis division is responsible for preparation of the Budget, Capital Improvement Program, and Audit Report along with the treasury functions. The Accounting division is responsible for various functions including accounts receivable, accounts payable, general ledger, and other general accounting. The Non-Departmental division accounts for costs not directly associated with any single department such as property tax collection charges, non-profit support and general revenue and expenditures.

2016-2018 Accomplishments

- Produced the audit report (CAFR) internally.
- Received the GFOA award for the audit report (CAFR) and additionally for the budget.
- Produced 2-year Capital and Operating Budget.
- Issued the 2015 COP for VECC funding.

2018-2020 Objectives

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

Performance Measurements - Finance

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Provide timely, financial information to decision makers	Timely -					
	- 2 year budget adoption	6/27/16	n/a	6/18/18	n/a	6/22/20
	- Mid-year financials	3/17/14	3/16/15	3/19/18	3/18/19	3/23/20
	- Audit presentation	2/16/16	1/17/17	1/16/18	1/21/19	1/20/20
	Average number of days between the end of the month and completion of bank reconciliation (Goal is 90 days)	90	90	90	90	90
	Quality -					
	- Budget - GFOA award	Yes	n/a	Yes	n/a	Yes
	- CAFR - GFOA award	Yes	Yes	Yes	Yes	Yes
Accounts Payable	Number of Checks	10,164	8,921	9,000	9,200	9,400
	Total Payments (Millions)	\$ 94	\$ 88	\$ 89	\$ 90	\$ 92
P-Cards	Total P-Card Holders	435	452	435	440	450
	Total Payments (Thousands)	\$2,665	\$2,563	\$2,575	\$2,600	\$2,650
Transient Occupancy Tax	Total Collected (Thousands)	\$ 2,546	\$ 2,757	\$ 2,789	\$ 2,845	\$ 2,902
To protect the City's cash investments while earning a competitive investment return	Meet or exceed Local Agency Investment Fund (LAIF)					
	- LAIF	0.42%	0.73%	1.30%	1.25%	2.00%
	- City Return	0.64%	0.91%	1.40%	1.95%	2.25%
	- Difference	0.22%	0.18%	0.10%	0.70%	0.25%

PURCHASING — Materials Management 1535, Property Management 1551

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

2016-2018 Accomplishments

- Continued compliance with State Department of Industrial Relations (DIR) mandates with regard to Public Works contracts.
- Re-bid multiple expired and/or outdated contracts.
- Provided 2 Purchasing Policy Training sessions for city employees.
- Updated Vendor Insurance Certificates.

2018-2020 Objectives

- Provide City employees with training on Purchasing Policies annually.
- Ensure Vendor Insurance Certificates are up to date.
- Update Purchasing Policies and Procedures Manual.
- Re-bid expiring or out-of-date contracts to avoid lapse in service.

<i>Performance Measurements - Purchasing - 1535</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Purchasing	Number of PO's issued	276	295	230	300	300
	Total Issued (Millions)	\$ 15	\$ 21	\$ 12	\$ 30	\$ 30
	Number of RFB/RFP/Quote	75	67	50	75	75
	Number of contracts registered with DIR	72	63	30	50	50

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

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

2016-2018 Accomplishments

- Increased Affordable Housing Opportunities: three (3) single family homes revitalized neighborhoods, created jobs and provided affordable housing through acquisition, rehabilitation and resell. 2 homes by Habitat through NSP funds; and 1 home by SHE with HOME-CHDO acquired and rehabilitated, currently on the market for resell.
- Implemented Senior Mobile-home Rehab Program; Assisted 4 seniors.
- Implemented the CalHome Reuse down payment assistance program.
- Increased Affordable Rental Development: Forty-one (41) rental units invested \$2,409,150 HOME funding. 36 new units constructed & 5 units acquired & rehabilitated by Self Help Enterprises.
- Park Improvements: CDBG funds support improvements to parks in targeted areas, specifically the Lincoln Oval Park. Improvements included design and installation of iron fencing, lighting and wiring for security system.
- Public Improvements: CDBG funds support the Oval Area Traffic Improvements and design and installation of ADA accessible sidewalks, curb cuts, truncated domes and other calming measures.
- Homeless Rental Assistance Programs: HOME funds supported one (1) homeless tenant through the Tenant Based Rental Assistance Program (TBRA). 5 additional applicants are currently working with Family Services, Program Administrator.
- Homeless Services: CDBG and Housing Successor funds supported Case Management and Street Outreach and Project Homeless Connect to Visalia's homeless and at-risk of homelessness through non-profit providers: Family Services, Turning Point and Continuum of Care.
- Annual HUD Reporting: submitted the 2015-2019 Five-Year Consolidated Plan; completed the 2016 and 2017 Action Plan; completed the Consolidated Annual Performance and Evaluation Report (CAPER) in September of 2016 and 2017.

- Awarded 2016 Housing Related Park Grant (16HRPP) awarded January 2018 in the amount of \$132,190 toward improvements to Village Park and Creation of Community Campus Parcel #4.

2018-2020 Objectives

- Increase Affordable Housing Opportunities with CalHome, HOME & CDBG.
- Finalize the disposition and development of Housing Successor and CDBG properties with non-profit developer.
- Affordable Rental Development: City committed HOME-CHDO funds to SHE in which \$466,000 of the \$1M is currently being processed toward the acquisition of a 6-unit rental project on Encina St.
- City Housing Successor funds loaned to KMC \$150,000 toward rehabilitation of 6-units at 617-619 N Santa Fe, (currently underway).
- Implement Owner Occupied Rehabilitation Programs by seeking grant opportunities to assist with repairs; reintroduce the program with the use of CDBG funds and work in partnership with non-profits and Code Enforcement.
- Continue Park and Infrastructure Improvements with the use of CDBG funds.
- Continue to Proactively address the needs of the homeless population by providing available funding to non-profit housing providers and to the Continuum of Care.
- Prepare the Annual Action Plan and Consolidated Annual Performance and Evaluation Report (CAPER) on an annual basis.
- Prepare the next 5-Year Consolidated & Strategic Plan.

Performance Measurements - Affordable Housing Division						
Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Affordable Housing Provide timely reports to US Department of Housing and Urban Development (HUD)	Action Plan - May 15	05/15/2015	05/15/2016	05/15/2017	05/15/2018	05/15/2019
	CAPER - September 30*	42,277	42,643	09/30/2017	09/30/2018	09/30/2019
Continue to service existing loans through AmeriNational & Habitat so payments received may be recycled in order to provide additional affordable housing opportunities	Number of Loans	242	225	210	200	195
	Portfolio in Dollars	\$6.5 Mil	\$6.4 Mil	\$6.3 Mil	\$6.1 Mil	\$6.1 Mil
	Number of Loans	12	14	16	16	16
	Portfolio in Dollars	\$12.3 Mil	\$14.7 Mil	\$15.3 Mil	\$15.3 Mil	\$15.3 Mil
	Number of Affordable Units	14*	39*	7*	10*	2
	HOME, HOME-CHDO & NSP-HFH (*includes rental units)	0	0	1	1	1
	Community Development Funding %					
	Public & Park Improvements,*** Section 108, Code Enforcement					
	Affordable Housing Funding %	51%	50%	42%	39%	39%
	Total	100%	100%	100%	100%	100%
*CAPER date relates to prior FY (7/1-6/30) period expenditures						
** Includes Rental units						
*** Section 108 loan last payment 2017-18						

UTILITY BUSINESS OPERATIONS—4391

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

2016-2018 Accomplishments

- Audited of accounts continues to ensure correct billing is going to customers.
- Added storm fees to accounts previously not billed, as the property was not connected to City sewer.
- Implemented a collection process to involve code enforcement on severely delinquent accounts. Due to this, collection rates have increased dramatically.
- Added late fee penalties to delinquent payments.
- Fathom/Global Water monthly reconciliation to ensure receipt of revenues reported.
- Constructed a new Utility Billing counter at City Hall West to service customers more efficiently.

2018-2020 Objectives

- Continue auditing of accounts to ensure correct billing is going to customers.
- Add storm fees to accounts previously not billed, because the property is not connected to City sewer.
- New software purchased to handle utility billing from a centralized concept (Finance Dept). Instill integrations to replace current provider's billing and payment processing including a mail service, lockbox, and e-payment solutions. This solution will also be integrated with all solid waste vehicles for on demand information about service throughout the city.
- New Call center staff to be deployed to replace current provider of customer service.

Performance Measurements - Utility Billing

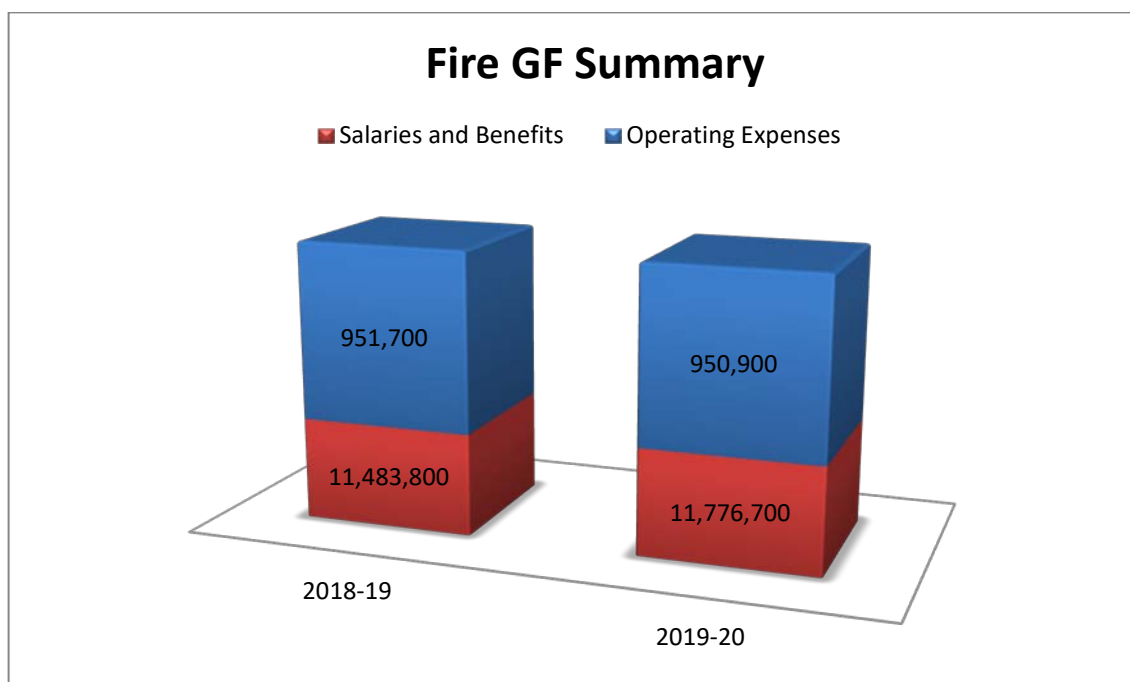
Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Utility Billing	Number of Accounts (average)	41,642	42,057	42,353	42,777	43,204
	Revenue (Millions)	\$ 41.1	\$ 41.6	\$ 42.5	\$ 42.9	\$ 43.4
	Number of Delinquent Accounts to Tax Roll	425	629	550	561	572
	Revenue (Thousands)	\$ 207	\$ 411	\$ 358	365	372
	Number of Delinquent Accounts to Collections	2,081	903	1,000	1,025	1,050
	Revenue (Thousands)	\$ 818	\$ 263	\$ 280	\$ 290	\$ 300

* Note 15/16 was the first year of collections with Fathom.

FIRE & EMERGENCY MANAGEMENT DEPARTMENT

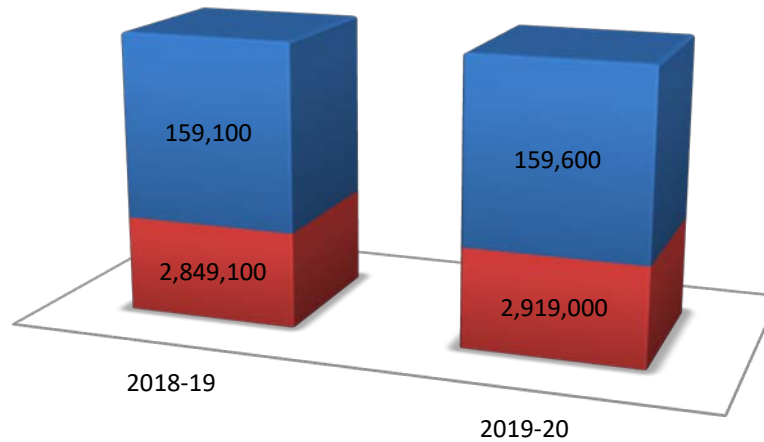
MISSION: Members of the Fire Department guarantee to the People of the City of Visalia that we will provide dependable service in a responsive manner, while showing care and compassion for those in need. We will protect lives, property and the environment through fire suppression, rescue, disaster preparedness,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

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



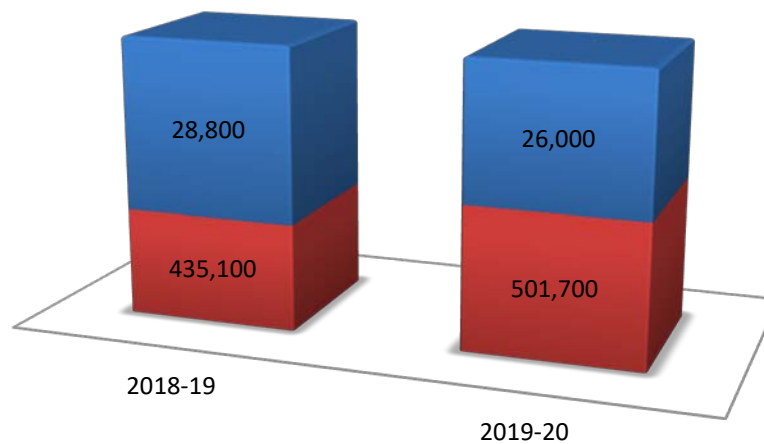
Measure T Fire Summary

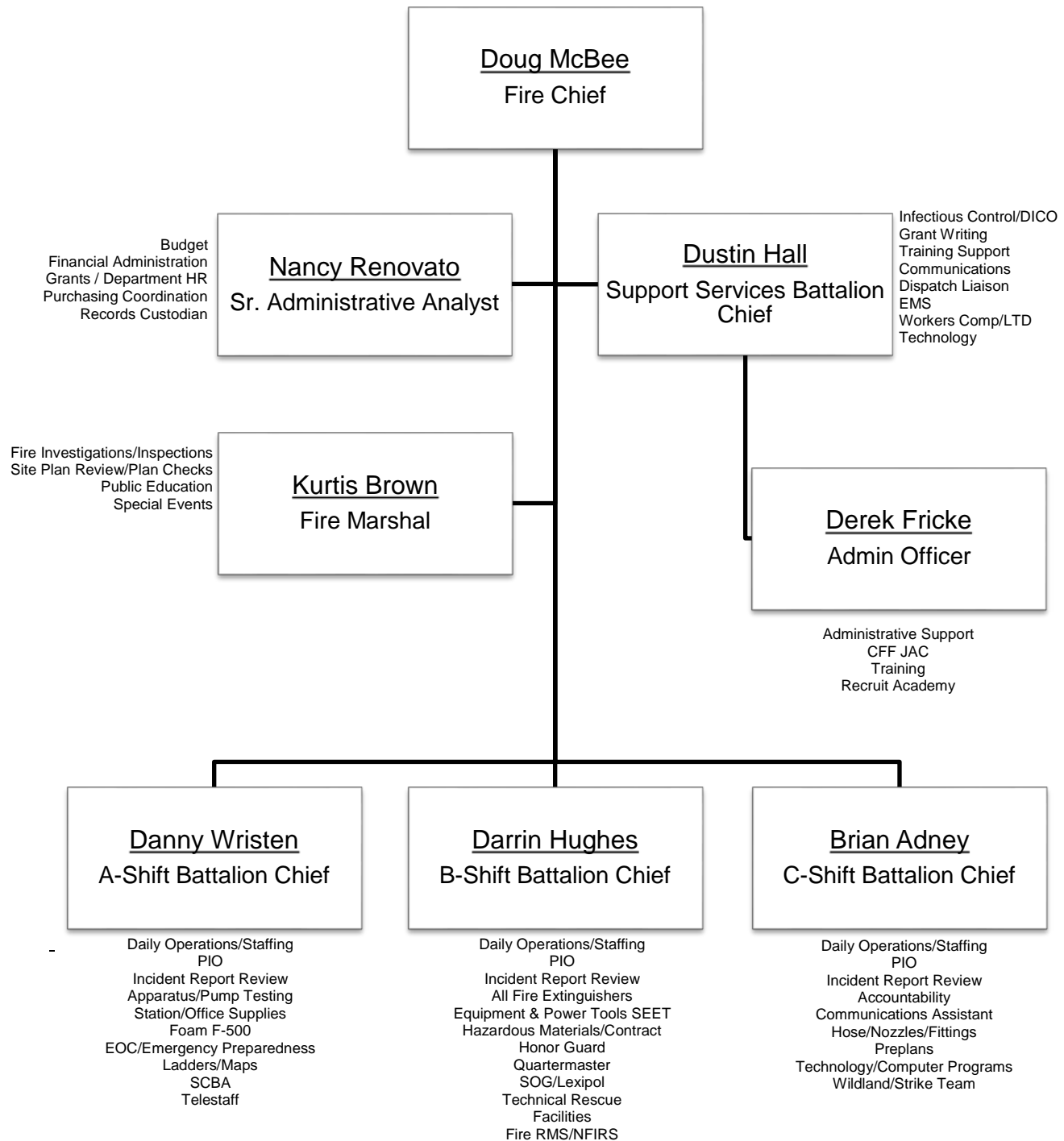
Salaries and Benefits Operating Expenses



Measure N Fire Summary

Salaries and Benefits Operating Expenses





Allocated FTE's = 85

FIRE

ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
FIRE ADMINISTRATION - 001 - 2221	1,025,312	1,034,730	1,036,320	977,000	1,164,600	1,179,100
FIRE EMERG SERV/OPERATIONS - 001 - 2222	10,419,802	10,974,762	11,067,070	11,751,300	11,940,600	12,202,300
FIRE PREVENTION - 001 - 2223	624,833	630,848	672,020	656,500	700,300	716,100
FIRE TRAINING - 001 - 2224	93,548	53,245	109,590	78,700	80,900	81,000
FIRE HAZARDOUS MATERIALS - 001 - 2226	30,215	23,511	29,650	23,300	23,200	23,200
Total Operating Expenditures	12,193,710	12,717,096	12,914,650	13,486,800	13,909,600	14,201,700
Reimbursements	(4,668)	(5,761)	-	(7,300)	(4,500)	(4,500)
Net General Fund	12,189,042	12,711,335	12,914,650	13,479,500	13,905,100	14,197,200
<u>SPECIAL REVENUE</u>						
MEASURE N-FIRE - 141 - 1413	-	-	100,000	100,000	633,900	697,700
FIRE MEASURE T ZERO DIVISION - 122 - 2230	1,321,025	134,442	39,855	39,900	-	-
FIRE PUBLIC SAFETY ST (MEAS T) - 122 - 2231	2,758,451	3,114,960	2,582,470	3,231,800	3,249,600	3,320,000
FIRE TRAINING (MEAS T) - 122 - 2232	-	-	-	-	-	-
Total Operating Expenditures	4,079,476	3,249,402	2,722,325	3,371,700	3,883,500	4,017,700
Reimbursements	-	-	-	-	-	-
Net Special Revenue	4,079,476	3,249,402	2,722,325	3,371,700	3,883,500	4,017,700
<u>INTERNAL SERVICE</u>						
FIRE MEAS T ZERO DIV - 504 - 5040	65,537	65,753	65,770	66,700	65,700	65,700
FIRE PUBLIC SAFETY ST (MEAS T) - 504 - 5041	64	66	-	-	-	-
Total Operating Expenditures	65,601	65,819	65,770	66,700	65,700	65,700
Reimbursements	(64,697)	(64,697)	(64,700)	(64,700)	(64,700)	(64,700)
Net Internal Service	904	1,122	1,070	2,000	1,000	1,000
TOTAL FIRE	16,269,422	15,961,859	15,638,045	16,853,200	17,789,600	18,215,900

FIRE ADMINISTRATION—2221

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

2016-2018 Accomplishments

- Completion of new Visalia Emergency Communications Center (VECC) and CAD Replacement.
- Transitioned Fire Administration to VECC.
- Submitted grant application through AFG (Assistance to Firefighters Grant) for 40 P25-compliant, multi-band portable radios.
- Retained a 3 ISO Rating.
- One Battalion Chief participated in Leadership Visalia.
- Participated in the Tulare County Drought Task Force.
- Took a leadership role with Tulare Kings County Fire Chiefs.
- One Fire Captain and one Fire Inspector completed COV Supervisory Academy.
- Maintained personnel records for approximately 80 employees in the department including CV9 processing.
- Billed a total of \$170,000 in declarations, and work orders.
- Tax rolled 28 abatement cases totaling approximately \$38,000.
- Processed billing requests for Strike Team Reimbursement totaling approximately \$569,000.
- Processed 115 Public Records Requests.

2018-2020 Objectives

- Continue to develop a strategic plan for the fire department.
- Locate land and begin construction of new Station 56.
- Develop plans for more robust Designated Infection Control Officer (DICO) Program.
- Continue to update departmental SOGs.
- Work with Human Resources to update City Policies.
- Seek federal, state and public grants in support of fire department activities.
- Continue to scrutinize overtime budgets and effectively manage the operating budget by maximizing resources and staying within the allocated budget.
- Two Fire Captains to participate in COV Supervisory Academy.
- Take a leadership role with Tulare Kings County Fire Chiefs.

EMERGENCY SERVICES/OPERATIONS—2222

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

2016-2018 Accomplishments

- Responded to 29,584 calls for service in calendar years 2016 and 2017; of these, 19,941 were for emergency medical service.
- Assisted the state with 22 Strike Team Deployments to combat wildfires throughout California. The state reimbursed the City a total of \$988,916 for staff time and vehicle and apparatus support.
- Completed all National Fire Incident Reporting System (NFIRS) required reporting.
- Purchased one (1) new Pierce Fire Engine and one (1) new Pierce Aerial Ladder Truck.
- Completed two (2) EOC Drills.
- Renewed certifications for 29 EMTs.
- Preliminary stages of updating the Emergency Operations Plan.
- Completed SW repeater site at Station 53.
- Moved Ch1 to VECC Tower.
- Began the process to upgrade communication equipment (including all portable radios).
- Completed the update to the ePCR tablets and began process to replace them.

2018-2020 Objectives

- Purchase one Mobile Air and Light Unit with Measure N Funds.
- Complete upgrade to communication equipment (including all portable radios).
- Replace ePCR Tablets.
- Complete one (1) EOC Drill.
- Update the Emergency Operations Plan.
- Evaluate priority 3 & medical facility response.
- Renew certifications for all EMTs.
- Continue to assist the state with Strike Team assignments and monitor reimbursements.
- Replace 80 SCBA Cylinders & Harness.
- Update Knox Med Vaults.
- Finalize medical director contract.

- Develop First Responder User Fee.

Performance Measurements - Operations Division - 2222

Average Response Time Comparison

Report Period: From 2008 to 2017

<u>Year</u>	<u>Total Calls</u>	<u>Average Response Time</u>
2008	10,452	0:05:33
2009	10,395	0:05:49
2010	10,598	0:05:06
2011	11,245	0:04:55
2012	12,140	0:04:59
2013	12,482	0:05:22
2014	12,513	0:05:48
2015	14,065	0:05:52
2016	14,283	0:05:35
2017	15,301	0:05:29

Service level changes: Fire Station 53 was opened at Walnut and Atwood in southwest Visalia. The new Spillman CAD was implemented in August of 2016, allowing the true dispatching of the closest available fire unit. New intersections continue to have preemption devices installed, several intersections were retrofitted with preemption and new street projects assist with response routes and response times.

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

<u>Strategy</u>	<u>Measure</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Forecast 2018</u>	<u>Forecast 2019</u>	<u>Forecast 2020</u>
<i>Response times</i> Response times to priority emergency calls are a strong indicator of appropriate standards of coverage. Once a fire is developed, it can double in size each minute. Flashover now occurs in 3 to 5 minutes. Brain death will occur in 4 to 6 minutes when a victim is in cardiac arrest. Timely response to both fire and EMS calls have a direct relationship with saving lives and protecting property.	Percentage of calls responded to in less than 5 minutes	53%	49%	56%	52%	54%	55%	56%	57%

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

FIRE PREVENTION—2223

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

2016-2018 Accomplishments

- Conducted presentations to all schools (public & private) during Fire Prevention month in October. Approximately 6,000 students were served.
- Held Open House in October. Approximately 800 people attended.
- Held three (3) Fire Camp Workshops with more than 200 youths participating.
- All mandated fire inspections were completed.
- Implemented new Fire Alarm Permit Program.
- Replaced /hired an hourly Fire Prevention Inspector.
- Created/updated the Open Burning and Weed Abatement Ordinances.
- Updated Fire Investigation manual to the new NFPA 921 & 1033 Standards.
- Implemented a new Juvenile Fire-Setter Program.
- Began process to automate Fire Alarm Permit Program through Permits Plus.
- Amended and adopted the new California Fire Codes.

2018-2020 Objectives

- Plan and coordinate three (3) Fire Camp Workshops for 6-10 year olds.
- Conduct presentations to all schools (public & private) during Fire Prevention month in October.
- Complete all required mandated fire inspections.
- Write Special Events Ordinance.
- Comply with all fire requirements for Fire Investigators.
- Continue to improve the new Juvenile Fire-Setter Program.
- Complete Automation of Fire Alarm Permit Program through Permits Plus.
- Create a Construction Inspection Program.
- Continue to implement Accela Software.
- Hire one (1) full-time Fire Inspector to manage the Property Maintenance Program.
- Conduct Open House and increase attendance.

<i>Performance Measurements - Prevention Division - 2223</i>						
<i>Strategy</i>	<i>Measure</i>	Actual 2016	Actual 2017	Forecast 2018	Forecast 2019	Forecast 2020
To continue improving policies & procedures and utilize technology to the best of our abilities always working towards increased efficiency.	Initial Business Inspection	4,673	3,659	4,500	4,500	4,500
	Property Maint Inspection	1,098	1,831	1,500	1,500	1,500
	Public Education Attendees	26,120	20,294	20,000	20,000	20,000
Strategy: The Prevention Division started a new priority inspections program in 2014. Inspections are conducted starting with high hazard occupancies first, working down to the lower hazard occupancies. The high hazard inspections are completed each year by a Fire Inspector and the lower hazard occupancies are inspected by an engine company.						

TRAINING—2224

Division Description: The Training Division is staffed by one Training Captain and one Support Services Battalion Chief. The Training Division manages the fire service training and program requirements for all fire suppression personnel. Fire service training is comprised of five major areas; fire suppression, hazardous materials, technical rescue, emergency medical technician and paramedicine. The Training Division strives to increase and enhance the response capabilities of the fire department, as mandated by local, state and federal standards. The Support Services Battalion Chief also manages the business and marketing plan for the training facility, grants, recruit academies, and the communications program.

2016-2018 Accomplishments

- Met all federal, state and local requirements and recognized standards.
- Completed annual CORE Competency testing for all suppression personnel.
- Implemented a monthly training program for Fire and EMS Personnel with KDMC resident physician program.
- Completed two (2) recruit academies.
- Conducted specialized training for department personnel.
- Updated Fire Simulation Computer Program.
- Maintained relationships with surrounding agencies with regards to training.
- Maintained a leadership role with South Valley Training Officers Association.

2018-2020 Objectives

- Complete all local, state and federal mandated training requirements.
- Add one (1) Fire Engineer to support the Training Division.
- Find and bring outside specialized training for department personnel.
- Improve Company Officer Standardized Training.
- Develop fire academy for Company Officer Training.
- Maintain and improve relationships with surrounding agencies in regards to training.
- Develop an improved mentoring and career development program.
- Keep leadership role with South Valley Training Officers Association.

Performance Measurements - Training Division - 2224

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

		Actual 2015	Actual 2016	Actual 2017	Forecast 2018	Forecast 2019	Forecast 2020
Strategy	Measure						
Monthly Training							
Provide 20 hours of fire service training for each fire suppression employee. As per ISO recommendations.	Average monthly training hours for each fire suppression employee	21.09	21.39	22.57	20.00	20.00	20.00

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

HAZARDOUS MATERIALS RESPONSE—2226

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

2016-2018 Accomplishments

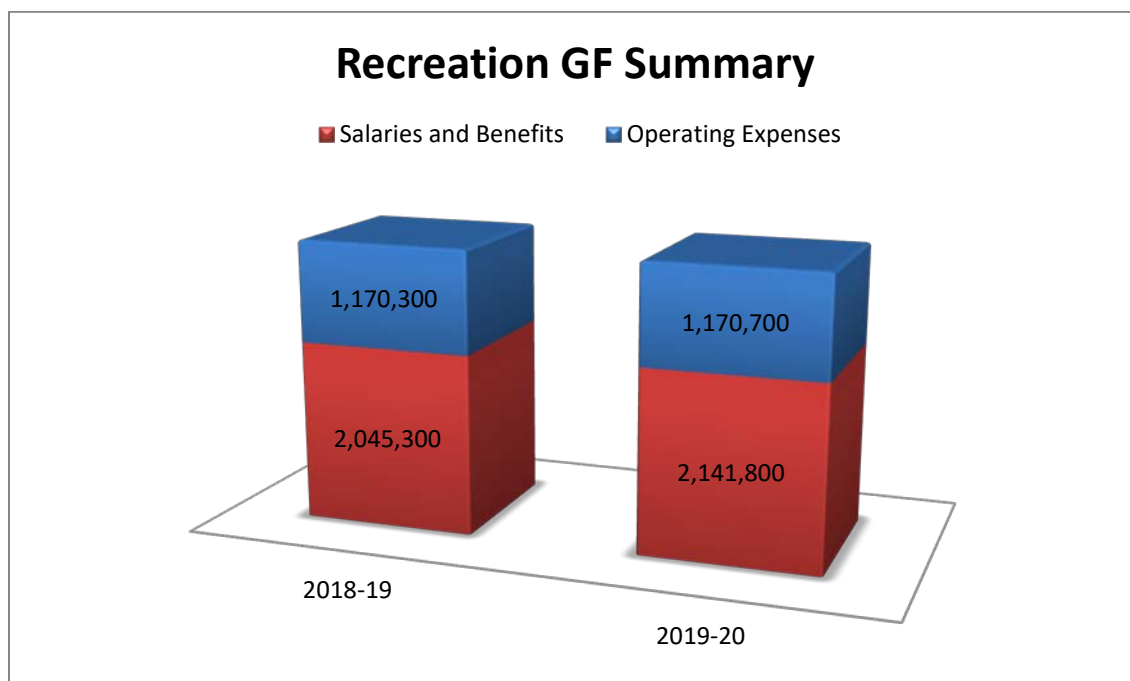
- Billed and collected approximately \$54,000 from surrounding agencies for the upkeep of the HazMat Team.
- Conducted bi-monthly training sessions for HazMat Team as well as HazMat businesses totaling 1,060 hours.
- Billed and recovered approximately \$10,000 in HazMat Cost Recovery Fees.
- The Hazardous Materials Team Type I was re-certified for another 5 years.

2018-2020 Objectives

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

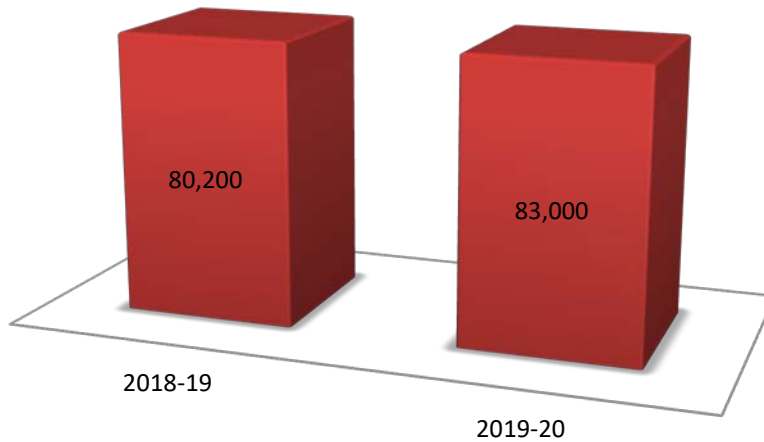
PARKS & RECREATION DEPARTMENT

MISSION: The mission of the Parks & Recreation Department is to build a great community through people, parks, and programs. Our purpose is to strengthen community image and sense of place; provide recreational experiences; protect environmental resources; increase cultural unity; promote health and wellness; foster human development; strengthen safety and security; and support economic development.



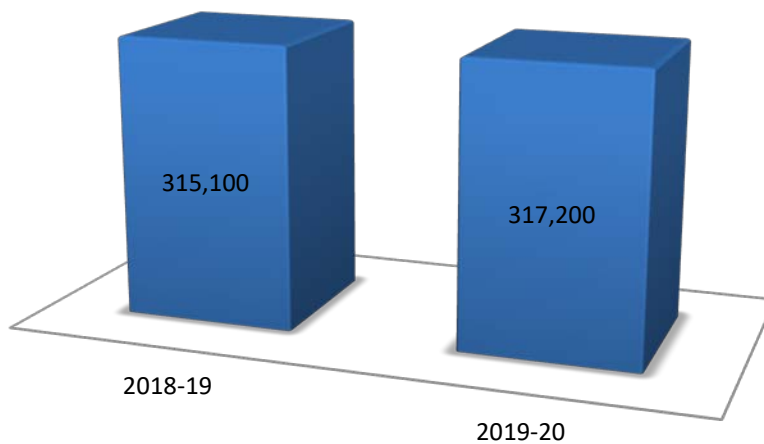
Measure N Recreation Summary

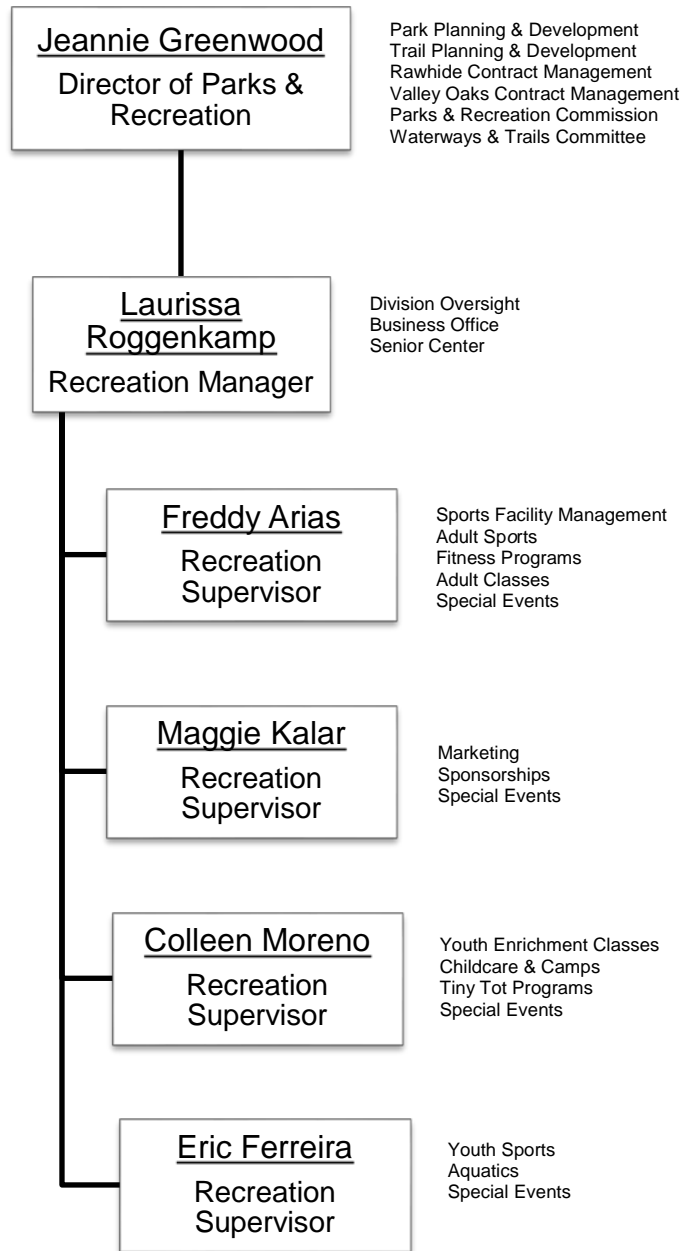
Salaries and Benefits



Baseball Summary

Operating Expenses





Allocated FTE's = 13

PARKS & RECREATION ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
P&R PARKS AND REC ADMIN - 001 - 3501	306,586	222,677	267,540	214,300	228,700	234,400
P&R FACILITY MANAGEMENT - 001 - 3502	329,668	508,209	374,230	447,400	476,400	478,300
P&R MARKETING AND PROMOTION - 001 - 3503	80,763	84,669	83,080	86,800	88,300	88,100
P&R MHCC PROGRAMS - 001 - 3504	154,619	176,360	184,030	167,500	174,800	182,100
P&R AFTERSCHOOL ENHANCEMENT - 001 - 3505	228,925	245,208	255,050	253,600	276,100	283,100
P&R AQUATICS - 001 - 3506	149,612	199,974	223,440	221,000	244,100	256,800
P&R YOUTH ENRICHMENT - 001 - 3507	139,107	167,477	174,810	176,600	192,700	200,700
P&R YOUTH SPORTS PROGRAM - 001 - 3508	130,549	148,823	144,050	142,300	166,800	170,400
P&R ADULT SPORTS PROGRAM - 001 - 3509	211,896	229,629	243,950	243,600	237,200	243,400
P&R COMM WIDE CULTURAL EV - 001 - 3511	112,696	160,399	137,820	147,300	156,400	160,900
P&R RECREATION MANAGEMENT - 001 - 3514	1,230,867	1,246,287	1,283,290	1,267,600	1,320,200	1,356,600
P&R WHITMAN CTR. - 001 - 3515	-	-	10,000	14,400	-	-
P&R ADULT PROGRAMS - 001 - 3517	26,079	18,880	23,700	18,200	20,700	21,000
P&R RIVERWAY SPORTS PARK - 001 - 3519	6,227	4,406	12,210	9,900	13,400	13,900
P&R LOOP SERVICES - 001 - 3521	17,880	22,767	17,590	23,400	24,000	24,300
P&R HEALTH AND WELLNESS - 001 - 3522	24,814	28,277	38,840	30,100	37,200	38,100
P&R SENIOR CENTER - 001 - 3524	253,226	272,318	280,420	246,600	271,100	272,900
Total Operating Expenditures	3,403,514	3,736,360	3,754,050	3,710,600	3,928,100	4,025,000
Reimbursements	(141,945)	(172,359)	(14,950)	(146,100)	(9,000)	(9,000)
Net General Fund	3,261,569	3,564,001	3,739,100	3,564,500	3,919,100	4,016,000
<u>SPECIAL REVENUE</u>						
MEASURE N-RECREATION - 141 - 1414	-	-	94,000	52,500	82,200	85,000
MEASURE N-2% YOUTH REC - 143 - 1432	-	-	103,000	13,900	185,800	185,800
Total Operating Expenditures	-	-	197,000	66,400	268,000	270,800
Reimbursements	-	-	-	-	-	-
Net Special Revenue	(141,945)	(172,359)	182,050	(79,700)	259,000	261,800
<u>PROPRIETARY</u>						
VISALIA BASEBALL ZERO DIV - 405 - 4050	20,302	-	-	-	-	-
VISALIA BASEBALL - 405 - 4051	322,183	328,753	329,070	351,500	338,300	340,400
GOLF CITY ZERO DIV - 421 - 4220	18,013	41,378	687,444	687,400	-	-
GOLF OPERATIONS-CITY - 421 - 4221	429,951	313,464	463,860	473,255	-	-
GOLF OPERATIONS COURSECO - 423 - 4231	2,053,685	2,071,582	2,244,770	1,230,670	-	-
Total Operating Expenditures	2,844,134	2,755,177	3,725,144	2,742,825	338,300	340,400
Reimbursements	-	-	-	-	-	-
Net Proprietary	2,844,134	2,755,177	3,725,144	2,742,825	338,300	340,400
TOTAL PARKS & RECREATION	6,105,703	6,319,178	7,661,244	6,373,725	4,525,400	4,627,200

ADMINISTRATION – 3501

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

2016-2018 Accomplishments

- Effectively managed the maintenance and operation budget of the department to maximize the use of resources and stay within the general funding provided for the two year fiscal period 2016-18.
- Represented the department in the important planning process related to Park and Trail Planning and Development and the Active Transportation Plan.
- Continued to be creative and innovative to fulfill the mission of the department.
- Provided project management oversight for multiple parks and recreation CIP projects including Riverway Sports Park Phase V, Golf Course equipment purchases, schematic design of the East-Side Regional Park, and several trail projects.
- Provided staff liaison to the Parks & Recreation Commission, the Visalia Parks and Recreation Foundation, the Senior Advisory Committee, Golf Course Advisory Committee, Waterway and Trails Committee and other City committees and focus groups as necessary.

2018-2020 Objectives

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

RECREATION DIVISION – 3502-3522

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

2016-2018 Accomplishments

- For the combined two year budget period, the Recreation Division increased revenues by \$225,976. The Recreation Division has strengthened its focus on providing quality special events for the community by increasing the number and diversity of events available at a low cost or at no cost.
- Child care programs continue to thrive. The After School Activity Program (ASA) continues to grow with 20.58 percent growth in participation and generating an additional \$126,351 over the last two years.
- The Recreation Division has increased marketing efforts including a bi-weekly article in the Visalia Times Delta, a monthly email newsletter, and sends direct email marketing materials to existing customers. In social media, the Recreation Division has grown to over 5,000 “likes” on Facebook which represents 40 percent growth, as well as over 1,600 followers on Instagram.
- The Recreation Division has successfully held two Visalia Senior Games events in 2015 and 2017. Registration numbers have increased by 69 percent, with 299 registrations in 2015 and, 505 registrations in 2017.
- Swim team participation grew 6 percent from the 2015 to the 2017 season. Swim lessons grew by 9 percent over the last two seasons. Youth sports grew in participation by 9 percent from 2016 to 2018. The Senior Meals Lunch Program has had a 9 percent increase since 2016.
- The popular annual Father/Daughter Dance grew to 1,100 participants over the two day event.
- The Recreation Division manages five (5) community centers, manages contracts for an additional five (5) facilities, and manages park reservations and all athletic facilities owned and/or operated by the City of Visalia. The Recreation Division has increased usage of City operated facilities through City sponsored programs as well as outside rentals.

2018-2020 Objectives

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

Performance Measurements - Parks and Recreation Recreation Divisions - 3502-3522

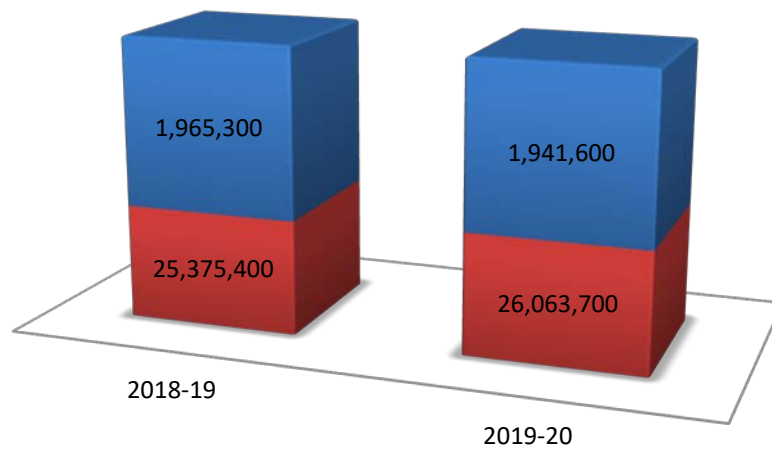
<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Enrichment Class participation, adult & youth	9,825	9,382	9,500	9,700	9,900
Youth Sports Participation	2,289	2,504	2,550	2,700	2,800
Adult Sports Teams	580	610	588	595	605
Swim Lessons	916	918	1,002	1,015	1,015
Athletic Facility Rental Revenue	94,000	103,000	115,000	116,000	117,000
After School Activity Program Attendance	31,629	35,633	39,100	40,100	41,100
Manuel Hernandez Community Center Drop In	12,214	12,506	12,600	12,700	12,800
Number of Park Rentals	922	813	830	850	870
Park Rental Revenue	82,000	80,000	81,000	82,000	83,000
Facility Rental Revenue	48,000	65,000	75,000	75,500	76,000
Senior Meals Service	9,509	10,426	11,000	11,100	11,500
Recreation Revenues	1,698,123	1,819,195	1,969,195	2,000,000	2,100,000

POLICE DEPARTMENT

MISSION: The City of Visalia Police Department has been established to preserve the public peace, prevent crime, detect and arrest violators of the law, protect life and property, and to enforce the criminal laws of the State of California and the ordinances of the City of Visalia.

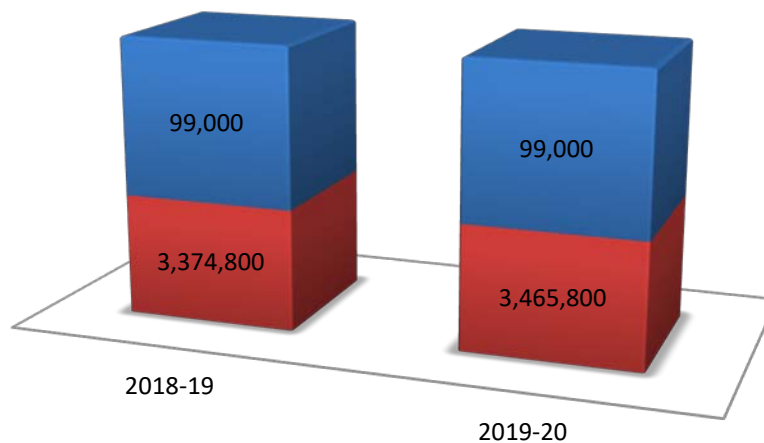
Police GF Summary

Salaries and Benefits Operating Expenses



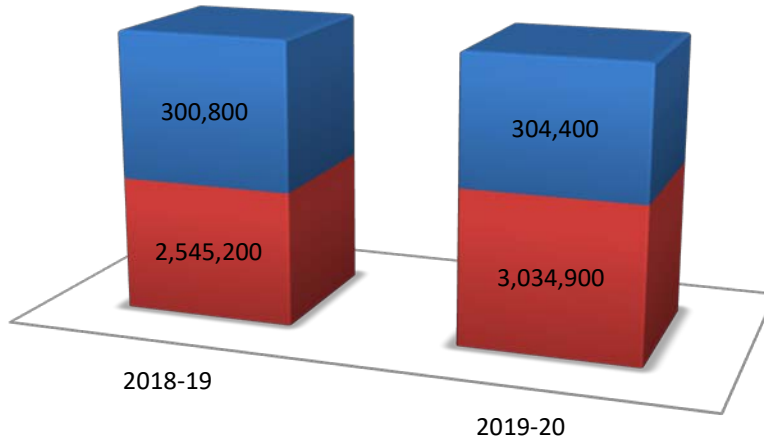
Measure T Police Summary

Salaries and Benefits Operating Expenses



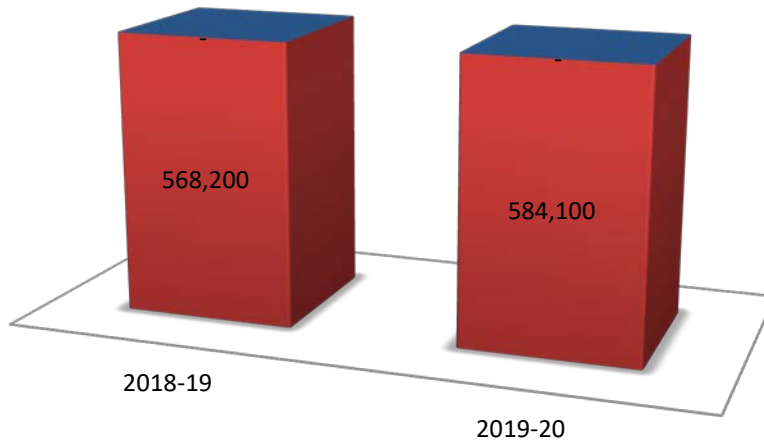
Measure N Police Summary

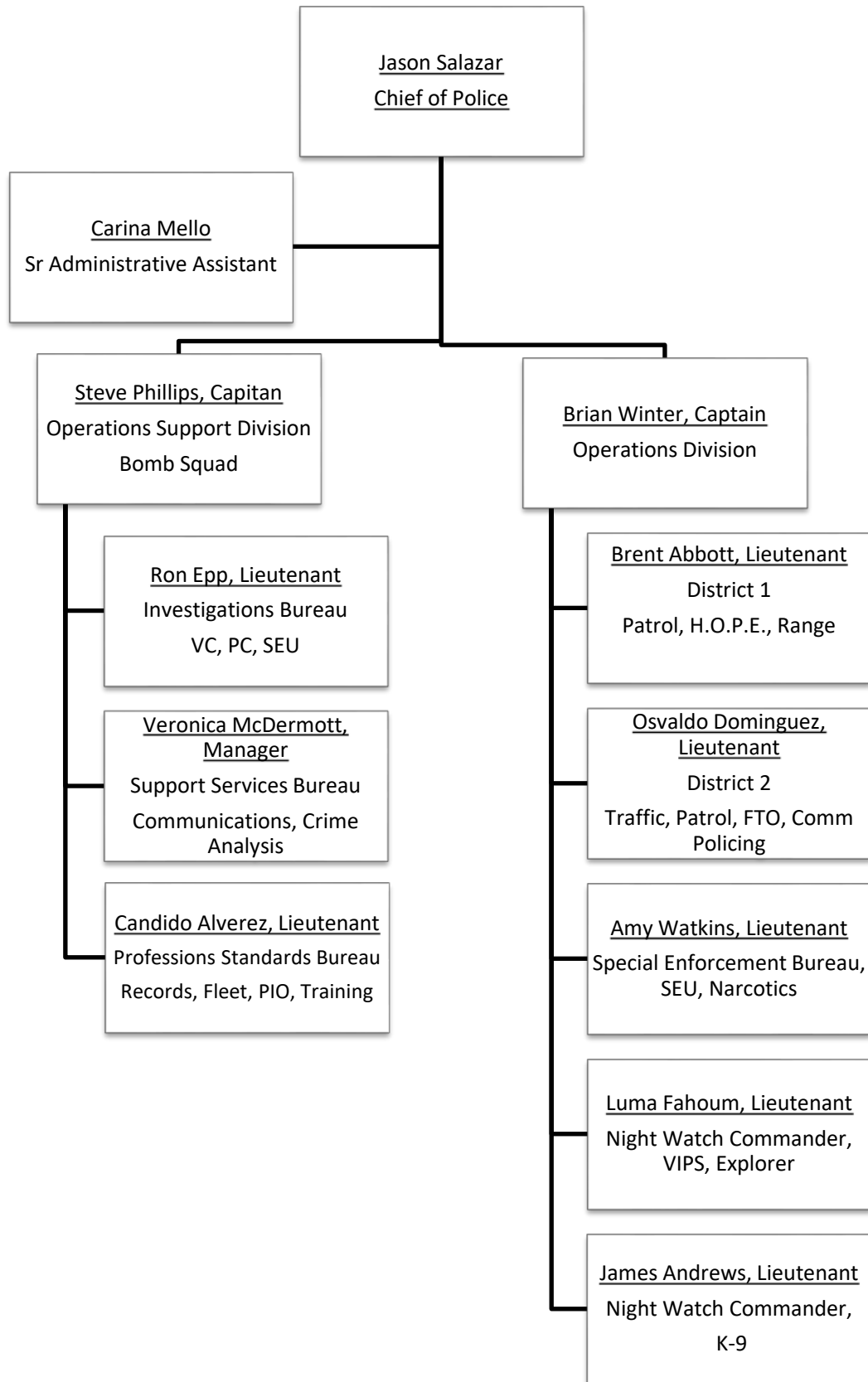
Salaries and Benefits Operating Expenses



Fed Cops Grant Summary

Salaries and Benefits Operating Expenses





Allocated FTE's = 230

POLICE

ALL FUNDS

	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
OPERATING EXPENDITURES						
<u>GENERAL FUND</u>						
PD ADMINISTRATIVE SERVICES - 001 - 2101	9,518,029	9,407,089	10,519,310	9,594,200	11,096,800	11,289,300
PD PATROL - 001 - 2102	11,778,276	12,345,367	13,051,040	13,045,400	14,095,700	14,408,200
PD TRAFFIC BUREAU - 001 - 2103	1,872,618	1,784,876	1,968,806	1,798,400	1,903,100	1,938,000
PD INVESTIGATIONS - 001 - 2104	4,912,444	5,499,914	5,368,840	5,496,600	5,892,800	6,021,500
POLICE UNCLAIMED FUNDS - 012 - 3820	8,675	45,889	56,122	56,200	80,000	170,000
Total Operating Expenditures	28,090,042	29,083,135	30,964,118	29,990,800	33,068,400	33,827,000
Reimbursements	(5,724)	(4,692)	(8,500)	(5,900)	(3,600)	(3,600)
Net General Fund	28,084,318	29,078,443	30,955,618	29,984,900	33,064,800	33,823,400
<u>SPECIAL REVENUE</u>						
MEASURE N-POLICE - 141 - 1411	-	144,630	2,043,380	1,099,400	2,999,700	3,516,300
MEASURE N-2% YOUTH PD - 143 - 1431	-	-	75,000	-	75,000	75,000
PD PS ST (MEAS T) ZERO DIV - 121 - 2130	25,893	-	-	-	-	-
PD PUBLIC SAFETY ST (MEAS T) - 121 - 2131	3,120,338	3,524,397	3,379,310	3,597,600	3,786,400	3,877,400
PD MEAS T ECON UNCERT ZERO DIV - 123 - 2140	145	131	-	-	-	-
COMCL CRIMINAL APPREH ZERO DIV - 631 - 6030	37,724	42,728	7,272	7,300	-	-
NARCOTICS FOREFITURE ZERO DIV - 621 - 6210	-	27,229	30,000	38,700	65,000	65,000
ASSET FORFITURE ZERO DIV - 622 - 6220	10,397	115,822	113,781	73,800	25,000	25,000
ST TARGET ASSET FORFIETURE - 623 - 6230	1,490	3,230	15,000	13,000	13,000	13,000
FED TARGET ASSET FORFIETURE - 624 - 6240	-	-	5,000	5,000	5,000	5,000
COPS GRANT INVESTIGATIONS - 631 - 6324	-	239,454	222,750	258,100	254,400	261,700
FED COPS GRANT ZERO DIV - 634 - 6340	-	412,008	397,270	391,000	427,300	439,200
FED COPS GRANT - 634 - 6341	-	91,823	108,680	136,000	140,900	144,900
Total Operating Expenditures	3,195,987	4,601,452	6,397,443	5,619,900	7,791,700	8,422,500
Reimbursements	-	-	-	-	-	-
Net Special Revenue	3,195,987	4,601,452	6,397,443	5,619,900	7,791,700	8,422,500
<u>INTERNAL SERVICE</u>						
PD MEAS T ZERO DIV - 503 - 5030	102,786	107,709	140,710	364,500	369,200	215,200
PD PUBLIC SAFETY ST (MEAS T) - 503 - 5031	88	88	-	-	-	-
Total Operating Expenditures	102,874	107,797	140,710	364,500	369,200	215,200
Reimbursements	(99,588)	(106,599)	(85,010)	(106,600)	(106,600)	(106,600)
Net Internal Service	3,286	1,198	55,700	257,900	262,600	108,600
TOTAL POLICE	31,283,591	33,681,093	37,408,761	35,862,700	41,119,100	42,354,500

OPERATIONS

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

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

The Special Enforcement Bureau (SEB) is also a part of the Operations Division. This Bureau consists of the Special Enforcement Unit (SEU) and the Narcotics Unit. The primary function of the Bureau is gang suppression and narcotic enforcement in the City of Visalia, which is accomplished by identifying the most active gang members and drug dealers and focusing enforcement efforts towards those individuals. This is accomplished through proactive enforcement methods including, but not limited to, informants, arrest warrants, search warrants, parole and probation violations, weapons investigations and narcotics investigations. In addition to this, they are utilized in other areas to support the overall mission of the Department. With recent sweeping legislative changes regarding marijuana, the Narcotics Unit is tasked with staying abreast of local, state, and federal laws regarding those issues.

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

2016-2018 Accomplishments

- Continued a partnership with the Tulare County Probation Department and the Visalia Police Department to actively monitor AB109 (prison realignment) probationers.
- Continued a partnership with the Department of Justice by hosting the Tulare Area Regional Gang Enforcement Team (TARGET), which serves as a gang task force made up of area law enforcement partners with a goal to identify and arrest the most serious gang offenders and prevent gang crime in the community.
- Established the Homeless Outreach Proactive Enforcement Team (HOPE) to address the emerging homeless issues in the community.
- Embraced a simple community policing concept called Coffee with a Cop that allows citizens and department members to informally meet and discuss community issues and improves trust and builds relationships with community members.
- Established a Chief's Youth Advisory Committee to allow youth to share ideas, concerns, and discuss social and community issues with Visalia Police Department staff members.

- Sought and secured funding to purchase equipment and training to establish an unmanned aerial surveillance unit (UAS).
- Worked with other City departments to identify and prioritize current and future needs of the organization to seek public support for the Measure N tax measure which was successfully passed by voters.

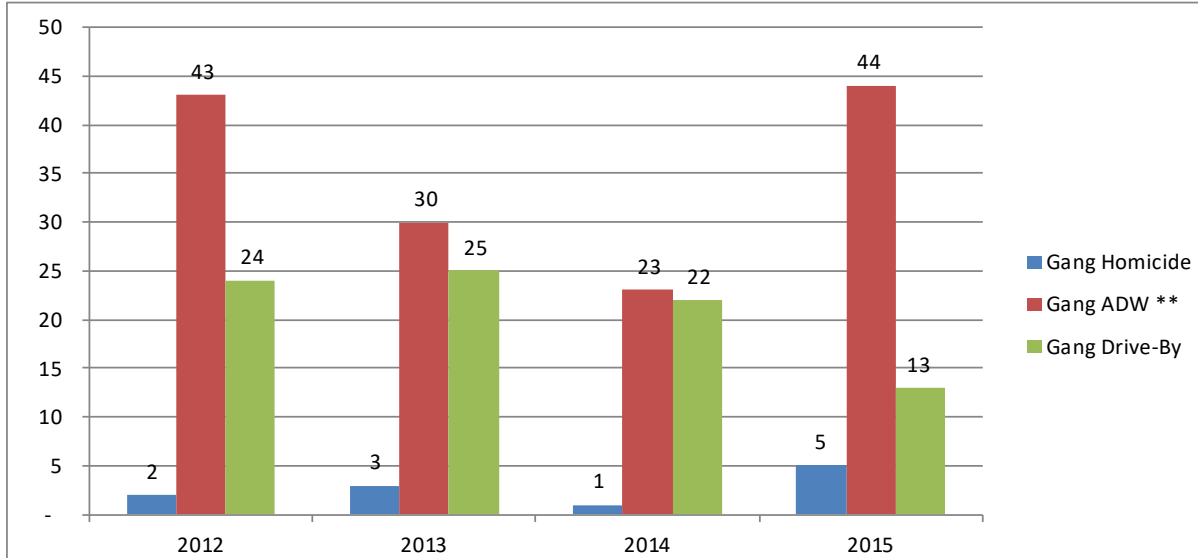
2018-2020 Objectives

- Formation of a Crime Reduction Strategy to reduce residential burglaries by 5%
- Increase use of social media to enhance the Neighborhood Watch program and Crime Prevention efforts to improve connectivity between the Visalia Police Department and the Visalia citizenry.
- Development of a Traffic Strategy to reduce the number of fatal collisions city-wide by 10% and focus on enhanced internal driving safety.
- Expansion of the HOPE Team to combat the issues of vagrancy and homelessness. Additionally, an enhanced method of data collection will be utilized to maximize information to better deploy resources.
- Make the Unmanned Aerial Surveillance Unit operational to assist the Department with high risk emergencies such as at-risk missing persons, natural disasters, and search and rescue operations.
- Continue to increase staffing levels through continuous hiring previously authorized by Measure N.

Performance Measurements - Police - Operations

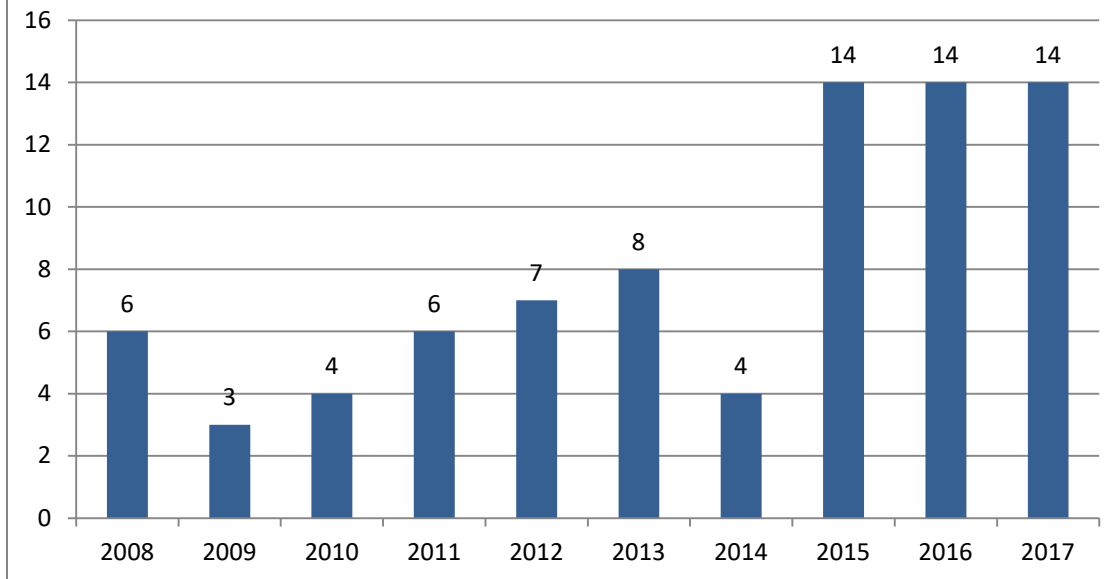
Strategy	Measure	Actual 2013-14	Actual 2014-15	Projected 2015-16	Forecast 16-17	Forecast 17-18
Through efforts of the Special Enforcement Bureau and TARGET Task Force, focus on seizure of weapons from gang members in an effort to reduce gun-related gang crime	# of Fire Arm Seizures by SEB	39	41	49	59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

Gang Violence Stats

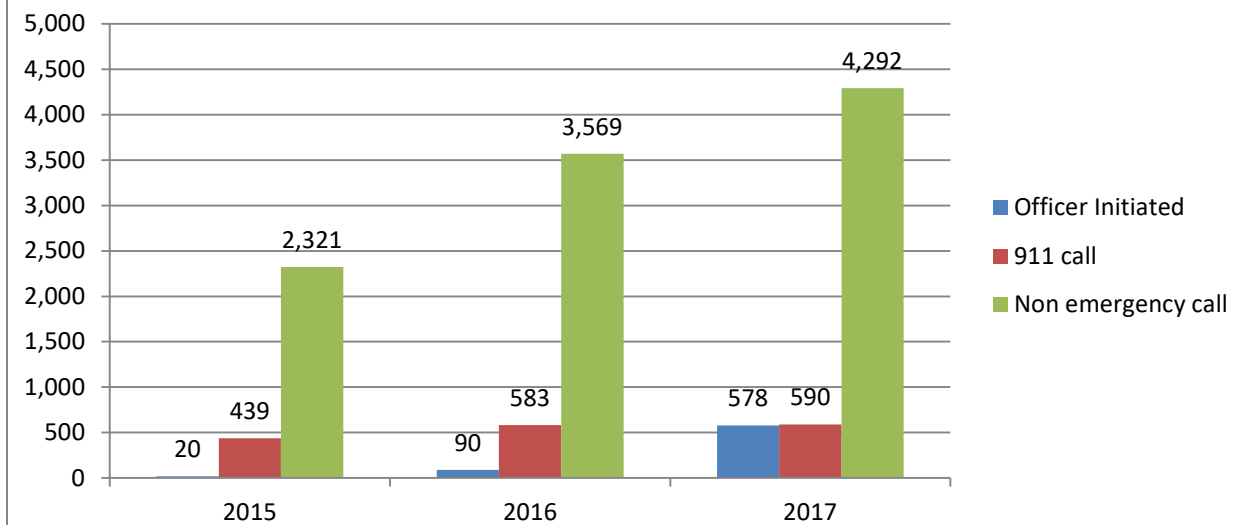


** Assault With A Deadly Weapon

Traffic Fatalities, 2008 - 2017



Transient Calls For Service Received by Dispatch



OPERATIONS SUPPORT

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

The Support Services Bureau includes the Communications Unit and the Crime Analysis Unit. The Communications unit is responsible for the receipt, disposition, and the documentation of telephone/radio calls in both routine and emergency matters for the Police and Fire Departments. The Crime Analysis Unit assists Department personnel by collecting, analyzing, and disseminating crime related data in an effort to recognize crime patterns, identify criminal suspects, and reduce crime

The Professional Standards Bureau oversees training, public information, Internal Affairs, personnel, fleet and facilities maintenance. The Professional Standards Bureau also oversees the Records Unit, and Court & Subpoena Services Unit which provide services to the public, as well as other Bureaus within the Department. These services include processing reports, and court liaison.

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

2016-2018 Accomplishments

- The Visalia Emergency Communications Center (VECC) opened and houses the Visalia Police Department's Communications Unit, the Emergency Operations Center (EOC), the Visalia Fire Department Administration, and Information Services.
- Secured a \$153,000.00 federal grant for a Body-Worn Camera Program.
- Created a Social Media Team to increase community outreach efforts.
- Implemented Coplogic online reporting and crime reporting capabilities in Spanish.
- Hired a Senior Police Technician.
- Purchased a Leica ScanStation PS30 Laser Scanner.
- Hired additional full-time Identification Technician in the Crime Lab with Measure N funds.
- Successful transition to the new CAD/RMS system.

2018-2020 Objectives

- Fully implement a Body-Worn Camera Program for 119 uniformed officers.
- Identify an in-car camera/mobile audio video system to replace the existing system.
- Continued recruitments efforts to fill ongoing department vacancies for both sworn and professional staff, including growth resulting from Measure N.
- Continued growth on all social media platforms.
- Increase the surveillance capabilities to assist detectives in solving crimes.

- Remodel/reorganize space available after the movement of our communication operations
- Upgrade/expand the current interview system from a single room system to a double room system to meet increased usage.

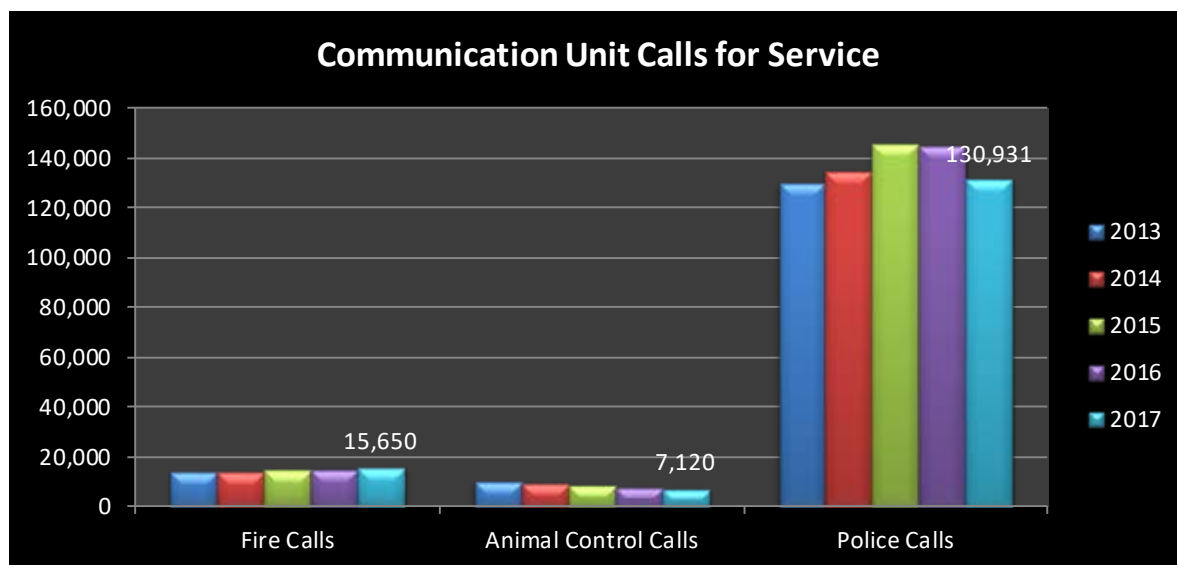
Performance Measurements - Police - Operations Support

	Actual 2015	Actual 2016	Actual 2017	Forecast 2018	Forecast 2019	Forecast 2020
City of Visalia Population	128,447	130,977	133,151	134,483	135,827	137,186
Number of Calls for Service	168,535	167,573	153,701	155,545	157,412	159,301
% Increase in Calls		-0.6%	-8.3%	1.2%	1.2%	1.2%

Population forecast based on 1% growth.

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

Calls for service forecast of 1.2% is based on the average percentage growth between 2011 and 2017.



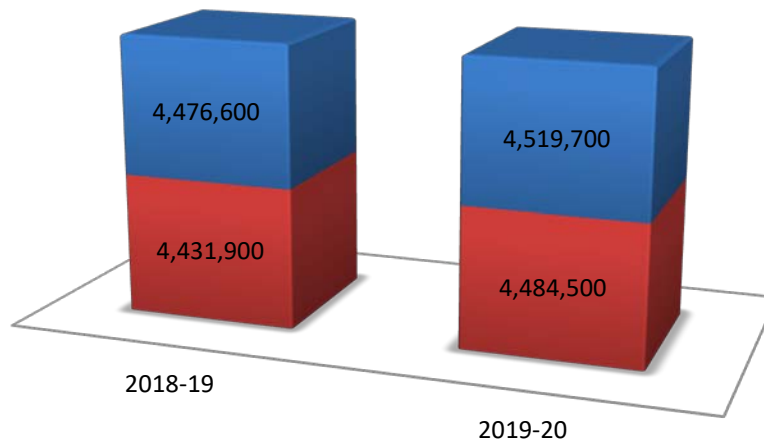
In comparing calls for service in 2017 to 2016, there was an 8.3% decrease for all calls for service. There was a 1.9% increase in Fire calls, a 7.8% decrease in Animal Control calls, and a 9.4% decrease in Police calls. There was an 11.1% decrease in 911 calls.

PUBLIC WORKS DEPARTMENT

MISSION: To provide courteous and quality service to the citizens of Visalia; to operate and maintain the facilities and infrastructure of the City of Visalia at a maximum level of service while keeping the costs of maintenance as low as possible.

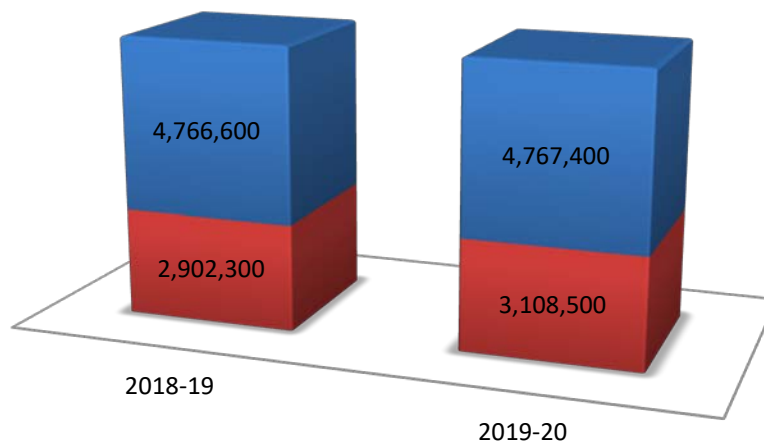
Public Works GF Summary

Salaries and Benefits Operating Expenses



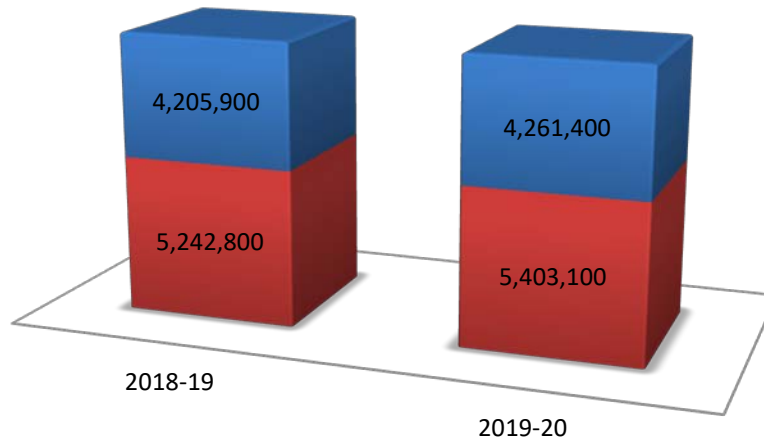
Wastewater Summary

Salaries and Benefits Operating Expenses



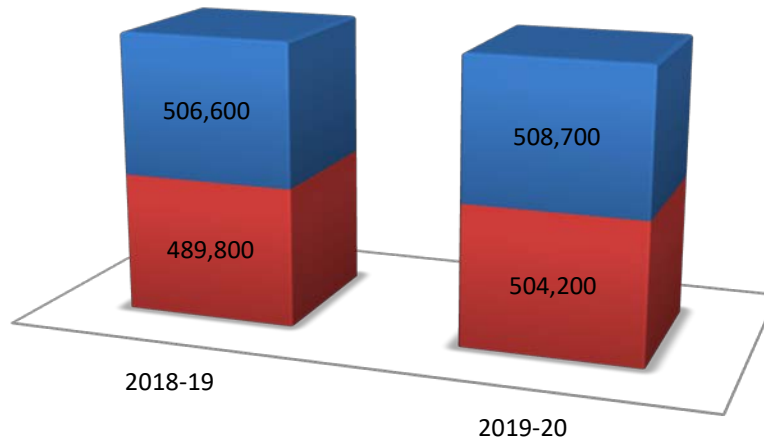
Solid Waste Summary

Salaries and Benefits Operating Expenses

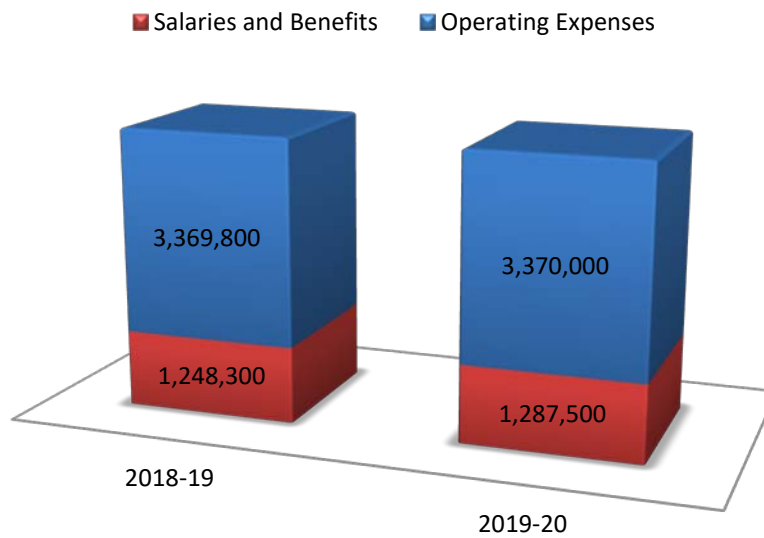


Storm Maintenance Summary

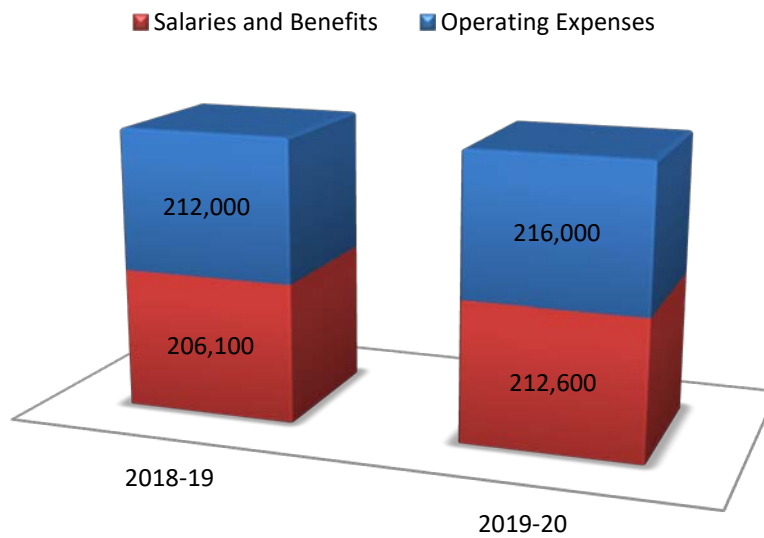
Salaries and Benefits Operating Expenses

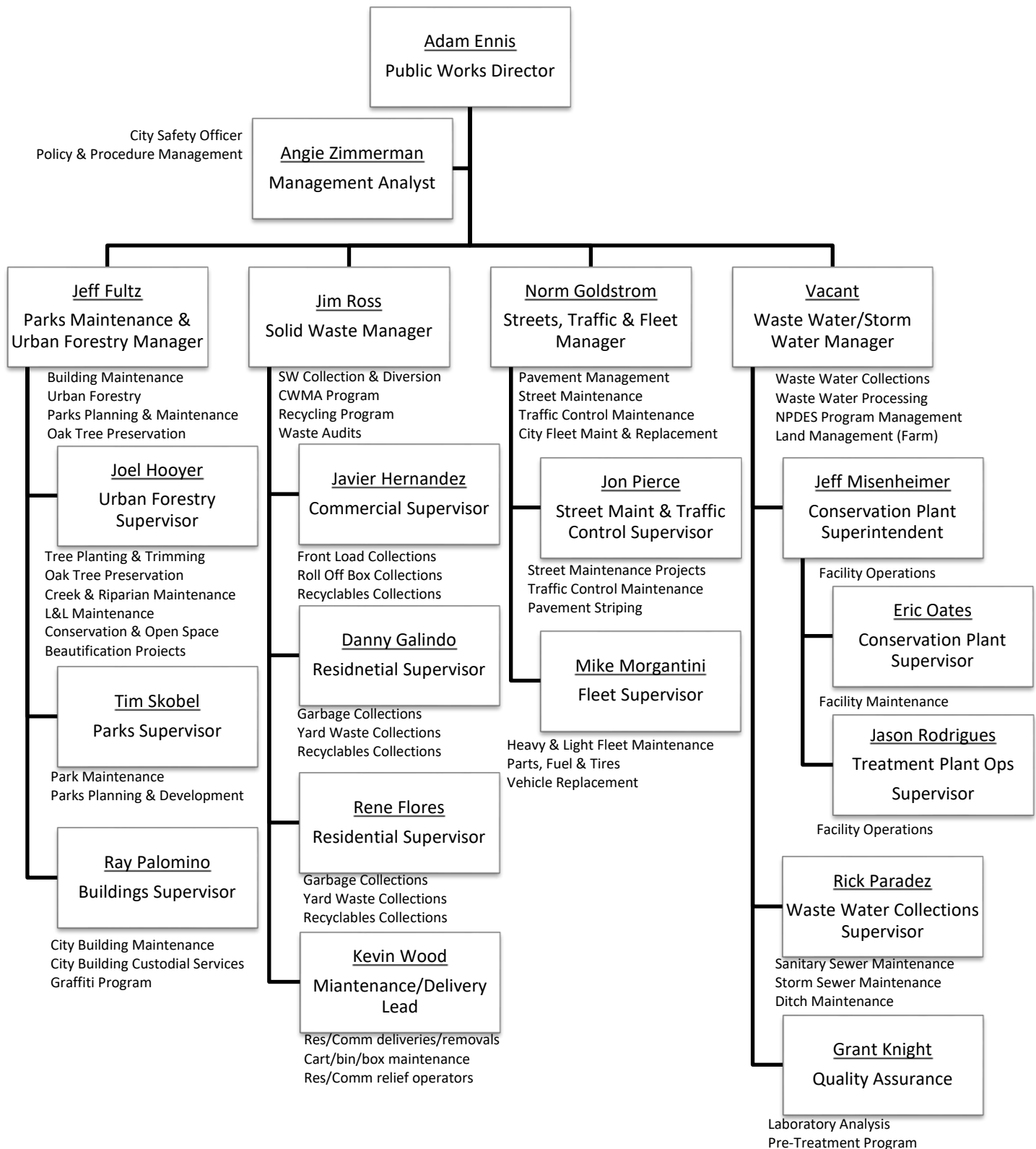


Fleet Maintenance Summary



Measure N Public Works Summary





Allocated FTE's = 145

PUBLIC WORKS ALL FUNDS

OPERATING EXPENDITURES	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
GENERAL FUND						
FIRE SAFETY PROGRAM - 001 - 2225	142,395	(6,276)	-	-	-	-
CD CITY PARKING LOT MAINT - 001 - 3105	301,830	405,949	346,270	321,800	352,400	353,500
PW MANAGEMENT - 001 - 3106	686,649	812,406	805,210	855,400	879,700	904,600
PARKS PROJECT MANAGER - 001 - 3121	408,554	457,602	564,070	467,900	511,100	524,500
PARK MAINTENANCE - 001 - 3122	3,053,458	3,070,510	3,598,470	3,177,600	3,334,800	3,387,000
BUILDING MAINTENANCE - 001 - 3123	903,814	904,325	1,026,185	930,300	1,034,600	967,200
STREET MAINTENANCE - 001 - 3124	1,568,718	1,846,391	1,950,510	1,859,300	1,913,000	1,938,100
TRAFFIC MAINTENANCE - 001 - 3126	1,491,623	1,531,916	1,539,730	1,498,200	1,597,700	1,633,200
GRAFFITI - 001 - 3128	87,897	344,042	132,280	77,300	112,400	113,700
BIKE PATH - 001 - 3129	162,929	128,393	155,120	131,100	136,000	136,300
PARKS AND DEV ADMIN - 001 - 3131	211,630	163,826	182,580	167,300	188,800	193,500
PW SAFETY PROGRAM - 001 - 3132	-	159,664	157,140	150,500	157,900	162,500
Total Operating Expenditures	9,019,497	9,818,748	10,457,565	9,636,700	10,218,400	10,314,100
Reimbursements	(3,811,549)	(5,249,101)	(4,934,170)	(4,745,400)	(4,658,300)	(4,659,600)
Net General Fund	5,207,948	4,569,647	5,523,395	4,891,300	5,560,100	5,654,500
SPECIAL REVENUE						
MEASURE N-PARKS - 141 - 1412	-	-	448,000	198,000	432,600	443,100
WATERWAYS MAINT ZERO DIV - 251 - 2530	179,274	321,200	326,444	326,600	351,900	416,000
SPECIAL SERVICE DIST NE - 271 - 2711	169,646	188,601	194,570	168,710	172,700	175,500
SPEC SERV DIST OPEN SPACE - 272 - 2721	60,493	45,783	15,870	27,990	23,890	23,890
SPEC SERV DIST L&L ZERO DIV - 273 - 2730	29,851	22,143	523,803	523,800	55,000	357,000
SPEC SERVICE DISTRICT L&L - 273 - 2731	1,960,538	2,405,499	2,474,270	3,144,640	3,169,500	3,203,700
Total Operating Expenditures	2,399,802	2,983,226	3,982,957	4,389,740	4,205,590	4,619,190
Reimbursements	-	-	-	-	-	-
Net Special Revenue	2,399,802	2,983,226	3,982,957	4,389,740	4,205,590	4,619,190
PROPRIETARY						
WWTP ZERO DIV - 431 - 4330	437,900	852,082	10,663,110	10,391,200	5,504,700	3,310,600
WWTP MANAGEMENT - 431 - 4331	963,424	847,075	849,330	831,900	657,500	667,400
WWTP OPERATIONS - 431 - 4332	6,304,880	6,518,016	6,309,750	7,439,500	7,578,500	7,732,600
WWTP QUALITY ASSURANCE - 431 - 4333	404,717	410,506	590,780	472,900	490,100	497,000
WWTP MECHANICAL MAINT - 431 - 4334	788,396	752,331	796,850	757,500	897,400	918,300
WWTP SANITARY SEWER - 431 - 4335	2,008,752	2,258,687	2,039,790	2,268,200	2,287,200	2,305,700
WWTP BIO SOLIDS - 431 - 4336	389,876	238,477	593,690	253,600	303,600	308,900
WWTP FARM - 431 - 4344	1,083,433	574,974	1,014,770	698,600	677,500	677,500
EXPANSION BONDING ZERO DIV - 433 - 4360	23	20	-	-	-	-
WWTP EXPANSION ZERO DIV - 434 - 4370	18	16	-	-	-	-
02 WW BOND ZERO DIV - 435 - 4380	10	9	-	-	-	-
SOLID WASTE ZERO DIV - 441 - 4410	697,646	810,651	23,672,024	23,675,000	2,484,600	5,468,100
PW ADMINISTRATION - 441 - 4418	2,903,740	3,107,085	3,271,820	3,272,130	3,490,200	3,516,400
PW CONSTR/DEMO & WASTE RED - 441 - 4421	114,165	111,908	113,920	77,900	78,900	80,400
SOLID WASTE RESIDENTIAL - 441 - 4443	7,189,909	7,523,198	8,377,330	7,395,500	7,724,000	7,856,600
SOLID WASTE COMM ROLL OFF - 441 - 4444	1,011,091	1,117,910	1,109,430	835,800	955,800	961,500
SOLID WASTE COMM FRONT LOAD - 441 - 4445	4,454,579	4,688,058	5,417,870	4,790,700	5,030,000	5,087,000
STORM SEW MAINT ZERO DIV - 481 - 4880	427,160	595,681	1,606,347	1,612,400	1,188,000	1,263,000
STORM SEWER MAINTENANCE - 481 - 4881	1,349,976	1,604,081	1,491,800	1,608,800	1,645,700	1,662,200
Total Operating Expenditures	30,529,695	32,010,765	67,918,611	66,381,630	40,993,700	42,313,200
Reimbursements	(815,314)	(1,388,668)	(2,737,520)	(1,400,200)	(1,381,500)	(1,381,500)
Net Proprietary	29,714,381	30,622,097	65,181,091	64,981,430	39,612,200	40,931,700

**PUBLIC WORKS
ALL FUNDS**

OPERATING EXPENDITURES	2015-16 ACTUALS	2016-17 ACTUALS	2017-18 BUDGET	2017-18 PROJECTED	2018-19 PROPOSED	2019-20 PROPOSED
<u>INTERNAL SERVICE</u>						
FLEET MAINTENANCE ZERO DIV - 501 - 5010	67,867	19,471	445,388	501,300	292,100	78,000
FLEET ADMINISTRATION - 501 - 5011	5,330	2,615	-	-	-	-
FLEET MAINTENANCE - 501 - 5012	2,618,634	2,222,224	2,496,370	2,457,000	2,711,800	2,748,500
FLEET PARTS - 501 - 5013	1,593,292	1,535,980	1,590,140	1,547,400	1,562,700	1,565,700
FLEET FUEL - 501 - 5014	723,247	689,342	881,950	730,200	735,600	735,600
VEHICLE REPLACE ZERO DIV - 502 - 5020	1,114,988	1,030,767	3,877,342	3,877,300	2,933,900	1,957,400
VEHICLE REPLACE ZERO DIV - 502 - 5021	4,957	668	800	-	-	-
Total Operating Expenditures	6,128,315	5,501,067	9,291,990	9,113,200	8,236,100	7,085,200
Reimbursements	(6,100,960)	(5,118,038)	(5,856,930)	(5,943,500)	(6,031,300)	(6,072,300)
Net Internal Service	27,355	383,029	3,435,060	3,169,700	2,204,800	1,012,900
TOTAL PUBLIC WORKS	37,349,486	38,557,999	78,122,503	77,432,170	51,582,690	52,218,290

PUBLIC WORKS - ADMINISTRATION - 3106

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

2016-2018 Accomplishments

- Completed the transition of the Park Maintenance, Urban Forestry, Building Maintenance, and City Safety Officer Divisions to the Public Works Department
- Maintained the personnel records for approximately 141 employees in the Department, including evaluation and CV-9 processing.
- Assisted in the WCP Upgrade Project; including securing \$15M dollars in grant money to offset the State Revolving Loan Fund
- Assisted in planning and implementation of ECO Homeless Jobs Program.
- Completed acquisition of new administration buildings and the “Old Caltrans Yard” and began designing improvements needed for use by the department.
- Completed RFP for update of Pavement Management System.
- Completed RFP for Citywide Storm Water Management Permit Update and began updating of the permit.
- Completed Ben Maddox Frontage Improvements along Corporation Yard.
- Updated storm basin construction standard to allow for maintenance to increase percolation.
- Assisted in the RFP process for acquiring an in-house account management system.
- Assisted in the planning for the upcoming solid waste 3 can conversion.
- Assisted in creation of separate solid waste Maintenance and Delivery Division.
- Assisted in obtaining \$3 million CMAQ grant for solid waste truck purchase.

2018-2020 Objectives

- Complete the development of the Corporation Yard, old Caltrans yard and administration offices
- Continue the implementation of greater tracking of work activities, costs and materials use across all divisions.
- Assist in the completion of the Water Conservation Plant Upgrade.
- Continue to implement new technologies throughout all divisions to allow for management by matrix, greater long term planning and cost effective daily management.
- Complete improvements of new administration, “Caltrans Yard” and “SCE Pole Yard” properties.
- Complete update of Pavement Management System.
- Complete update of Citywide Storm Water Management Permit.
- Completed Landscaping along Corporation Yard and around new administration buildings.
- Complete implementation of in-house account management system.
- Complete solid waste 3 can conversion.

Performance Measurements - Public Works Administration

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Personnel Support To provide CV9 preparation service to Public Works.	Number of CV9s prepared.	75	102	164	175	175
Clerical Support/Payroll Provide payroll services, clerical and administrative support to Public Works.	Number of full-time staff supported: Administration Street Maintenance Traffic Maintenance Solid Waste Fleet Maintenance Water Conservation Plant Parks Maintenance Urban Forestry Building Maintenance Total	9 9 4 57 10 28 117	9 9 4 57 10 29 118	9 9 3 57 12 29 10 4 6 139	9 10 4 57 12 30 12 4 6 144	9 10 4 57 12 30 12 4 6 144
Liability Claims Represent department on Liability Review Committee & Safety Committee.	Number of claims filed for the department.	35	45	30	35	35
Customer Service Requests (CSR) To resolve citizen concerns and requests for service.	Number of CSR's completed for the department.	1,145	1,199	1,344	1,357	1,371

STREET MAINTENANCE - 3124

Division Description: The Street Maintenance division has eight employees and maintains the City's roadways in a smooth and safe condition to the satisfaction of the traveling public. They also respond to reports of hazardous conditions like potholes, obstacles in the roadway, and provide cleanup/assistance for vehicular accidents as called on by VPD. These activities are mainly funded by the Gas Tax fund, and with charges to Special Revenue and Enterprise Funds.

2016-2018 Accomplishments

- Increased our Thin Skin Patch and Pot Hole Patching activity throughout the city in accordance with citizen requests and the Pavement Management Program.
- Repaired more than 1/2 mile of collector and arterial roadways with Dig-Outs and 48 miles with Crack Seal
- Responded to all reported traffic hazards in roadways.
- Successfully completed 2 Reclamite and 2 Cape Seal contracted projects over the eastern half of the City per the Pavement Management Program.
- Applied Minor Overlays to 1 mile of streets.
- Completed a contracted Measure N Crack Seal project in the NW quadrant of the City.
- Increased our Cost Recovery by improving in-house processes.

2018-2020 Objectives

- Continue to maximize the use of funding sources other than the General Fund.
- Continue to contract out major street maintenance projects of Reclamite, Cape Seal, and Crack Seal, utilizing SB1, Measure N and Gas Tax Funding.
- Continue to utilize in-house staff to perform pavement maintenance activities as deemed necessary in conjunction with citizen requests and the Pavement Management Program.
- Utilize and update the Pavement Management Program to designate streets within the City for maintenance, repair and replacement and oversee the work.

Performance Measurements - Street Maintenance

Goal: To cost effectively maintain and extend the useful life of the roadways in the City and to provide a smoother and safer traveling surface. In addition the Street Maintenance Division responds to emergencies affecting the City's roadways and assists other City divisions with infrastructure related to the City's roadways.

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
DIG OUTS - extends the life of roadways by removing and replacing isolated deteriorated pavement on various city streets.	Tons of asphalt	1,439	560	125	350	500
CAPE SEAL - extends the life of roadways by placing aggregate chips over an asphalt binder as a sealant.	Number of linear feet of roadway	28,135	21,515	75,000	75,000	75,000
RECLAMITE - extends the life of the roadway pavement thru rejuvenation; by allowing rejuvenating oil to soak into the asphalt surface maintaining a supple sealed surface and keeping water from penetrating the asphalt	Miles of roadway	45	48	54	50	50
CRACK SEALING - extends the life of roadways by placing rubber emulsion in cracked pavement to reduce water penetration and limit degradation.	Number of linear feet of roadway	98,750	104,000	120,000	135,000	150,000
CONCRETE REPAIRS - eliminates trip hazards in sidewalks, remove deficiencies in gutters to remove standing water.	Number of locations	32	48	75	150	300
THIN SKIN PATCH - extends the life of roadways by recouping the structure of a badly deteriorated street.	Tons of asphalt	328	589	2,000	2,000	2,000
POT HOLE PATCHING - patches pavement with an asphalt mix to effectively and efficiently provide preventative maintenance on small deteriorated isolated areas.	Number of hours	1,760	2,085	1,500	1,350	1,200
SHOULDER REPAIR - provides needed roadway maintenance for safe travel.	Miles of roadway	12	8	10	15	20

TRAFFIC MAINTENANCE – 3126

Division Description: The Traffic Maintenance Division has three employees and its responsibilities include the maintenance of traffic signs, pavement markings, intersection traffic control and 127 signalized intersections. This division is supported in part by Gas Tax funding and cost recovery efforts.

2016-2018 Accomplishments

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

2018-2020 Objectives

- Install 32 battery back-up systems (16 per year) to signal controlled intersections to be better prepared for emergency responses and continue to maintain and service all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Continue to provide maintenance, repair, replacement of existing traffic signs to provide safe guidance throughout the City.
- Begin to consider using 2070 traffic controllers for new installed signals.
- Continue to maintain the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian travel within the city.
- Continue to replace faded, missing, or damaged street name signs to provide effective guidance throughout the city.
- Continue to provide maintenance for the City owned street lighting systems.

Performance Measurements - Traffic Maintenance

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

<i>Strategy</i>	<i>Measure</i>	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
<u>Underground Service Alerts (USA)</u> - provides contractors with utility information.	# of Underground Service Alerts completed	5,502	6,747	7,484	8,500	9,500
<u>Striping & Marking</u> - curb painting, stencil markings, and line striping are replaced and refreshed.	# of Gallons of Paint used.	404	635	750	1,200	1,500
<u>Street & Regulator Signs</u> - are manufactured and installed to replace faded, damaged or missing.	# of Street Signs installed.	573	692	1,000	2,000	2,500
<u>Work Orders</u> - provide specific task in the maintenance of traffic flow	# of Work Orders completed.	524	637	762	850	1,000

CITY SAFETY - 3132

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

2016-2018 Accomplishments

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

2018-2020 Objectives

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

PARKS DIVISION - 3122

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

2016-2018 Accomplishments

- Installed new drain system at Kiwanis Park playground area to address standing water in play area.
- Removal of large area of aging shrubbery at Constitution Park and installation of new roses.
- Installation of new sidewalk, picnic table, and concrete picnic table pad at Mayors Park.
- Installation of two new irrigation stations and large plantings of shrubbery at Oval Park.
- New 330 foot deep irrigation well at Fairview Park to replace old well.
- Permanent conversion of two tennis courts into eight pickle ball courts at Plaza Park.
- Installation of a new irrigation station at Mayors Park for existing shrubbery.
- Installation of a new drainage system at John Combs Park to address safety issue on sidewalks.
- Installation of new irrigation station and new landscaping at the Senior Center patio.
- Completed Make a Difference Day projects in City Parks.

2018-2020 Objectives

- To keep the Parks safe, green, and clean
- Continue to work with volunteer groups on park related projects, i.e.: Master Gardener for Memorial Park, Park Foundation, other local volunteer groups for Make a Difference Day, and other needed maintenance projects.
- Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.
- In all park locations work on keeping playgrounds compliant with Federal and State Standards through repairs and part replacements.
- Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.
- Collaborate with the community to develop a plan for future parks.
- Maintain policies for developer (park impact fee) contributions.
- Improve current park maintenance levels.
- Improve policies on facility use and maximize the use of parks.
- Make all parks accessible.
- Improve park security and safety.
- Promote volunteer support of park programs.

Performance Measurements - Public Works Parks, Urban Forestry, Building Maintenance

<i>Measure</i>	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
Park acres maintained	269	269.25	292.25	292.25
Riparian open space acres acquired	0	9.15	4	4
Park acres developed	0	0.25	23	0
Park acres acquired	0	0	0	0
Acres per 1,000 pop.	2.09	2.05	2.2	2.2
Miles of multi- purpose path constructed	1.9	2	2	2
Valley oaks inspected	170	180	200	200
Acres of L&L District landscape maintained	187	207	226	245
Street & park trees trimmed or removed	4,360	5,250	5,500	5,500
Street trees added or replaced	1,292	1,400	1,500	1,200
Maintained Open Spaces	162	164	215	215
Buildings Div. ; Service requests completed	597	680	700	725
S.F. of bldgs w/ custodial service	149,345	189,835	206,669	211,669
S.F. of bldgs per custodian	11,823	11,823	12,000	12,000
Floor care S.F.	189,835	198,178	200,000	200,000
Building HVAC Service & Cooler Units	186	191	200	200

PARKS AND URBAN FORESTRY MANAGEMENT – 3131

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

2016-2018 Accomplishments

- Worked with staff to provide updated Contract Data Base for Public Works.
- Integrated new inspection process, deficiency notices, and withholding process for contract management for all maintenance contracts.
- Updated landscape maintenance contracts to add liquidated damages clause creating new templates for maintenance contract.
- Completed numerous RFB's resulting in contracts.
- Help to promote and use Measure N Funding in trail, facilities, trees, parks, and staff.

2018-2020 Objectives

- To keep the Parks safe, green, and clean
- Continue to monitor and utilize Measure N Funding for Parks, Trails, Trees, and Facility maintenance.
- Continue to work with volunteer groups on park related projects, i.e.: Master Gardener for Memorial Park, Park Foundation, Latter Day Saints for Make a Difference Day, and other volunteer groups.
- Continue to work with CSET and the Urban Tree Foundation revitalizing our tree population in our parks through grants and other revenue sources.
- In all park locations work on keeping playgrounds compliant with Federal and State Standards through repairs and part replacements.
- Continue to work with contractors to provide necessary maintenance to our parks, i.e. Able Industries, Perfect Care Landscape, Central Valley Sweeping, etc.
- Maintain and increase staff engagement.
- Develop performance measures for all program elements.
- Take full advantage of non-City funding alternatives.
- Improve productivity and organizational effectiveness.
- Enhance Commission and Advisory Group operations.

URBAN FORESTRY – 3121, ASSESSMENT DISTRICT MAINTENANCE DIVISIONS – 2711, 2721, 2731, Trails 3129, and Riparian Setbacks 2530

Division Description: To enhance and maintain the City's urban forestry program; to acquire, develop, and enhance the City's landscape in the Light and Landscape Districts, Northeast District, Roadsides and Medians, Public Building, Parking Lot, Ponding Basin, creek and trail ways system; and to preserve and protect open space areas throughout the City.

2016-2018 Accomplishments

- Installed new Toro irrigation software and started installing Baseline (a more water efficient controller) in the development of all new landscape areas.
- Performed site visits and inspection reports on in response to removal or pruning requests and coordinated the pruning of 1,511 Valley oaks within the City.
- Successfully completed the tree maintenance RFB and contract process, resulting in a new contract with West Coast Arborists while continuing to supervise a comprehensive tree maintenance program. Supervised tree service contract that pruned 3,927 trees in the road right of way along arterial, parks and collector streets and removed an additional 314 problem trees
- Continued to oversee the Oak Tree Ordinance to improve the City's ability to protect Valley Oak trees.
- Implemented on aggressive inspection process for contracted areas.

2018-2020 Objectives

- Maintain the health of right of ways, Landscape and Lighting Assessment Maintenance Districts, trails, and pocket parks through the efficient use of a new software program.
- Revise the current contracts standards, bidding process, and enforcement policies.
- Review landscape improvement plans for Engineering for landscape and lighting districts and commercial projects for site plan.
- Respond to requests for evaluation and provide consultation on matters pertaining to Valley oaks in right of ways, private property, and new subdivisions.
- Manage the twelve current and any future maintenance contracts for our current 349 acres and projected 22 acres of Landscape in our Landscape and Lighting districts, Northeast districts, riparian setbacks, trails and bike paths, open spaces/parkland, ponding basins, backflows, roadsides and medians.
- Maintain all landscape areas of transients and transient debris.
- Work with and implement new efficient measures to adhere to the new mandated drought restrictions
- To aggressively manage and audit the City's irrigation systems to help conserve water.
- To better manage the City's Valley oak trees and ordinance.
- Add Measure N staff position to assist in contract management for the rapidly increasing amounts of trails, riparian setbacks, roadsides, city facilities, forestry concerns, and work due to

transients.

- More effectively maintain Landscaping & Lighting Assessment Maintenance Districts throughout the City through a more aggressive contract management practice.
- Continue to preserve and maintain open space areas throughout the City to current urban forestry maintenance levels.
- Continue to maintain developed trails and their setbacks along City creeks and encourage connectivity between parks.

BUILDING MAINTENANCE - 3123

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

2016-2018 Accomplishments

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

2018-2020 Objectives

- Provide preventive maintenance and repairs to 139 HVAC units and 54 evaporative cooling units. Replace units as needed.
- Provide electrical, plumbing, carpentry, painting, roofing, and locksmith services to 41 City buildings. Work on re-roofing projects as needed at City facilities.
- Complete 1,200 requests for service submitted by City departments.
- Provide daily custodial services for 230,000 sq. ft. of City buildings.
- Maintain facility maintenance and operation levels.
- Increase contract management capabilities to increase ability to maintain growing City facilities.

GRAFFITI - 3128

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

2016-2018 Accomplishments

- Removed or covered 220,000 square feet of graffiti city-wide.
- Responded to 1,500 removal requests.
- Removed graffiti within 24 hours of receiving requests.
- Oversaw one community volunteer events in promoting and removing graffiti.

2018-2020 Objectives

- Remove 200,000 square feet of graffiti city wide per year.
- Collaborate with Code Enforcement and local authorities in removing graffiti on private properties.
- Collaborate with private homeowners other entities in removing graffiti in shopping centers, water facilities, schools, highways, and other private properties.
- Increase public awareness in promoting graffiti awareness.

*Performance Measurements - Public Works**Graffiti Removal - 3128*

<i>Measure</i>	Actual 2014-15	Projected 2015-16	Forecast 2016-17	Forecast 2017-18
Number of graffiti calls	319	330	350	400
Graffiti found by maintenance staff	549	575	600	600
Email and web reports	124	150	175	175
Hours spent removing graffiti	3,173	2,000	4,000	4,000
Sq ft removed/covered	120,269	150,000	200,000	200,000
Avg. removal response time	1-2 days	1-2 days	1-2 days	1-2 days

WASTEWATER OVERVIEW

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

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

The WCP is designed to provide treatment and disinfection of 22.0 million gallons of wastewater per day (mgd). The treatment processes remove greater than 98.5% of total suspended solids (TSS) and biological oxygen demand (BOD); the regulatory requirement is 85%. Current flows average about 11.0 mgd, which is down from about 12.0 mgd since 2013. This decrease in flow is attributable to conservation efforts by Visalia residents.

WASTEWATER – ADMINISTRATION - 4331

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

2016-2018 Accomplishments

- Complied with all monthly and annual reporting deadlines for permits held by the Wastewater Division, including the National Pollutant Discharge Elimination System (NPDES) permits, air district permits, and pretreatment program permits.
- Complied with all requirements of Title 5 Air Standards.
- Completed construction of the WCP Upgrade project, which includes
 - Upgrading plant from secondary treatment to tertiary treatment utilizing Membrane filtration.
 - Nitrogen removal to below 10 mg/l.
 - Dewatering facilities to facilitate biosolids handling and to protect groundwater.
- Submitted a Report of Waste Discharge Application to the Regional Water Quality Control Board which begins the process of renewing the facility's wastewater discharge permit.

2018-2020 Objectives

- Renew the wastewater discharge permit for the updated WCP which will include extensive water recycling.
- Begin delivering recycled water for beneficial uses.
- Maintain the facility in a clean and professional manner so it is presented appropriately to regulators and the general public.

WASTEWATER – PLANT OPERATIONS - 4332

Division Description: The operations division has ten employees and is responsible for the overall performance of the WCP. These employees make daily process control adjustments to ensure compliance with permit requirements, and are chiefly responsible for controlling and adjusting the treatment processes of the facility.

2016-2018 Accomplishments

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

Operator Certification levels

	2008	2010	2012	2014	2016	2018
Grade 1	45 %	11 %	0%	0%	0%	0%
Grade 2	44 %	33 %	0%	0%	0%	10%
Grade 3	11 %	56 %	88%	76%	77%	70%
Grade 4	0%	0%	12%	24%	11%	0%
Grade 5	0%	0%	0%	0%	11%	20%

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

2018-2020 Objectives

- Continue to maintain effective operation of the WCP.
- Maintain compliance with discharge limitations.
- Update the operations database program to reflect new plant processes.

WASTEWATER – QUALITY ASSURANCE - 4333

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

2016-2018 Accomplishments

- Administered the pretreatment program and complied with all regulatory guidelines.
- Conducted annual facility inspections of all 10 significant industrial users.
- There were no time loss accidents during this two year cycle.

2018-2020 Objectives

- Continued compliance with State and Federal regulations.
- Streamline the data collection and information management functions of the division.
- Review and update Visalia Industrial Wastewater Pretreatment Program.

WASTEWATER –MAINTENANCE - 4334

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

2016-2018 Accomplishments

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

2018-2020 Objectives

- Continue with an effective preventative maintenance program.

WASTEWATER / STORMWATER – COLLECTIONS – 4335/4881

Division Description: The collections division has twelve employees and is responsible for maintaining the sewer collection system, which includes more than 450 miles of sanitary sewer mains, more than 250 miles of storm mains, and 45 lift stations. Duties include video inspection and cleaning of mains, coordinating new sewer hook-ups, and locating underground facilities. This division is also responsible for maintaining the waterways and ponding basins throughout the city.

2016-2018 Accomplishments

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

2018-2020 Objectives

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

WASTEWATER – BIO SOLIDS - 4336

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

2016-2018 Accomplishments

- Removed approximately 2,500 dry tons of biosolids per year for beneficial reuse.
- Successfully managed biosolids throughout the WCP upgrade project utilizing temporary equipment.

2018-2020 Objectives

- Evaluate sludge drying process to determine most efficient operation of drying beds.
- Continue to aggressively control unwanted vegetation.

WASTEWATER – FARMING OPERATIONS - 4344

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

2016-2018 Accomplishments

- Used approximately 250 million gallons of recycled water to irrigate fodder crops.
- Continued a multi-year process to replace the walnut trees with a combination of walnuts, pecans, and possibly pistachios. To date, 439 acres of pecans and 130 acres of walnuts have been planted.

2018-2020 Objectives

- Continue to recycle treated effluent for the irrigation of fodder crops.
- Complete replanting of orchard. Final planting is scheduled for April 2019, at which time 265 acres of walnuts and 245 acres of pistachios will be planted.
- Complete conversion from flood to sprinkler irrigation.

Performance Measurements - Wastewater

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

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
PLANT OPERATION:						
<u>Compliance with Governmental Regulations</u> - ensures compliance with applicable regulations	# of violations received	4	4	4	4	4
<u>Treatment of Wastewater</u> - provides community with the treatment of sewer waste stream	# of millions of gallons (Mgd) treated a day	12.30	12.40	12.45	10.75	11.00
<u>Generator MW-hour production</u> - reduces the energy consumption costs	# of Mega Watt (MW) hours produced	1,725	1,751	1,751	-	1,751
<u>Septic Truck Loads</u> - provides treatment of waste for septic haulers	# of septic loads processed	1,750	1,800	1,800	1,800	1,800
<u>Grease Loads</u> - Reduces the risk of sanitary sewer overflows.	# of grease loads processed	70	70	70	75	75
<u>After Hour Call Backs</u> - reflects the efficiency of the plants operation during non-business hours.	# of call backs incurred	80	80	80	100	90

Strategy	Measure	Actual 2015-16	Actual 2016-17	Projected 2017-18	Forecast 2018-19	Forecast 2019-20
QUALITY ASSURANCE:						
Laboratory Test - measure of the quality control effort	# of tests performed	14,587	14,780	14,722	15,000	15,000
Surveillance Monitoring Reports Measurement of effort in enforcing pretreatment program	# of monitoring	1,620	1,650	1,354	1,000	1,000
Inspections - provides protection for the treatment processes	# of Significant Industrial Users (SIU)	15	13	12	10	10
	# of Non-significant Industrial Users (NIU)	304	312	221	200	200
Samples - Measurement of effort in enforcing pretreatment program	# of Surcharge samples	300	312	322	300	300
	# of Compliance Confirmation samples	512	500	514	500	500
COLLECTIONS:						
SANITARY - Provides a measure of the level of effort taken to maintain the sanitary sewer collection system	# of miles of sewer lines cleaned	100	77	130	100	100
	# of main line plug ups	25	43	34	20	20
	# of lateral plug ups	30	48	30	30	30
	# of sanitary sewer overflows	5	45	1	1	1
FARMING OPERATIONS						
Water Reuse - provides for the efficient disposal of treated water.	# of millions of gallons per year applied to the City's farm	250.0	250.0	250.0	250.0	250.0

SOLID WASTE OVERVIEW

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

The Solid Waste operation currently has 56 employees, operates 48 residential routes and 17 commercial routes within the City. Residential routes are serviced with split containers (half recyclable and half waste) which are collected by split trucks that have a divided body to keep recyclables separated from waste, and with green waste containers that collect grass trimmings and other green waste. Commercial accounts are serviced with a variety of bins and boxes, ranging from two-yard bins to thirty-yard boxes. Residential and commercial services include trash, recyclable and organic waste stream collection. State Assembly Bill 1826 now requires commercial organics recycling, which has in turn created additional account services and routes for organics collection.

Each operation has its own Maintenance and every personnel, shop and equipment. The Maintenance and delivery work for all operations is in the process of being combined into one Maintenance division separate from operations with its own supervision. It is expected that this change will increase staff efficiency and productivity, and direct supervision will distribute workloads more evenly and track work orders and staff time for better time management.

DIVERSION

State law mandates jurisdictions to have a minimum of 75% overall diversion from landfills by 2020. The most current numbers available from the State at this time are for 2016:

Residential diversion:	75.7%
Commercial diversion:	21%

Pounds Per Person Per Day (PPD) as calculated by the State:

Target	6.5
Current	4.4

The target PPD number is the number CalRecycle wants the jurisdiction to be under to be in line with diversion goals. Visalia is 32% under the target PPD which is very good.

SOLID WASTE ADMINISTRATION - 4418

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

2016-2018 Accomplishments

- Added one operator to cover increased workloads.
- Revised and updated Garbage ordinance to comply with current laws and practices.
- Ordered 4 trucks 50% funded through CMAQ grants. Will receive \$688,000 in grant reimbursements for the trucks.
- Updated the VUSD food collection program to add a school and change service to 5 days/week instead of 3 days/week. Program currently collects over 100 tons per month.
- Assisted in selecting a contractor to provide an account management system including technology and customer service, and started the installation and training for the field technology that includes truck tablets, cameras and RFID systems.
- Put out an RFP for a contractor to implement the 3-can conversion. Expected date for conversion is September 2018.

2018-2020 Objectives

- Order 13 new trucks July 2018, 50% funded through a CMAQ grant; expect delivery early 2019. Will receive \$2,305,000 in grant reimbursement for the purchase.
- Continue to aggressively seek grant funding for truck purchases.
- Continue to develop, implement and expand a commercial food waste/organics collection program that complies with AB1826.
- Continue to implement an Account Management system that will facilitate better, more efficient data availability, bill and work order processing.
- Set up and initiate a 3-cart conversion process after the new Account Management system is in place, per Council direction.
- Combine residential and commercial delivery and maintenance into one division, responsible for all maintenance and delivery tasks for the operation. This combination is expected to increase staff efficiency and production overall and provide direct supervision for better workload distributions and work environment.
- Continue to seek ways to increase diversion.

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

Division Description: The C&D division is no longer staffed and is no longer conducting waste audits or recycling training or education; those functions are being done by the staff in the Natural Resources department. An office assistant out of 3106 division is currently recording permits and weight tickets into the C&D database on a part time basis.

2016-2018 Accomplishments

- While an Office Assistant was assigned provide advice to the program, performed approximately 100 Waste Stream Audits to establish recycling programs and an education on commercial recycling, pursuant to AB341.
- Conducted several recycling presentations at commercial businesses, schools and day care centers. Presentations included Solid Waste Residential Supervisors demonstrating how the split truck works and packets of recycling information and samples of recycled items for them to take home.
- Issued 141 C&D permits in 2016; Issued 152 C&D permits in 2017.
- Closed 85 permits in 2016; closed 14 permits in 2017.
 - Low number of permits closed in 2017 primarily due to loss of administrative staff available to work the permits through close.

2018-2020 Objectives

- Incorporate a larger workload to the C&D program to include permit audits and compliance.
- Work with the Community Development department to require the submission of weight tags on all C&D projects prior to issuance of Final by City Inspector.
- Restart the audit program to assist in the auditing process of commercial accounts to ensure that they are recycling; this will facilitate complying with AB 341 which makes recycling mandatory for commercial businesses with more than 4 yards of refuse and for multi-residential units with 5 units or more and AB 939 which sets a state-wide 75% waste diversion goal by 2020.
- Get caught up on processing and closing C&D permits that have been completed.

SOLID WASTE - RESIDENTIAL 4443

Division Description: The residential division is staffed with 30 full time and 6 hourly budgeted positions and is responsible for servicing about 40,000 residential accounts. Each account has a split container (½ recyclables, ½ waste) that is picked up once a week and a green waste container that is also picked up once a week. Ongoing assemblies, delivery, pick up and maintenance of an inventory approaching 100,000 containers is also conducted. Residential operations also assist with all the various cleanup events including four Dump on Us events, spring and fall clean up events, and various other cleanup events held throughout the year.

2016-2018 Accomplishments

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

2014	2015	2016	2017
30,500	28,200	30,000	30,019

- Collected the following recycle tonnages annually:

2014	2015	2016	2017
9,300	9,600	8,863	8,854

- Collected the following organics tonnages annually:

2014	2015	2016	2017
27,300	24,400	27,480	32,940

- Began transition to combine residential and commercial maintenance staff to make a separate maintenance division that is responsible for all maintenance/delivery/removal activities in the operation.

2018-2020 Objectives

- Complete conversion from split cans collection to 3-can collection.
- Monitor collection routes for contamination of recyclables and green waste containers and continue enforcement program that encourages recycling in a positive manner in those areas which have high contamination levels.
- Monitor routes and modify as needed to achieve the highest collection efficiency possible.
- Achieve 100% conversion of all trucks to CNG alternative fuel.
- Continue efforts to decrease landfill tonnages.

SOLID WASTE - ROLL-OFF - 4444

Division Description: The roll-off division is staffed by four employees and is responsible for servicing all of the large 20, 30 and 40 yard roll-off boxes. This division also participates in the maintenance, delivery and pickup of both bins and boxes throughout the City.

2016-2018 Accomplishments

- Successfully handled additional workloads of increased roll-off service business to servicing as many as 30 roll-off boxes in a day.
- Separates mattresses for recycling at DOU events, approximately 150 mattresses collected per event.
- Successfully coordinated the six Dump On Us events per year, servicing 700 - 900 vehicles in disposing of waste material and recycling as much as possible. Roll off boxes play an important part in the events to be able to haul off all the green waste, metal and large item stuff.
- Collected the following landfill tonnages annually:

2014	2015	2016	2017
16,500	12,200	12,544	13,042

Landfill tonnages have decreased by 21% since 2014.

- Collected the following recycle tonnages annually (these numbers include Frontload as the recycler does not separate Frontload and roll-off:

2014	2015	2016	2017
6,500	7,750	6,879	6,666

- Collected the following organics tonnages annually:

2014	2015	2016	2017
2,400	1,400	1,080	1901

Organics tonnages have decreased by 21% since 2014. Probable cause is because roll-off service decreased

2018-2020 Objectives

- Look for ways to increase recycling in the Roll-Off division.
- Promote green waste recycling in the Roll-Off division.
- Look for ways to increase the amount of recyclables collected in the Dump-On-Us events.
- Evaluate how to service food scraps for composting.
- Evaluate box routes for efficiency to increase the number of boxes that can be collected in a work day.

SOLID WASTE - FRONT LOAD – 4445

Division Description: The Front load division is staffed by 20 full time positions and 2 hourly positions, and is responsible for servicing all of the bins (2-yard to 10-yard) in the City. Bins can be picked up anywhere from one time a week to five times a week, so routes are varied daily. Employees in this division are also responsible for the maintenance, delivery and removal of both bins and boxes throughout the City.

2016-2018 Accomplishments

- Increased the VUSD food waste collection route to 23 schools and changed service to 5 days/week collection.
- Revised recyclable collection routes and expanded to cover expanding commercial recycling demand.
- Worked with multi-family units to decrease contamination and increase recycling diversion for those accounts.
- Reduced trash routes by 1 and distributed the work to remaining trash routes to free up an operator for recycle routes.
- Collected approximately 29,833 tons of trash to the landfill in 2015 and 31,095 tons in 2017. This is an increase of
- Collected approximately 4,100 tons of recyclables in 2016 and 4,250 in 2017.
- Collected 2,939 tons of organics in 2016 and 3,054 tons in 2015. Increase in 2015 primarily from VUSD food waste program.
- Collected the following landfill tonnages annually:

2014	2015	2016	2017
27,900	27,800	29,833	31,095

Landfill tonnages have decreased by 21% since 2014.

- Collected the following recycle tonnages annually:
 - see 4444 division above.
- Collected the following organics tonnages annually:

2014	2015	2016	2017
2,400	1,400	1,080	1901

Organics tonnages have decreased by 21% since 2014. Probable cause is because roll-off service decreased

2018-2020 Objectives

- Continue to Increase customers in the front load green waste and compost recycle routes.
- Complete the repair of the floor in the bin maintenance shop.
- Increase the recycling diversion at the Dump On Us events.

- Increase overall recycling diversion rates for front load operation.
- Prepare for and establish effective bin service routes and services days/times for commercial organics collection.

Performance Measurements - Solid Waste

Goal: To provide excellent customer service, reliability, and cost effective solid waste services to residences and businesses that maximizes manpower and meet the public's needs and the City's growth. Meet State diversion goals of 75% total diversion by 2020. Stay under CalRecycle Pounds/Person/Day (PPD) target of 6.5.

*CalRecycle rates and calcs are based on calendar year data.

<i>Strategy</i>	<i>Measure</i>	Actual 2016	Forecast 2017	Forecast 2018	Forecast 2019
LANDFILL DIVERSION	% BEING DIVERTED FROM PER CALRECYCLE ANNUALLY				
RESIDENTIAL	(expected continued organics recycling)	75.7%	76.0%	77.0%	78.0%
COMMERCIAL	(expected increase in commercial foodwaste diversion.)	21.0%	25.0%	30.0%	35.0%
PPD (pounds/person/day)	CalRecycle target PPD for Visalia is 6.5	4.4%	4.5%	4.5%	4.5%
Operational Efficiencies	Average number of residential containers per day picked-up by each				
To ensure that drivers are efficiently picking-up containers.	increase expected in 2018 going to 3- can system	678	691	1,000	1,100

FLEET MAINTENANCE - 5012

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

2016-2018 Accomplishments:

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

2018-2020 Objectives:

- Service and maintain over 615 City vehicles and equipment in a cost effective manner and minimize vehicle down time, keep a minimum of 98% of fleet mechanically sound and available for service.
- Continue to maintain parts inventory at the lowest possible cost while providing appropriate parts quality and availability (minimizing down-time).
- Continue to maintain the fuel dispensing system and vehicle washing facility operational with minimal down time.
- Continue to assist in the writing of specifications and acquisition of vehicles and equipment.
- Continue to assist in the disposition of vehicles and equipment that were replaced.

Performance Measurements - Fleet Maintenance

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

<i>Strategy</i>	<i>Measure</i>	Actual 2016-17	Actual 2017-18	Projected 2018-19	Forecast 2019-20	Forecast 2020-21
To have the City's fleet readily available for use.	Percentage of the City's fleet available for use.	98%	98%	98%	98%	98%
To provide cost effective service.	Hourly shop labor rates	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
To prevent breakdowns and extend the useful life of the fleet.	The number of preventative work orders processed	1,103	1,103	1,103	1,103	1,103
To maintain the fleet to be mechanically sound.	The number of repair work orders processed	3901	3,901	3,900	4,000	4,100
To maintain the minimum amount of inventory, while ensuring an adequate supply.	Inventory Turnover in Days - Parts	105	105	105	105	105
	Inventory Turnover in Days - Fuel	7	7	7	7	7
To increase the City's use of alternative fuels.	Percentage of the City's fleet using alternative fuels	21%	22%	23%	24%	25%

CAPITAL IMPROVEMENT PROGRAM (CIP)

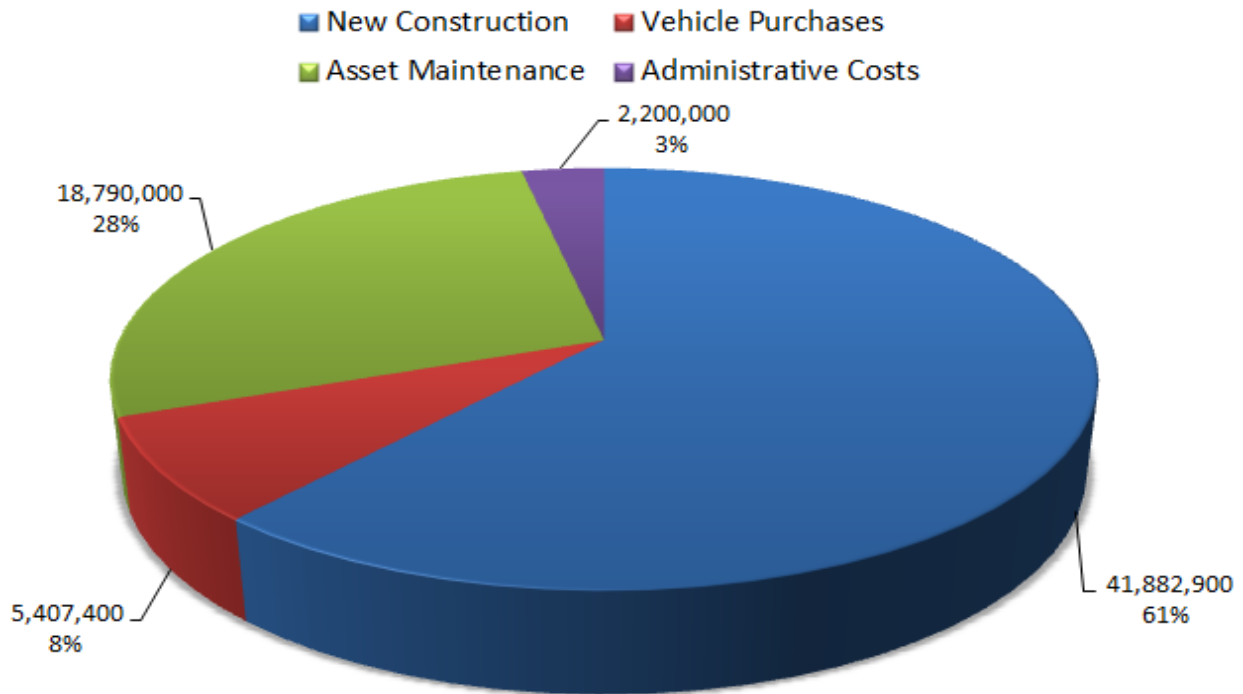
The Capital Improvements Program (CIP) budget includes all departmental projects and equipment or vehicle purchases costing over \$10,000. These Capital Projects are separated from the Operating Budget with the use of various funds. This provides greater transparency for our Capital Improvement Program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

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

The top 25 Capital Improvement Program projects (by cost, highest to lowest) is presented below. These 25 projects represent 64% of the total capital improvement program appropriations for the 2018-19 and 2019-20 budget years combined.

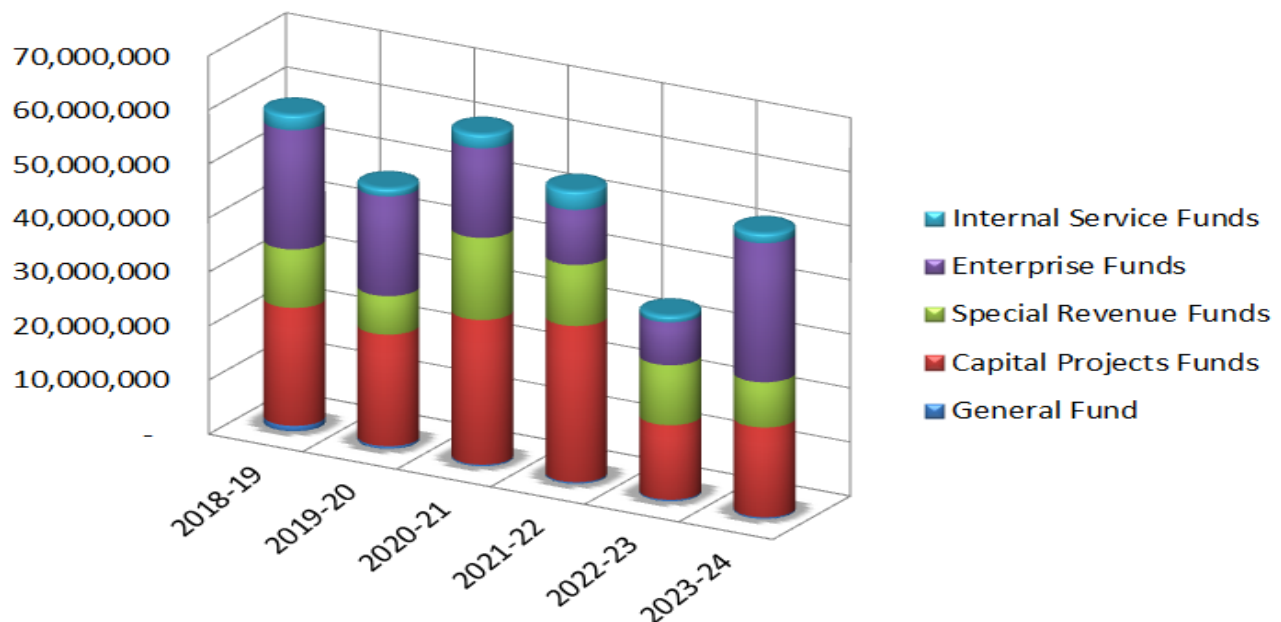
#	Project	18/19	19/20	2 Year Total
1	North Shirk Sewer Line Extension	3,000,000	5,000,000	8,000,000
2	Street Maintenance	2,400,000	2,400,000	4,800,000
3	Downtown Street Lighting System	2,250,000	2,250,000	4,500,000
4	Pavement Rehabilitation	2,200,000	2,200,000	4,400,000
5	Construct New Aircraft Hangars	4,140,000		4,140,000
6	Fire Station 56 Relocation	4,000,000		4,000,000
7	Santa Fe at Tulare Ave Roundabout	2,628,300	631,000	3,259,300
8	Replace Sanitary Sewer Mains	1,500,000	1,500,000	3,000,000
9	Caldwell Improvements - Akers to Shady	1,600,000	1,400,000	3,000,000
10	Riggin Widening - Akers to Demaree (Earthwork)	2,560,000		2,560,000
11	Fixed Route Bus Purchase (7)		2,336,600	2,336,600
12	Asphalt overlay major collector and arterial roadways	1,000,000	1,250,000	2,250,000
13	Developer Reimbursement for TIP Program	1,100,000	1,100,000	2,200,000
14	Shirk Capacity Enhancement - Goshen to Riggin	170,000	2,030,000	2,200,000
15	Shirk Widening Over Mill Creek	658,000	1,360,000	2,018,000
16	Orchard Replacement	1,000,000	1,000,000	2,000,000
17	Near Term Lovers Lane Interchange at SR 198		2,000,000	2,000,000
18	Replace Residential Split CNG Trucks with Single Body Trucks		1,850,800	1,850,800
19	Riverway Sports Park Phase 5	1,825,000		1,825,000
20	American St. Extension - Goshen to Riggin	-	1,660,600	1,660,600
21	Satellite Bus Transfer Facilities	1,500,000		1,500,000
22	Building Maintenance	670,000	670,000	1,340,000
23	Replace Two (2) V-LINE Buses	1,220,000		1,220,000
24	Shirk Capacity Enhancement - Hwy 198 to Goshen	110,000	1,110,000	1,220,000
25	Traffic Signal Installation - Annual	500,000	500,000	1,000,000
Top 25 Project Total		36,031,300	32,249,000	68,280,300

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



The full 6-Year Capital Improvement Program Plan includes 382 unique projects; 257 projects proposed for appropriation in the 2018-19 and 2019-20 budget years and an additional 21 projects deferred due to a lack of funding. A summary of the 2018-19 and 2019-20 Capital Improvements Program follows on Page 11-5.

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



2018/19 - 2023/24 Capital Improvements Program SUMMARY OF CAPITAL PROJECTS

Fund Name (Number)	2018-19	2019-20	Future Capital Projects	Page
General Fund (001)	1,006,800	349,600	1,187,600	10-5
General Fund Designation (Police Unclaimed Funds-012)	-	120,000	-	10-9
General Fund	1,006,800	469,600	1,187,600	
Gas Tax (111)	3,710,000	6,605,000	15,965,000	10-11
SB1 - RMRA (113)	2,200,000	2,200,000	9,200,000	10-18
Measure R-Local Fund (131)	2,428,100	1,201,000	12,105,000	10-19
Measure R-Trailways (132)	83,000	136,000	19,960,800	10-24
Measure R-Regional Projects (133)	-	2,000,000	13,306,900	10-29
Measure N (141 & 142)	11,847,200	7,296,000	10,100,000	10-32
Underground Water Recharge (224)	495,000	655,000	3,470,000	10-43
Waterways Maintenance (251)	147,500	210,000	400,000	10-55
Landscape and Lighting (273)	55,000	357,000	1,603,200	10-59
Community Development Block Grant (CDBG-311)	856,200	-	-	10-63
Special Revenue Funds	21,822,000	20,660,000	86,110,900	
Fire Impact Fee (106)	37,500	37,500	150,000	10-10
Park & Recreational Facilities (211)	2,305,000	22,000	5,457,500	10-34
Storm Sewer Construction (221)	436,000	800,000	4,225,900	10-36
Transportation Impact Fees (241)	4,840,100	4,630,200	16,622,200	10-48
Waterways Fund (261)	814,600	350,000	1,420,000	10-57
State Transportation Fund (281)	2,389,200	1,281,400	18,074,600	10-60
Capital Projects Funds	10,822,400	7,121,100	45,950,200	
Storm Sewer Deficiency (222)	191,000	130,000	725,300	10-39
Wastewater Trunk Line Construction (231)	3,130,000	5,130,000	13,354,700	10-45
Sewer Connection (232)	-	-	1,000,000	10-47
Building Safety (401)	133,000	-	-	10-65
Airport (411)	4,190,800	132,000	9,379,700	10-66
Convention Center (413)	100,000	100,000	2,435,000	10-71
Wastewater (431)	5,504,700	3,310,600	8,753,900	10-74
Solid Waste (441)	2,484,600	5,468,100	8,694,700	10-80
Transit Capital (452)	5,486,900	3,270,300	14,002,500	10-84
Storm Sewer Maintenance & Operations (481)	851,100	926,100	2,059,100	10-94
Enterprise (Business-type) Funds	22,072,100	18,467,100	60,404,900	
Fleet Maintenance (501)	292,100	78,000	-	10-98
Vehicle Replacement (502)	1,879,300	902,800	5,187,000	10-100
Police Vehicle Replacement Measure T (503)	260,000	106,000	280,000	10-109
Information Services (511)	282,200	261,000	3,210,750	10-111
Internal Service Funds	2,713,600	1,347,800	8,677,750	
Total Capital Appropriation	58,436,900	48,065,600	202,331,350	

*Multi-funded projects (Fund 301) -- see page 10-115

Budget Preparation

Over the course of 4 Council meetings during the months of April and May 2018, the City Council reviewed the various portions of the Capital Improvements Program (CIP) Budget in detail. In preparation for presentation to Council, projects were reviewed by staff to determine the appropriate funding source for each. Within each separate fund, the projects were prioritized with particular emphasis being placed upon projects which fulfill the requirements of General Plan Elements and represent priorities set by the City Council. This process has produced the current 6-year Capital Improvement Plan for 2018/19 – 2023/24.

In the pages that follow, each fund is summarized beginning with a brief description of revenues and any restrictions on their use. A short cash balance summary shows the projected cash flow for each fund over the 6 years of the capital plan. This is followed by a listing of the projects included in each fund. The Capital Improvement Program includes the appropriations for the 2018/19 and 2019/20 fiscal years, along with four additional years presented for planning purposes (2021-2024).

A map reference is provided in the summary for appropriated projects (2018-2024) that can be mapped. The map reference refers to one of 5 maps of the City of Visalia. The first 4 maps (A, B, C and D) divide the City into four quadrants along Demaree and Highway 198 as follows:

Map Quadrants

Using Demaree St. and Hwy 198 as Axis Lines

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

The fifth map is the Trails Map on Page 10-129 which displays all trail projects for the entire City.

A directory of map points for maps A-D begins on page 10-122.

General Fund - 001 (1010)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Available for Capital Projects						
Contribution from Operating for Capital	1,006,800	349,600	296,400	296,400	297,400	297,400
Capital Expenditures	(1,006,800)	(349,600)	(296,400)	(296,400)	(297,400)	(297,400)
Total Resources Available for Projects	-	-	-	-	-	-
Total Unfunded Projects	(1,786,200)	(2,053,200)	(1,277,100)	(588,800)	(367,200)	(314,500)

#	Project Description	Project Manager	Project #	Rank	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Annual General Fund Projects										
1	Public Parking lot maintenance: Annual maintenance program for all city public parking and park parking lots. There are 23 Park and 34 City Public Parking lots in this program that will be crack sealed, overlaid, slurry seal, or reconstructed as needed. The maintenance in several of these parking lots has been deferred and they are in very bad condition. The city has a large investment in these parking lots which must be maintained. This program will complete annual maintenance and repairs as needed, with priority given to the lots in the poorest condition.	Tim Skobel	CP8214	1B	150,000	150,000	150,000	150,000	150,000	150,000
2	Maintain City Owned Property Leased to Tenants: Maintenance of City leased property such as the Creative Center, Icehouse, etc. As these properties age, needs for various maintenance issues arise.	Renee Nagel	CP9491	1A	35,000	35,000	35,000	35,000	35,000	35,000
3	Maintain City owned/City Occupied Property: As buildings age, needs for various maintenance issues arise and are critical. For example: Replacement of air conditioners, pressure washing, repair of storm and vandalism damage, etc. □	Renee Nagel	CP9708	1A	35,000	35,000	35,000	35,000	35,000	35,000
4	Handheld Motorola Radios (10) - Continue to purchase replacement handheld radios for PD at a rate of 10 per year to avoid having to replace entire stock in one year.	Dexter Valencia	New	1A	29,400	29,400	29,400	29,400	29,400	29,400
5	Annual Asphalt Bike Path Maintenance - Annual maintenance of the asphalt bike paths throughout the City. Paths will be evaluated to see which maintenance application will be the most effective and cost efficient at the time of need.	Joel Hooyer	New	2A	25,000	25,000	25,000	25,000	25,000	25,000

General Fund - 001 (1010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Rank	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Annual General Fund Projects										
6	Annual Fireworks - Funding towards the 4th of July Community Fireworks event	Leslie Cavaglia	CP0237	1A	22,000	22,000	22,000	22,000	23,000	23,000
General Fund Projects										
7	Replace Wooden Arbors at Plaza Park - Replace old, wooden arbors at Plaza Park (Arbors 4, 5, 6, and 8). These arbors are very old and full of dry rot causing unsafe conditions for the public. This project includes demolition and installation of arbors.	Tim Skobel	New	1A	180,400					
8	Level IIIA Ballistic Vests - Twenty-three (23) replacement Level IIIA ballistic vests for the Special Weapons and Tactics Team. The vests will include pouches, front and back plates, throat, groin, and upper arm protection. Current SWAT team vests were manufactured in 2012 with a certified life of five years.	Liz Ybarra	New	1A	90,000					
9	Tasers - Replace 95 X26 Tasers currently in use by the department. These tasers range from 5-12 years old, with an expected service life of 5 years. These particular tasers are no longer being manufactured and in late 2018 the company will discontinue the firmware updates and accessory sales. To ensure proper functioning in the field, it is recommended that all 95 be replaced; 75 in FY 18/19 and 20 in FY 19/20.	Liz Ybarra	New	1A	88,700	23,700				
10	Mobile Shelving Storage System - Upgrade the current Property/Evidence wood shelving units to purpose built steel, mobile shelving system. The proposed system consists of firearm storage and narcotic evidence lockers which are designed to mitigate staff exposure to harmful materials and provide greater security.	Liz Ybarra	New	1B	60,300					
11	Reports for One Solution - Convert One Solution reports from CDD to Cognos. One Solution no longer supports CDD reports.	Amee Sweatingen	New	1A	60,000					
12	Replace Playground Rubber Surfacing at Recreation Park - Install new rubber surfacing for playground area. Current, original rubber surfacing has been deteriorating steadily over the past 2-3 years. Staff has made minor repairs, but the overall condition warrants full replacement.	Tim Skobel	New	2A	55,000					

General Fund - 001 (1010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Rank	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
General Fund Projects										
13	Trimble S5 Robotic Total Station - Replace the current total station used by survey crew which is outdated and showing heavy signs of usage. It no longer functions robotically and the cost to repair can't be justified for this outdated piece of equipment. The new Trimble S-5 purchase includes 2 meter rod, multi track target, data collector with radio, batteries for the total station and tracker, pole clamp, tripod and data collector cradle.	Jeff Land	New	1B	38,500					
14	Agenda Management Software - Purchase new agenda management software system for City Council and Staff. The current SIRE program was purchased by another company who has announced that they will no longer support the SIRE program. Without a computerized system, the City will have to revert back to hard-copies of the Council agendas and maintain the records in an organized manner that is compliant with government regulations will be more difficult and labor intensive. The new system will have the ability to complete workflow from draft to publishing and voting; publish searchable documents for public record management and available in full capacity on tablet and mobile devices. Year 1 cost includes the initial setup and training, the subsequent years cost is for the Annual Maintenance and Support.	Michelle Nicholson	New	2B	32,000					
15	(10) Motorola Radios for Fire Department: Replace 10 of the existing Kenwood radios with Motorola APX8000 Dual Band Interoperable radios which give Fire personnel the ability to communicate with all departments (Fire, PD & Emergency Medical Services) within the geographical area (60 minute radius) for emergency management and large scale disaster response. There are currently 35 Motorola APX8000 in service with no communication failures. The Motorola radios have been found to have far superior reliability over the Kenwood radios. The radios purchased will be placed in service on the apparatus for immediate use.	Dustin Hall	New	1A	29,500	29,500				
16	Replacement of Pass-Thru evidence lockers - Current lockers were fabricated in 2009 out of wood and are showing some signs of deterioration. The recommended replacement lockers are a steel, modular system suitably designed for the temporary storage of firearms and narcotics. This replacement would be coordinated with the relocation of the Property/Evidence Division to the former dispatch center at PD Headquarters.	Liz Ybarra	New	2A	19,000					
17	K-9 Facility Improvements - add 4 new kennels. Replace obstacles and Repair grounds. Current conditions are a safety hazard for the K-9s and their handlers.	Liz Ybarra	New	1A	18,000					

General Fund - 001 (1010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Rank	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
General Fund Projects										
18	Blain Park Retaining Wall: Remove and Dispose of old telephone pole retaining wall around the Blain Park Restroom Facility and install new 172 liner feet of brick wall to match the existing wall around playground. Telephone poles are decaying and are a hazard. The poles keep the bank or mound from eroding down into the sidewalk and restroom facility area.	Tim Skobel	CP0060	1A	15,000					
19	Fusion Server and Voice Cards - Purchase a replacement server for the Versatile Information Products (Fusion) system. It is recommended that we replace our servers every 5 years. Our current server was purchased in 2013 and is due for replacement. The Fusion server controls the department's dictation and transcription software. This is necessary in order for officers to dictate their police narratives, records transcribe reports, and the recordings to be archived.	Liz Ybarra	New	1B	10,000					
20	2019 Cal Ripken World Series - Additional funding for contract services and maintenance at the Riverway Sports Park in preparation for and during the week-long event	Jeannie Greenwood	New	3B	10,000					
21	Replace Bollards with Gates on Trails - Replace bollards with gates at trail entrances. St. Johns, Modoc, Mill Creek, and Packwood creeks. The current bollards are being vandalized and broken. Replacing them with gates will be more cost effective now and in the future, as they are less expensive to repair/replace. Multi Funded project total of \$18k. \$14k from Waterways Maintenance and \$4k from General Fund.	Joel Hooyer	New	2A	4,000					
	Total Proposed Project Funding				1,006,800	349,600	296,400	296,400	297,400	297,400
<p>Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".</p> <p>The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.</p> <p>-- No Annual Maintenance Costs (or no increase over existing cost)</p> <p>* Annual Maintenance cost is \$5,000 or less</p> <p>** Annual Maintenance costs is \$5,000 to \$25,000</p> <p>*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.</p> <p>**** Project will result in savings as described in project description</p>										

Police Unclaimed Funds - 012 (3820)
2018/19 - 2023/24 Capital Improvement Program

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

Fire Impact Fee - 106 (2360)
2018/19 - 2023/24 Capital Improvement Program

This fund is derived from Fire Impact fees collected at the time of building permit issuance. Funds are to only be used for new facilities, equipment, and not for operation and maintenance.												
Cash Balance Summary												
	2018-19	2019-20	-1204500	2021-22	2022-23	2023-24						
Beginning Cash Balance	(1,082,843)	(889,833)	(688,503)	(477,353)	(254,893)	(30,023)						
Revenues	261,200	267,700	274,400	281,300	288,300	295,500						
Interest Expense	(26,600)	(24,700)	(21,500)	(17,000)	(21,500)	(17,000)						
Allocations	(4,090)	(4,170)	(4,250)	(4,340)	(4,430)	(4,520)						
Capital Improvements	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)						
Total Resources Available for Future Projects	(889,833)	(688,503)	(477,353)	(254,893)	(30,023)	206,457						
#	Project Description	Project Manager	Project #	Council District	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2020-212	2021-223
1	Public Safety Traffic signal Pre-emption System: Install 5 Emergency Vehicle Pre-emption Systems per year in existing traffic signals. This system allows emergency response vehicles to control traffic signals along their route. To date 50 signals out of 125 in the city are in need of retrofit. From 16/17 onward, 5 per year will be installed, completing the remaining 50 signals by 2026. Multi Funded project total of \$50k annually, with \$37,500 from Fire Impact Fee and \$12,500 from General Fund, including prior years.	Eric Bons	CP9531	Citywide	--		37,500	37,500	37,500	37,500	37,500	37,500
Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".												
The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.												
--	No Annual Maintenance Costs (or no increase over existing cost)	***	Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.									
*	Annual Maintenance cost is \$5,000 or less	****	Project will result in savings as described in project description									
**	Annual Maintenance costs is \$5,000 to \$25,000											

Gas Tax - 111 (2370)

2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	2,105,600	2,490,300	2,900	231,800	192,200	69,500
Gas Tax Apportionment	3,114,700	3,145,800	3,177,300	3,209,100	3,241,200	3,273,600
Gas Tax Swap	311,500	311,500	314,600	317,700	320,900	324,100
STP - STR HWY exchange	1,486,000	1,486,000	1,486,000	1,486,000	1,486,000	1,486,000
Interest Earnings	5,000	5,100	5,210	5,330	5,460	5,600
Concrete Repair Reimbursements	10,800	10,800	10,800	10,800	10,800	10,800
Services Provided/Allocations	(833,300)	(841,600)	(850,000)	(858,500)	(867,100)	(875,800)
Capital Improvements - New Construction, Improvements and Administration	(650,000)	(3,580,000)	(940,000)	(885,000)	(820,000)	(320,000)
Capital Improvements - Street Maintenance	(3,060,000)	(3,025,000)	(2,975,000)	(3,325,000)	(3,500,000)	(3,200,000)
Total Resources Available for Future Projects	2,490,300	2,900	231,800	192,200	69,500	773,800

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

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
New Construction, Improvements and Administration:													
1	Shirk St Capacity Enhancement (Goshen-Riggin) - Modify the traffic signal at Shirk Street and Goshen Avenue to provide additional lanes through the signalized intersection. Widen Shirk St. along the easterly side to accommodate 2 lanes of travel in the north/south direction of travel between Goshen Avenue and Riggin Avenue. Right-Of-Way will need to be purchased to provide 4 lanes of travel along this corridor. Adding the travel lanes and the modification to the traffic signal will provide added vehicle capacity associated with the development along this corridor. The approved multi-family development located in the northeast quadrant of Shirk St and Doe Avenue is anticipated to increase the traffic volumes.	Eric Bons	New			3	A4	170,000	2,030,000				
2	Shirk St. Capacity Enhancement (Hwy 198 - Goshen Ave.) - This project will purchase additional Right-Of-Way and roadway widening along the east side of Shirk Street south of Pershing Avenue to allow for the restriping of Shirk Street from Goshen Avenue to North of Hillisdale Avenue. The widening and paving within the existing road Right-Of-Way will allow for the striping of 4 lanes of travel in the north/south direction. The traffic signal at Goshen and Shirk will be modified by installing a video detection system and battery backup system to accommodate the new lane configuration through the intersection. This will provide added vehicle capacity on Shirk Street by paving within the existing ROW with minor additional ROW acquisition.	Eric Bons	New			3	A5	110,000	1,110,000				

Gas Tax - 111 (2370)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
New Construction, Improvements and Administration:													
3	Railroad Crossing Upgrades: For use with projects associated with railroad crossings that require upgrades, widening or improvements based on the RR. Projects currently looking to use these funds are Oak and Burke at the Civic Center, Demaree and Goshen, and Mooney and Goshen. To improve rail crossing and supplement existing projects where rail crossings will be impacted and need for improvement.	Steven Weatherly	CP9367	Y	--	Citywide	Various	80,000	80,000	80,000	80,000	80,000	80,000
4	Reimburse developers for street improvements: Reimburse developers for street improvements on unfunded, existing arterial/collector and local streets not identified in the circulation element which have various remaining improvements to be completed. This is needed on an annual basis for improvements on existing arterial/collector and local streets not identified in the circulation element that are not eligible for TIF.	Jason Huckleberry	CP9207		--	Citywide	Various	75,000	75,000	75,000	75,000	75,000	75,000
5	Preliminary Engineering: Preliminary engineering and design work necessary for potential future capital projects. This project is important to fund pre-design work on future projects involving grants and special projects.	Steven Weatherly	CP9699	Y	--	Citywide	Various	75,000	75,000	75,000	75,000	75,000	75,000
6	Traffic Counts, Survey, and Supplemental Services - Traffic counts, speed survey & supplemental services to assist staff with increasing traffic monitoring, maintaining traffic speed zones, and the analysis of various intersections to help relieve vehicle congestion. As the City grows, an increased number of vehicles, bikes, or pedestrians travel through our intersections. These funds will allow the City to perform yearly traffic counts to ensure the appropriate traffic control at those intersections. In addition, these traffic counts help provide information for economic development and traffic signal coordination.	Leslie Blair	CP8101		--	Citywide	Various	50,000	50,000	50,000	50,000	50,000	50,000

Gas Tax - 111 (2370)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
New Construction, Improvements and Administration:													
7	Intelligent Transportation System Conduit - Install an Intelligent Transportation System conduit in the County Center Street alignment from Caldwell Avenue at County Center to the Visalia Police Department District 2 located at the southeast corner of County Center and Cameron Avenue. The ITS conduit is to extend the traffic management network to serve future intersections that will be signalized. The YPD District 2 facility is a remote location that serves as the Data Recovery location for the City of Visalia Information System network. Project funding may be offset by CMAQ funding. Multi-funded project for \$210k with \$160k from IS and \$50k from Gas Tax.	Eric Bons	New			2	D6	50,000					
8	Bike Plan Implementation: This annual project is to implement the most recent Bike Plan to continue improvements for bicyclists and support recommendations from Waterways and Trails Committee. This includes striping bike lanes and adding signs to improve safety for bicyclist and improve traffic flow for vehicles and bikes.	Nick Mascia	CP9923	Y	--	Citywide	Various	40,000	40,000	40,000	40,000	40,000	40,000
9	Oak Avenue Extension - Extend Oak Ave to Tipton St to Burke St. This project includes installing street lights, pavement, curb, gutter, and sidewalk on both sides of the existing RR tracks on Oak Avenue. This will improve east downtown circulation from Administration and the Transit Center to the VECC and provides pedestrian access from west to east downtown and the VECC. Portions of this project may be postponed due to lack of agreement with the RR. Multi Funded project total of \$1.35M with \$650k from Gas Tax and \$700k from Measure R Local, including prior year from both funds.	Nick Mascia	CP9924	Y		5	B12	-	120,000	-	-	-	-
10	Traffic control (STOP) installations: On-call contractor services to install NEWLY warranted STOP signs and related traffic control devices including signage, striping, and markings at various locations throughout the City. The City has need for STOP signs to be installed when warranted. These funds will allow the City to have them installed in a timely manner.	Leslie Blair	CP0037		--	All							
11	Visalia Parkway Signal Modification at Mooney Blvd - This project will widen Visalia Parkway at the intersection with Mooney Blvd. (SR 63) to its ultimate width (110'). Multi-funded project total of \$3.6M with \$600k from Gas Tax and \$3M from TIF.	Eric Bons	New			2	D7			600,000			

Gas Tax - 111 (2370)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
New Construction, Improvements and Administration:													
12	Traffic Signal Modification at Chinoweth and Whitendale - Modify the existing traffic signal at the intersection of Chinoweth Street and Whitendale Avenue to provide protected left turns in all directions and incorporate intelligent transportation equipment. Delays in traffic have increased since the signal was constructed in 2002; the protected left turn will provide a more efficient movement and minimize traffic collisions.	Eric Bons	New			3	C3			20,000	65,000		
13	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. Multi Funded project total of \$11.6M with \$1M from Gas Tax, \$3M from Measure N, and \$4.9M from Measure R Regional, plus prior years.	Fred Lampe	CP9485	Y	--	2 & 3	C4			-	500,000	500,000	-
14	Traffic Management Center Software Maintenance - to provide the software vendor maintenance and support of the traffic management center systems and to provide all updates. The maintenance and support of the TMS software is a key component to the daily functionality of the TM Center. The on-going support of this software allows for the communication between the central traffic management center and the traffic signals. The initial maintenance and support provided with the installation will end in FY 2021, at that time, a three (3) year maintenance and support package will need to be purchased. A multi year package provides for the lowest per year cost.	Eric Bons	New			Citywide	Various				100,000		

Gas Tax - 111 (2370)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr.	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Street Maintenance Projects:													
15	Thin Skin Patch Miscellaneous Streets: Thin skin patching is used to fill in uneven pavement surfaces. This provides better drainage and improves the ride on the pavement. This provides a first step in the cost effective method of recouping the structure of a badly deteriorated streets and is used also as a leveling course for easy and cost effective future maintenance.	Norm Goldstrom	CP9520		--	Citywide	Various	300,000	250,000	250,000	250,000	250,000	250,000
16	Crack Sealing: Placement of rubber type based product in cracked pavement. Crack sealing is performed to reduce water penetration, thereby helping to maintain the structural strength of the asphalt and limit degradation, reduce potholes and prevent the cracks from getting larger.	Norm Goldstrom	CP9496		--	Citywide	Various	400,000	400,000	400,000	400,000	400,000	400,000
17	Dig Outs: Remove and replace isolated deteriorated pavement on various city streets. This will improve the ride quality of city streets, reduce pothole patching, delay the need of costly reconstruction and possibly reduce claims from damage to vehicles.	Norm Goldstrom	CP9508		--	Citywide	Various	200,000	100,000	100,000	100,000	100,000	100,000
18	Minor Asphalt Overlays: Placement of an asphalt overlay on local streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface.	Norm Goldstrom	CP9525		--	Citywide	Various	200,000	200,000	200,000	200,000	200,000	200,000
19	Annual Striping Contract: Pays for the annual striping contract for pavement marking on the City's roadways. The existing pavement markings need to be repainted to be in compliance with the California Manual on Uniform Traffic Control Devices. To provide delineation of travel lanes, turn lanes, crosswalks, curb markings and other pavement markings on the roadways throughout the City.	Leslie Blair	CP9226	Y	--	Citywide	Various	150,000	150,000	150,000	150,000	150,000	150,000
20	Pot Hole Patch: Patch portions of pavement temporarily with an asphalt cold mix. Pot Hole patching is an effective and last method of preventative maintenance on small portions of pavement that have deteriorated due to water penetration into the base.	Norm Goldstrom	CP9515		--	Citywide	Various	200,000	200,000	150,000	150,000	150,000	150,000
21	Replace Traffic Signal Controllers - This project will replace fifteen (15) intersections with the updated controllers in FY18/19 and ten (10) per year for the following five (5) fiscal years. The specifications for the updated Traffic Signal Control are to be developed through the Traffic Control Replacement Study project	Eric Bons	New		--	Citywide	Various	100,000	100,000	100,000	100,000	100,000	100,000

Gas Tax - 111 (2370)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Street Maintenance Projects:													
22	Battery Backup System Installation Traffic Signals - this project will add battery backup systems to the existing traffic signals at various locations throughout the City. The battery backup system will allow each traffic signal to operate during power outages to provide for driver safety.	Eric Bons	CP0226		-	Citywide	Various	150,000	150,000	150,000	150,000	150,000	150,000
23	Infrastructure Management System: To maintain the data on street conditions (Pavement Condition Index) and sign inventories this system stores and maintains sign retro reflectivity data. Data will be used to create annual maintenance and repair programs using different methods to extend the life of the pavement and signage.	Manuel Molina	CP8313	N	-	Citywide	Various					300,000	
24	Pave Outs: Restore pavement that has been cut away to install/rehab curb and gutter and approach ways. This will improve environmental conditions and maximize use of roadway.	Norm Goldstrom	CP9094		-	Citywide	Various	100,000	100,000	100,000	100,000	100,000	100,000
25	Replace Traffic Signs Citywide: Replace signs that have been stolen, vandalized, damaged, faded, or do not pass retro reflectivity standards. Funding of \$75K per year; will replace as needed for emergency safety concerns and as advised by the retro reflectivity survey.	Norm Goldstrom	CP9555		-	Citywide	Various	75,000	75,000	75,000	75,000	50,000	50,000
26	Fiber Optic Signal Interconnect Repair - Repair of damaged fiber optic cable at the intersection of Caldwell Avenue and Court Street. The fiber optic cable is part of the City's Signal Interconnect network. Existing cable was damaged by a contractor doing minor street improvements because existing conduit and cable work was not marked on the surface of the pavement before the contractor began the street improvement work.	Eric Bons	New			2	D6	75,000					
27	Traffic Signal Controller Replacement Study - This project is to generate an evaluation and recommendation for the replacement traffic signal controllers and firmware that will work in conjunction with the traffic management system. This information will serve as the basis of a project to replace the existing traffic signal controllers. The TMS is reliant upon the data gathered by the field equipment within each signalized intersection. The main component of the data gathering is done by the traffic signal controller and current controllers need to be upgraded to take advantage of the data that can be gathered.	Eric Bons	New			Citywide	Various	50,000					

Gas Tax - 111 (2370)

2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Proj #	Constr	Budget Imp	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Street Maintenance Projects:													
28	Concrete Repairs: Repairs concrete (sidewalk, curb and gutter) in the City. (Note: Property owners will reimburse the city for their portion of the cost of material and labor). The repairs bring the concrete into compliance with codes and regulations.	Norm Goldstrom	CP9646		--	Citywide	Various	30,000	30,000	30,000	30,000	30,000	30,000
29	Hot Patching: Allows for repairing of small areas of alligatored asphalt or potholes surrounded by generally good condition asphalt. Used for small repairs in colder weather situations. A heating device is used to heat the existing asphalt roadway (maximum 6' x 8' area) in order to introduce small amounts of new hot asphalt paving with fresh oil emulsions to blend the new with the old (existing).	Norm Goldstrom	CP8351		--	Citywide	Various	20,000	20,000	20,000	20,000	20,000	20,000
30	Collision Report Software - Collision summary reports are essential in the performance of traffic engineering studies such as stop sign analyses and warrants for traffic signals. This software will allow for better analysis of road and intersection deficiencies so that effective improvements can be done. This will be beneficial when applying for grant funding.	Leslie Blair	New			Citywide	Various	10,000					
31	Road Rehabilitation-Design ONLY (Federal Aid Routes): Asphalt overlay of major collector and arterial roadways. As previous years work is completed or installed new, staff completes the submittal form for the pavement management software. An analysis is completed by the Streets Division that lists roads that are showing signs of stress or repair. Asphalt overlays are done to improve the ride quality, to add structural strength, and to extend the life expectancy of a street. This project is a longer lasting and important maintenance project for City streets that will be coordinated with the Public Works Department through analysis from Pavement Management System. (Gas Tax/Fed STP split)	Chantha Chap	CP9225		--	Citywide	Various	1,000,000	1,250,000	1,250,000	1,500,000	1,500,000	1,500,000
Total Capital Improvements - New Construction, Improvements and Administration								650,000	3,580,000	940,000	885,000	820,000	320,000
Total Capital Improvements - Street Maintenance								3,060,000	3,025,000	2,975,000	3,325,000	3,500,000	3,200,000

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

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

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

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

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

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

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

SB1 - Road Maintenance and Rehabilitation Act - 113 (2390)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	23,600	34,700	79,000	256,900	269,000	215,800
Road Maintenance and Rehabilitation Act (SB1)	2,211,112	2,244,279	2,277,943	2,312,112	2,346,794	2,381,996
Capital Improvements	(2,200,000)	(2,200,000)	(2,100,000)	(2,300,000)	(2,400,000)	(2,400,000)
Total Resources Available for Future Projects	34,700	79,000	256,900	269,000	215,800	197,800

#	Project Description	Project Manager	Project #	Council District	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Rehabilitation of Walnut Avenue from Central to Court, Murray Avenue from Giddings to Encina, Center Avenue from Encina to Burke, Demaree Street from Houston to Ferguson, and Main Street from Conyer to Hall. Roads not completed with this round will be moved to the following years to be completed with a new project designation.	Chantha Chap	New	1, 2, 4, & 5				2,200,000					
2	Pavement Rehabilitation - Rehabilitation of various streets throughout the City of Visalia based on a priority list established by the Pavement Management System. As previous years work is completed or installed new, staff completes the submittal form for the pavement management software. An analysis is completed by the Streets Division that lists roads that are showing signs of stress or repair. Street Rehabilitation is done to improve the ride quality, add to structural strength, and to extend the life expectancy of a street.	Chantha Chap	New	Citywide		All		2,200,000	2,200,000	2,100,000	2,300,000	2,400,000	2,400,000
								2,200,000	2,200,000	2,100,000	2,300,000	2,400,000	2,400,000

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

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

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

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

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

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

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

2018/19 - 2023/24 Capital Improvement Program

Cash Balance Summary

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

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Modification of Traffic Signal at Demaree & Goshen: Project will widen the intersection of Demaree St. at Goshen Ave. It includes upgrading the Railroad tracks & equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will be needed. The project limits are along Goshen Avenue, 700' west and east of Demaree; along Demaree Street, 2000' south and 1100' north of Goshen. Multi Funded project total of \$6.3M with \$300k from Gas Tax prior years, 4.45M from Measure R Local, including prior years, and \$1.5M from TIF prior years.	Nick Mascia	CP8123	Y	--			900,000					
2	Santa Fe at Tulare Ave Roundabout - Project will install a new roundabout at the intersection of Santa Fe St. and Tulare Ave. This will include removal/disposal of existing street section, curb, gutter, and sidewalk. It will also include the relocation of existing utilities (poles, cabinets, hydrants, vaults, sewer manholes, storm manholes, and drain inlets). Old, buried railroad equipment will also be removed. The project will install a new roundabout with perimeter trail, splitter islands, accessible curb ramps, and new signage and striping. The Visalia Circulation Element has designated this intersection as an LOS C during AM peak hours and LOS D in the PM peak hours; which is the minimum acceptable rating. If left unchanged, the rating will soon reach LOS F status. The new roundabout will correct the geometric offset of approximately 35' across the intersection. Federal funding will require significant review by CalTrans and the City; requiring more project management by the consultant and the City. . Multi Funded project total of \$4.2M with \$1.3M from Measure R Local, \$518k from TIF prior year, and \$2.4M from State Transportation, including prior years.	Rebecca Keenan	CP0197		-	2, 4, 5	D8	674,400	631,000				

Measure R Local - 131 (2410)

2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Traffic Control Signal Installation - Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. The following intersection is planned for the upcoming fiscal year (18-19) County Center Drive and Riggins Avenue. Multi Funded project for a 6-year total of \$3M funded with \$1.28M from Measure R Local and \$1.71M from State Transportation.	Nick Mascia	CP0038		--	Citywide	Various	215,000	215,000	250,000	250,000	250,000	250,000
4	Central Visalia Traffic Safety Action Plan (CVTSAP) - Action plan with detailed recommendations for design changes to City streets and programs that support traffic safety. Plan is to improve mobility, safety, and access for all modes of transportation including walking, bicycling, and transit for the Central Visalia area composed of the Downtown section bounded by Murray Avenue to the north, Mineral King Avenue to the south, Giddings Street to the west and Tipton Street to the east; and the East Downtown section bounded by Goshen and Douglas Avenues on the north, Mineral King Avenue on the south, Tipton Street to the west and Ben Maddox Way to the east. Use the CalTrans Sustainable Transportation Planning Grant funds to develop the CVTSAP. Plan will help the City to better align its transportation and development patterns with State and Federal transportation goals. The plan will identify low cost, short term projects and also be used by the City in establishing a Master Plan for Central Visalia to pursue outside funding for implementing recommended infrastructure improvement.	Leslie Blair	New			Citywide	Various	173,000					
5	Accessibility Upgrades/Barrier Removal - Provide accessibility improvement to existing City facilities (sidewalks, curb ramps, bus stops, crosswalks, trash enclosures, benches, accessible parking, and signage) where necessary as a result of a City or citizen identified issue or complaint. CIP is intended to provide a funding source for the City to address accessibility issues where identified and for the removal of barriers where necessary, thus ensuring the City complies with Federal and State requirements. The project complies with the City's existing ADA Transition Plan and is a critical component of the transition plan update.	Jason Huckleberry	New			Citywide	Various	110,000	110,000	110,000	110,000	110,000	110,000

Measure R Local - 131 (2410)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
6	Vehicle Miles Traveled (VMT) Update - Update Circulation Element and TIA Procedures to Implement SB743 and account for Vehicle Miles Traveled (VMT). SB743 mandates a change in the way public agencies evaluate transportation impacts of projects under CEQA. Services by a consultant for initial study and scoping are needed to update the City's Circulation Element and TIA Procedures as the City currently uses Level Of Service (LOS).	Leslie Blair	New			Citywide	Various	100,000					
7	Install Traffic Monitoring Cameras - This project will install traffic monitoring cameras at intersections for the purpose of monitoring traffic in real time. This project would add traffic monitoring cameras to the existing traffic management system. This will aid in the analysis of traffic to be used to modify the function of a single intersection or a group of intersections. It will also allow for real time verifications of changes made through the TMS. Phase 1 will install cameras at the Court St and NE 2nd Ave and Locust st and NW 2nd intersections and connect to the fiber optic network on the top of Town Meadows.	Eric Bors	New			Citywide	Various	75,000	105,000	105,000			
8	Shirk Interchange at SR 198 ICE Study - Work with CalTrans to go through the Intersection Control Evaluation (ICE) process to prepare a study that identifies near-term operation access strategies and concepts to improve this major intersection. The CalTrans State Route 198 Corridor Study identifies the Shirk/SR 198 Interchange as currently operating at a Level of Service (LOS) between B - E. The LOS E occurs along the southbound Shirk leg to SR 198 westbound ramps. The interchange should be upgraded to an L-9 interchange by 2035. The study recommends a phased approach. This CIP will prepare studies to determine the timing of the Phases. Multifunded project total of \$129k with \$71k from Measure R Local and \$58k from Transportation Impact Fee	Rebecca Keenan	New			3	A6	71,000					
9	Traffic Study for Main/Center One-Way Conversion - Traffic study to determine the feasibility of converting Main St. and Center Ave. from Santa Fe St. to Ben Maddox Way to a one-way couple. Project to include public outreach. City Council has requested this study. Traffic data collection to be performed with results provided to Consultant to perform Traffic Impact Study. Public outreach phase will provide results of traffic study impact.	Leslie Blair	New			5	B14	43,000					

Measure R Local - 131 (2410)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
10	Traffic control (STOP) installations: On-call contractor services to install NEWLY warranted STOP signs and related traffic control devices including signage, striping, and markings at various locations throughout the City. The City has need for STOP signs to be installed when warranted. These funds will allow the City to have them installed in a timely manner.	Leslie Blair	CP0037		--	Citywide	Various	30,000		30,000		30,000	
11	Traffic Signal Optimization Project (TSOP): This project is to optimize the traffic signal operations along various corridors within the City. The optimization of the traffic signals will minimize traffic delays and reduce vehicle emissions. This is part of the traffic management system to aide the flow of traffic along the City corridors.	Eric Bons	CP0193		--	Citywide	Various	20,000	20,000	20,000	20,000	20,000	20,000
12	Enhanced School Crosswalk - Ferguson at Denton - School crosswalk enhancement on Ferguson at Denton in anticipation of new VUSD elementary school opening Fall 2019. Enhancement to include marking a high visibility crosswalk across Ferguson, shorten crossing distance by constructing bulb outs and median refuge island, and installing school flashing beacons to warn motorists of pedestrians in crosswalk. This project is contingent upon receiving CMAQ/ATP grant funds and/or other funding. Multi-funded for a project total of \$167k with \$16,700 from Measure R Local and \$150k from State Transportation.	Leslie Blair	New			3	A7	16,700					
13	Oak Avenue Extension - Extend Oak Ave fro Tipton St to Burke St. This project includes installing street lights, pavement, curb, gutter, and sidewalk on both sides of the existing RR tracks on Oak Avenue. This will improve east downtown circulation from Administration and the Transit Center to the VECC and provides pedestrian access from west to east downtown and the VECC. Portions of this project may be postponed due to lack of agreement with the RR. Multi Funded project total of \$1.35M with \$650k from Gas Tax and \$700k from Measure R Local, including prior year from both funds.	Mike Porter	CP9924	Y		5	B12		120,000				
14	Akers Street Traffic Signal Interconnect- This project is to install conduit and fiber optic cable in Akers Street between Walnut Ave. and Goshen Ave. interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system. Project is funded 100% from Measure R Local.	Eric Bons	CP0194		--	1 & 3	A8			1,900,000			

Measure R Local - 131 (2410)

2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
15	SJVR Crossing - Project will install a new at-grade street crossing across the San Joaquin Valley Railroad tracks. Will involve installation of new pavement, curb, gutter, sidewalk, and a traffic signal. The project will also have to upgrade the railroad tracks and install new railroad warning devices. Related signage and striping will be installed. With the increased development and the limited at-grade railroad crossings, there is a need now and into the future for a new crossings. Due to the complexity of this project, it will be phased with the preliminary engineering (feasibility) first, followed by the design and construction. The SJVRR has indicated that if this plan is pursued, it will require that an existing at-grade crossing be eliminated in exchange for the new at-grade crossing. Multi Funded project total of \$8.5M with \$7.5 from Measure R Local and \$1M from TIF.	Rebecca Keenan	New			Citywide	Various			1,880,000	1,880,000	1,880,000	1,880,000
16	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave. between Akers St. and Shady St. Major Investment Study (MIS) was performed for Caldwell Ave. from State Route 99 to Orange Ave. in Exeter. This study was conducted in order to determine the need, cost, and alternatives to widen Caldwell Ave. from Hwy 99 to Orange Ave. in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St. to Shady St. was identified as having the highest need for improvements. In addition to the original scope, three needs have been identified: 1) Pavement rehabilitation within the project boundaries, 2) Traffic signal interconnect and fiber optic connection to the Southwest Precinct, and 3) the need for widening two intersections to accommodate increased traffic. Multi Funded Project for a total of \$11.6M funded from \$5.2M from Measure R Regional, \$2.5M from Gas Tax, \$500K from Measure R Local, and \$3M from Measure N.	Fred Lampe	CP9485	Y	--	2 & 3	C4				-		500,000
17	Santa Fe Master Plan - Project will develop a master plan for the Santa Fe Street corridor from Caldwell Avenue to Houston Avenue. The master plan should be completed prior to beginning design of CP9942 "Widen Santa Fe St south of K St to Noble Ave." Develop right-of-way needs, construction estimates, and environmental clearance for future complete street construction on Santa Fe Street.	Fred Lampe	CP8034			2, 4, 5	15	2,428,100	1,201,000	4,295,000	2,260,000	2,290,000	3,260,000

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

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

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

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

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

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

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

The Measure R Trailway fund shares a 14% portion of the Measure R revenues with Transit. After funding for Transit, environmental projects and projects in unincorporated areas (Santa Fe gap), the remaining funds are to be used for ballot measure authorized Bike and Pedestrian Trails. All Capital expenditures are funded 100% by Measure R Trailways funding.

10-24

Measure R Trailways - 132 (2420)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construct	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Greenway Trail - Cameron Creek to St. Johns - Construction only of approx. 2.0 miles of a 12' wide Class 1 multi-use trail along the Southern California Edison Power Lines/ Tower Road between the SCE Rector Station and St. John's River Trail. The project design includes the asphalt trail, solar lighting, landscape and irrigation, signage and trail amenities. The total length excludes the future footprint of the SR 198/ Road 148 interchange area and the segment from Mineral King Avenue to Mill Creek which is funded under a separate project. The Greenway Trail will be constructed to help provide continuity in the overall City trail system. SCE and Measure R funding were obtained to design the Class 1 trail for reduction of vehicles on the City streets, reduction of air pollution and to provide recreational opportunities to the citizens of Visalia. This project is contingent upon receiving Measure R funds and/or State/Federal funds.	Manuel Molina	CP0181		***	5				3,200,000			
5	K Road Trail - Santa Fe Trail to Lovers Lane - Design and construction of approximately 1.5 miles of a 12' wide Class 1 pedestrian/bicycle trail between Santa Fe Street to Lovers Lane within the City limits. The project includes 3.72 acres of land acquisition and negotiations with San Joaquin Valley Railroad. The K Road Regional Trail is a portion of TCAG's Regional trail lying within the City limits. The overall trail extends from the City of Visalia to Rocky Hill, thru Farmersville and Exeter. Measure R funding was obtained to construct the portion of the regional trail lying with the City of Visalia. This project is contingent upon the regional portion of the K Road Trail from Lovers Lane to Exeter, as well as executing a Supplemental Agreement with TCAG. The budget was established in prior years to begin design and land acquisition. More funding will be needed in the future to fund construction costs.	Manuel Molina	CP0014		***	2				1,704,000			
6	Mill Creek Trail - Burke to Center - Phase 1 of the project involves the cleanup and additional assessment of lead contamination on site. Phase 2 include the design and construction of a 10' wide Class 1 multi-use trail to connect into the Jennings Ditch Trail near Burke Street and extend along Mill Creek to Center Avenue. Project involves a creek crossing over Jennings Ditch and RR coordination. No landscape or irrigation improvements are proposed. To improve the City trail system and implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. This project is contingent upon receiving Measure R funds and/or State/Federal funds.	Manuel Molina	New			5				681,100			

Measure R Trailways - 132 (2420)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construct	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
7	Mill Creek Trail-Lovers Lane to Cain St: Design and construction of a 10' wide Class 1 multi-use Mill Creek Trail between to Lover's Lane and Cain Street. This section will acquire 2.65 acres of riparian right of way and construct 4,100 ft of a Class 1 pedestrian/ bicycle trail including landscaping and irrigation. The Mill Creek Trail will provide continuity to the Mill Creek Trail System and is shown on the Waterways and Trails Master Plan. The right of way is being purchased as it becomes available. This project is contingent upon receiving additional Measure R funds and/or State/Federal funds.	Manuel Molina	CP9919	Y	**	1		-	-	457,500	-	-	-
8	Packwood Creek Bridge North of Tulare - Design and construction of a pedestrian bridge crossing of Packwood Creek north of Tulare Avenue providing an access to the Packwood Creek Trail. Project includes the design and installation of a pre-manufactured bridge and a 10' wide trail connecting the neighborhood to the trail. Project includes landscaping modifications. The request is to replace an old farm bridge which crossed Packwood Creek with a safe pedestrian bridge meeting ADA Standards. The old farm bridge was required to be removed by the Kaweah Delta Water Conservation District (KDWCD) when the Packwood Creek Trail was developed. The new bridge will provide access from this neighborhood to the new trail. This project is contingent upon receiving Measure R funds and/or State/Federal funds. Multi-funded project for a total of \$357k with \$337k from Measure R Trailways and \$20k from Waterways Capital previous funding.	Manuel Molina	CP0188			5		-	-	337,800	-	-	-
9	K Road Regional Trail-from Lovers Lane east to City of Exeter - Design and construction of a 10' wide Class 1 multi-use K Road Regional Trail between Lover's Lane, west to Road 156 (Farmersville). Acquire the right of way, work with San Joaquin Valley Railroad, prepare environmental documentation, design and construct. To improve the City trail system and implement Measure R Trails, Active Transportation Plan, City Bicycle Master Plan and the County Regional Trails Master Plan. This project is contingent upon agreements with TCAG, Farmersville, and Exeter. It is subject to available funding and the outcome of a feasibility study currently in progress	Manuel Molina	CP0013		***	5		-	-	-	6,000,000	-	-

Measure R Trailways - 132 (2420)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construct	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
10	Goshen Trail Akers to Miller Park - Design and re-construction of 1.9 miles of the 8' wide Class 1 multi-use Goshen Avenue Trail between to Akers Street to Miller Park Street. Construct a new landscaping and irrigation system. Railroad permits will need to be obtained for all spur crossings. Trail will include additional amenities and striping. Measure R funding was obtained to re-construct the Class 1 trail to provide for a greater degree of safety to the recreational users. This project is contingent upon receiving Measure R funds and/or State/Federal funds.	Manuel Molina	CP0182		***	3					2,355,000	-	-
11	Cameron Creek Trail-Santa Fe to Mooney Grove Park - Santa Fe Railroad R/W to Avenue 272 at Mooney Grove Park. Acquire approx. 8 acres of land for the trail and develop approximately 7,000 lf of a Class 1 trail. This segment of trail lies within County Agricultural land. The trail will provide trail access to Mooney Grove Park. Project includes feasibility study to determine alignment. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan, the Active Transportation Plan, and the City Bicycle Master Plan. Additional funding is requested as the original budget underestimated design, R/W and construction costs. Project total of \$2.46M includes \$270k prior year Measure R Trails funding.	Manuel Molina	CP8356	Y	**	2					2,192,500	-	-
12	Mill Creek Trail-Akers Road to Crenshaw Road - Acquire 0.75 acres of Riparian Area, design and construct 1,280 lf of a Class 1 pedestrian/bicycle trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage and striping. To improve City trail system and implement Measure R Trails, the Active Transportation Plan, the Waterways and Trails Master Plan and the City Bicycle Master Plan. This project is contingent upon receiving Measure R funds and/or State/Federal funds. Additional funding will be needed for construction.	Manuel Molina	CP8357	Y	**	1					409,900	-	-

Measure R Trailways - 132 (2420)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construct	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
13	Mill Creek Trail-west from Shirk Avenue to State Route 198 (north side of 198) - Acquire 2.6 acres of riparian setback and develop approximately 4,500 lf of a Class 1 multi-purpose trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage and striping. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan. This project is contingent upon receiving Measure R funds and/or State/Federal funding.	Manuel Molina	CP0011		**	3		-	-	-	-	-	1,577,500
14	Mill Creek Trail-Chinoweth to Linwood Avenue - Acquire 1.1 acres of Riparian Area, design and construct approximately 1,850 lf of a Class 1 Pedestrian/bicycle trail. Trail improvements include an asphalt trail, amenities, landscape and irrigation, signage, and striping. To improve City trail system and implement Measure R Trails, the Waterways and Trails Master Plan and the City Bicycle Master Plan. This project is contingent upon receiving Measure R funds and/or State/Federal funding.	Manuel Molina	CP0010		**	1		-	-	-	-	-	708,000
								83,000	136,000	6,717,900	10,957,400	-	2,285,500

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

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

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

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

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

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

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

Measure R Regional - 133 (2430)
2018/19 - 2023/24 Capital Improvement Program

This fund receives monies from the Regional Portion of the Measure R 1/2 cent Transportation Sales Tax approved by voters of Tulare County in November of 2006. Regional projects in Tulare County collectively receive 1/2 of all Measure R revenues. The Tulare County Transportation Authority (TCTA) administers the Measure R expenditure plan which restricts how this money can be spent. All Capital expenditures are funded 100% by Measure R Regional funding.

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	-	-	-	-	-	-
Measure R Regional Funding	-	(2,000,000)	(6,178,400)	(5,203,500)	(962,500)	(962,500)
Capital Improvements	-	2,000,000	6,178,400	5,203,500	962,500	962,500
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Const	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. Multi Funded project total of \$11.6M with \$1M from Gas Tax, \$3M from Measure N, and \$4.9M from Measure R Regional, plus prior years.	Fred Lampe	CP9485	Y	--	2, 3	C4	-	-	1,225,900	-	-	-
2	Tower Street Interchange Right-of-Way - Utilize the completed Project Initiation Document (PID) for the new Tower Street Interchange to acquire the remaining right-of-way for the interchange. Based on the current conceptual interchange layout, the remaining right-of-way to be acquired consists of full and partial acquisitions from 11 properties zoned residential, agricultural, and commercial. The total acreage to be acquired is estimated to be 45 acres at a cost of \$3.85M. This cost includes site clearing and demolition of structures.	Doug Damko	New			5	D13			962,500	962,500	962,500	962,500
3	Caldwell Ave SIC - Akers to County Center - Install a Signal Interconnect Conduit (SIC) in Caldwell Avenue from Akers Street to County Center Drive. Design and construction to be coordinated with CP9485. The signal interconnection is to install the communication equipment at signalized intersections and install traffic monitoring cameras for the integration of the traffic signals into the traffic management system.	Eric Bons	New			2 & 3	C6			400,000			

Measure R Regional - 133 (2430)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Const	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Tower Street Interchange Planning - Work with CalTrans to initiate and develop a Project Initiation Document (PID) for the new Tower Street Interchange. The interchange is also identified as the Road 148 Interchange in CalTrans' recently completed SR - 198 Corridor Study. Conceptual interchange layout along with a traffic study is currently being completed with the EIR for the East Side Regional Park and Groundwater Recharge project.	Doug Damko	New		--	5	D13			170,000	-	-	-
5	Tower Street Interchange Right-of-Way Phase 1 (APN 101-070-004) - Acquire a portion of an agricultural property that is part of the southern portion of the future Tower Street Interchange area. This acquisition will be based on the current conceptual interchange layout. The portion of the property to be acquired is estimated to be 2 acres at a cost of \$66k.	Doug Damko	New		--	5	D13			70,000	-	-	-
6	Near Term Lovers Lane Interchange at SR 198: The near term improvements to the existing interchange at Lovers Lane and State Route 198 includes work to provide operational improvements to the area. The project includes demolition of existing curb, gutter, pavement, embankments, and other miscellaneous features. The project will install new curb, gutter, pavement, and widen Lovers Lane under the freeway to provide additional sidewalk and turn lanes. It will also modify the existing hook ramps located in the north east quadrant, to provide additional improvements. This project will be for total of \$18.5M with \$2M allocated from Measure R Regional and the remaining from Caltrans. At this time, it has not been determined which agency will be the lead or timing of CalTrans funding.	Nick Mascia	CP9958	Y	--	5	D14		2,000,000			-	-
7	Shirk Interchange at SR 198 ICE Study - Work with CalTrans to go through the Intersection Control Evaluation (ICE) process to prepare a study that identifies near-term operation access strategies and concepts to improve this major intersection. The CalTrans State Route 198 Corridor Study identifies the Shirk/SR 198 Interchange as currently operating at a Level of Service (LOS) between B - E. The LOS E occurs along the southbound Shirk leg to SR 198 westbound ramps. The interchange should be upgraded to an L-9 interchange by 2035. The study recommends a phased approach. This CIP will prepare studies to determine the timing of the Phases. Multifunded project for \$129k with \$71k from Measure R Local and \$58k from Transportation Impact Fee	Rebecca Keenan	New			3	A6			2,500,000			
8	Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multifunded for a project total of \$2.2M funded from \$640k Measure R Regional and \$1.4M from CMAQ grant.	Eric Bons	CP0199		--	5	B20			240,000			-

Measure R Regional - 133 (2430)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Const	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9	Houston Avenue Intelligent Transportation System (ITS) Interconnection Project - The project is to install signal interconnect conduit in Houston Avenue from Demaree St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multi-funded project total of \$1.46M funded \$260k from Measure R Regional and \$1.2M from CMAQ grant.	Nick Mascia	CP0201		--	1, 4	B21	-	-	260,000	-	-	-
10	Caldwell Avenue Traffic Signal Interconnect - The project is to install conduit and fiber optic cable in Caldwell Ave. between Santa Fe St. and Lovers Lane interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system utilizing Congestion Mitigation and Air Quality (CMAQ) grant funding. This project is contingent upon the receipt of CMAQ funds. Multi-funded project for a total of \$1.55M funded \$250k from Measure R Regional and \$1.3M from CMAQ grant.	Eric Bons	CP0198		--	2	D15	-	-	250,000	-	-	-
11	SR-198/Watson St EB Off Ramp Improvements - To improve the SR-198 east bound off ramp at Watson St. with lane improvements, traffic signal modifications, and improvements on SR-198. CalTrans and the City will work together to relieve the traffic congestion.	Eric Bons	New			4	D16			100,000	900,000		
12	Caldwell Widening from Santa Fe to Lovers Lane: Widen Caldwell Ave between Santa Fe Ave and Lovers Ln from an undivided two-lane road to a four-lane divided road with median. Install sidewalks, curb and gutters, street lights and traffic signals. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Santa Fe Ave to Lovers Ln was identified as a location that needed widening. This project is funded by Measure R Regional Funds.	Fred Lampe	CP8268	Y	--	2	D15	-	2,000,000	6,178,400	3,341,000	962,500	962,500
Notes: Multi-funded means this is only the fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301". The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased. -- No Annual Maintenance Costs (or no increase over existing cost) * Annual Maintenance cost is \$5,000 or less ** Annual Maintenance costs is \$5,000 to \$25,000 *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description. **** Project will result in savings as described in project description													

Measure N - 141 (1410)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	1,100,000	(4,897,600)	(6,213,400)	(5,063,700)	(3,987,700)	(2,282,300)
Sales and Use Taxes- Measure N	4,806,390	4,926,550	5,049,714	5,175,957	5,305,356	5,437,990
Salaries and Benefits	-	-	-	-	-	-
Operating Expenditures	-	-	-	-	-	-
Services Provided	-	-	-	-	-	-
Capital Improvements	(10,804,000)	(6,242,400)	(3,900,000)	(4,100,000)	(3,600,000)	(4,000,000)
Total Resources Available for Future Projects	(4,897,600)	(6,213,400)	(5,063,700)	(3,987,700)	(2,282,300)	(844,300)

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Road Rehabilitation	Nick Mascia	CP0246	Y						1,400,000	1,400,000	1,200,000	1,500,000
	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. Multi Funded project total of \$11.6M with \$1M from Gas Tax, \$3M from Measure N, and \$4.9M from Measure R Regional, plus prior years.	Fred Lampe	CP9485					1,600,000	1,400,000				
2	Street Maintenance - Pavement treatments determined by the Pavement Maintenance System to extend the life of city streets.	Norm Goldstrom	CP0248					2,400,000	2,400,000	2,500,000	2,700,000	2,400,000	2,500,000
3	Downtown Street Lights	Nick Mascia	New					2,250,000	2,250,000				
4	Police Vehicles	Dexter Valencia	New					254,000	192,400				
5	Fire Station 56 Relocation	Doug McBee	New					4,000,000					
6	Fire Squad Vehicle	Doug McBee	New					300,000					
7								10,804,000	6,242,400	3,900,000	4,100,000	3,600,000	4,000,000
					0		0						

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

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

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

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

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

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

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

Measure N - 142 (1 420)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance						
Sales and Use Taxes - Measure N	1,043,200	1,053,600	-	-	-	-
Capital Improvements	(1,043,200)	(1,053,600)	-	-	-	-
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Building Maintenance	Ray Palomino	CP0250				670,000	670,000	-	-	-	-
2	Emerging Needs	Randy Groom					373,200	383,600	-	-	-	-
					0	0	1,043,200	1,053,600	-	-	-	-

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

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

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

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

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

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

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

Recreation Facilities - 211 (2440)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	South Side Multi Generational Center: Staff is proposing the hiring of an architectural consultant to develop conceptual designs with associated costs for Council review and comment. The City does not have recreational facilities on the south side of town. Project will build a 20,000 sq. ft. space for community events, recreation and educational classes, in an effort to promote both health and wellness for both youth and active adults in one common facility. The facility will be located on a City owned 3 acre parcel just south of the Police precinct at Cameron and County Center. The facility will also include a control room with opportunities for solar generation to help offset facility utility costs.	Jeannie Greenwood	CP8096		***	2		-		675,000	2,000,000	2,000,000	-
5	Mill Creek Trail Play Pieces - Add four (4) pieces of playground equipment along Mill Creek Trail. Partnering with Parks & Recreation Foundation to apply for a First 5 Grant to add play apparatus along Mill Creek Trail just East of Imagine U Museum. This fund will pay the matching fund portion only. This project is contingent upon receiving grant funding.	Jeannie Greenwood	New		*	5		-	22,000	-	-	-	-
6	Northside Scenic Corridor Park & Basin: Northside Hwy 198 Open Space Setback Area (east of Shirk) - Acquisition of three parcels for the remaining setback area for future development as passive recreational open space and a naturally shaped drainage basin. The basin is planned to serve existing and planned development north of Hwy 198 and both east and west of Shirk Road. The basin will utilize a pipeline in Preston St. to receive water from Mill Creek for storm layoff and recharge purposes. Acquire large 13.8 acre parcel in FY 18/19. Acquire remaining two parcels of 4.1 acres total in FY 20/21. Multi Funded project total of \$1.46m funded with Storm Sewer Construction \$488k, Storm Sewer Deficiency \$488k, and Park Development \$488k. Storm Sewer Deficiency Funds are FROZEN.	Nick Mascia	CP9719		**	3		-	-	-	-	305,000	102,500
7	Cameron Creek & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood storm/recharge basin along the southerly extension of McAuillif adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will be able to receive TID exchange water through Cameron Creek. Multifunded project for \$1M with \$375k from Recreation Facilities, \$375k Storm Sewer and \$250k from GW Recharge.	Nick Mascia	CP8103	Y	***	5		2,305,000	-	675,000	2,000,000	2,305,000	375,000
								2,305,000	22,000	675,000	2,000,000	2,305,000	477,500

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

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

- No Annual Maintenance Costs (or no increase over existing cost)
- * Annual Maintenance cost is \$5,000 or less
- ** Annual Maintenance costs \$5,000 to \$25,000
- *** Project will result in savings as described in project description
- **** Project will result in savings as described in project description

Storm Sewer Construction - 221 (2450)
2018/19 - 2023/24 Capital Improvement Program

This fund is derived from Storm Sewer impact fees collected at the time of development and a portion of the monthly storm sewer users fees. This fund shares \$.84 of the \$2.52 monthly storm sewer fee with Fund 231. Funds are to be used only for construction of new storm sewer infrastructure to implement the Storm Sewer Master Plan.

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	(491,900)	(28,000)	80,900	98,700	490,200	(415,800)
Utility User and Developer Impact Fees	949,400	958,900	968,500	978,200	988,000	997,900
Operating Expenses (staff costs, allocations, etc.)	(49,500)	(50,000)	(50,500)	(51,000)	(51,500)	(52,000)
Capital Improvements	(436,000)	(800,000)	(900,200)	(535,700)	(1,842,500)	(947,500)
Total Resources Available for Future Projects	(28,000)	80,900	98,700	490,200	(415,800)	(417,400)

The Storm Sewer Impact fees have decreased significantly in prior years as a result of decreased housing development. Revenues are estimated to grow 2.5% in 16/17 and 17/18 and 2.5% each year after that. Sewer Fees

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	K Avenue Basin - Acquire and develop a 3 acre retention basin site located on the south side of K Ave. and 1,000 feet west of Ben Maddox Way. Phase 1 in FY 18/19 will consist of property acquisition and security fencing. Phase 2 in FY 23/24 will be the remaining site improvements consisting of street frontage improvements and landscaping. Basin grading will be accomplished through private interest in the dirt.	Doug Damiko	New			2	D1	326,000					310,000
2	Auto Plaza Basin Expansion - Acquire an additional 3.6 acres to the west of the current basin site to allow the basin to be expanded in capacity. The Auto Plaza Basin was originally designed to be a detention basin with a discharge pump, the design has been changed to be a retention basin with no pump to serve a larger regional area. These changes require the basin to be expanded to provide the needed capacity within the Plaza Business Park and The Square at Plaza Drive master planned projects.	Doug Damiko	New			3	A1			150,000			
3	Storm Sewer Oversizing - Construct various storm drain lines. Funds the City's annual cost of reimbursing developers for the design and construction of storm drain lines which implement the Storm Water Master Plan.	Steven Weatherly	CP9229		--		Various	100,000	100,000	150,000	150,000	150,000	150,000

Storm Sewer Construction - 221 (2450)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Storm Sewer Construction Administration: Staff preliminary design and administration of new storm sewer construction projects as identified in the Storm Sewer Master Plan.	Jason Huckleberry	CP8222	Y	--		Various	10,000	10,000	10,000	10,000	10,000	10,000
5	Goshen Ave Storm Drain Line - Burke St to Ben Maddox Way - Extend the existing 36" storm drain line in Goshen Ave beginning at the existing stub at Ben Maddox Way and continuing west for 1,300 feet to an existing 48" storm drain line in Burke Street. This section will connect the drainage area to the east of Ben Maddox Way into the Burke Street trunkline that flows into Soroptimist Basin. This storm line will provide the street drainage system for the future widening of Goshen Avenue within the East Downtown Civic Center area.	Doug Damko	New			5	B5	690,000					
6	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54, allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. Multi Funded project total of \$795k with \$590k from Storm Sewer Construction and \$205k from Storm Sewer Deficiency.	Doug Damko	CP9796	Y	*	4	B6			590,200			
7	North Shirk Storm Drain Line Extension - Hillsdale Ave to Grove Ave - Extend the existing 48" storm drain line in Hillsdale Avenue north on Shirk Street for 2,800 feet with pipe sizes to vary from 36" to 48". The existing temporary basin on the south side of Hillsdale Avenue will need to be expanded for the additional storm water runoff resulting from the project. This project will be done in coordination with the Shirk Widening project (CP9822) and the North Shirk Sewer Line Extension project (CP9741). This storm drain line will provide necessary storm water infrastructure to support the Shirk Widening Project north of State Highway 198. It will also allow the elimination of a temporary drainage basin on the north end of the Hurley Elementary School campus. This temporary basin serves the school and two adjoining residential subdivisions. The sizing of the line will allow it to also serve future development on the west side of Shirk St.	Doug Damko	CP0183		*	3	A2				375,700	1,377,500	

Storm Sewer Construction - 221 (2450)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
8	Northside Scenic Corridor Park & Basin: Northside Hwy 198 Open Space Setback Area (east of Shirk) - Acquisition of three parcels for the remaining setback area for future development as passive recreational open space and a naturally shaped drainage basin. The basin is planned to serve existing and planned development north of Hwy 198 and both east and west of Shirk Road. The basin will utilize a pipeline in Preston St. to receive water from Mill Creek for storm layoff and recharge purposes. Acquire large 13.8 acre parcel in FY 18/19. Acquire remaining two parcels of 4.1 acres total in FY 20/21. Multi Funded project total of \$1.46m funded with Storm Sewer Construction \$488k, Storm Sewer Deficiency \$488k, and Park Development \$488k. Storm Sewer Deficiency Funds are FROZEN	Nick Mascia	CP9719		N/A	3						305,000	102,500
9	Cameron Creek Park & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. Multifunded project for \$1M with \$375k from Recreation, \$375k and Storm Sewer and \$250k from GW Recharge.	Nick Mascia	CP8103	Y	N/A	5	D2	436,000	800,000	900,200	535,700	1,842,500	375,000
													947,500

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

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

Storm Sewer Deficiency - 222 (2460)
2018/19 - 2023/24 Capital Improvement Program

This fund is derived from a portion of the monthly storm sewer users fees. This fund receives \$.67 of the \$2.52 monthly storm sewer fee. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Sewer Master Plan.

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	(1,958,300)	(1,818,300)	(1,610,500)	(1,600,200)	(1,376,700)	(1,145,900)
Storm Sewer Fees	385,300	393,000	400,900	408,900	417,100	425,400
Interest Earnings (Expense)	(18,200)	(18,600)	(18,200)	(17,800)	(18,200)	(17,800)
Operating Expenses (staff costs, allocations, etc.)	(36,100)	(36,600)	(37,100)	(37,600)	(38,100)	(38,700)
Capital Improvements	(191,000)	(130,000)	(335,300)	(130,000)	(130,000)	(130,000)
Total Resources Available for Future Projects	(1,818,300)	(1,610,500)	(1,600,200)	(1,376,700)	(1,145,900)	(907,000)
Deferred Projects Waiting on Funding (Shaded section below)	(1,379,000)	(2,394,000)	(3,409,000)	(4,424,000)	(7,244,000)	(9,211,500)
Funding deficit including unfunded projects	(3,197,300)	(4,004,500)	(5,009,200)	(5,800,700)	(8,389,900)	(10,118,500)

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

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Jennings Basin - Construct the Jennings Basin on the east side of Jennings Ditch including pipeline connections to Jennings Ditch and the extension of a force main discharge line from the Soroptimist Basin. The pumped water from the Soroptimist Basin will provide an additional source of water to achieve the goal of the basin also serving as a possible water feature with increased groundwater recharge opportunity. The Jennings Basin in conjunction with the Jennings Ditch will serve as the central water feature of the planned Civic Center area. A separate grant funded project is developing a walking path and landscaping around the planned perimeter of the basin. The Jennings Basin will increase storm drainage capacity on the Jennings drainage system and reduce City urban storm runoff into Mill Creek. The basin will be designed to receive pumped water from the Soroptimist Basin to allow increased opportunity for holding water and promoting groundwater recharge.	Doug Damko	CP0228		--	5	B7	61,000	-	-	-	-	-
2	Study Storm Water Drainage Problems - Evaluate and respond to identified storm drainage problems. Design and implement projects to repair the problems to the storm drainage system. Ongoing storm drainage problems are discovered through citizen complaints and Public Works maintenance activities. This project provides annual funds to correct these drainage problems.	Doug Damko	CP9170	Y	--	Citywide	Various	60,000	60,000	60,000	60,000	60,000	60,000

Storm Sewer Deficiency - 222 (2460)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded project total of \$75k annually, with \$50k from Storm Sewer Deficiency and \$25k from Storm Sewer Maintenance.	Jim Ross	CP8232		--	Citywide	Various	50,000	50,000	50,000	50,000	50,000	50,000
4	Developer Reimbursement Storm Sewer Deficiency: Reimburse developers for improvement of existing drainage deficiencies in infill areas with their proposed projects. Does not include new storm drainage that results from new construction.	Jason Huckleberry	CP8143		--	Citywide	Various	20,000	20,000	20,000	20,000	20,000	20,000
5	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54, allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. Multi Funded project total of \$795k with \$590k from Storm Sewer Construction and \$205k from Storm Sewer Deficiency.	Doug Damko	CP9796	Y	*	4	B6	191,000	130,000	205,300	130,000	130,000	130,000
										335,300			

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

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

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

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

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

Storm Sewer Deficiency - 222 (2460) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2020-21	2021-22
1	Oval Drainage - Replace 355 feet of shallow 12-inch storm drain line in Pine St that drains the north end of the Oval area. The line extends from Locust St to a manhole at the north end of Oval Park. This line will be upgraded with a deeper 18-inch line and connected to an existing 24-inch line in Locust St. The area at the north end of the Oval has been suffering a drainage deficiency for a long time causing localized street flooding and pavement deterioration. The project will improve gravity storm flows through a new replacement storm line that will greatly improve flow for this area. The project will be coordinated with Caltrans.	Doug Damko	CP8141		N/A	4		234,000	-	-	-	-	-
2	Northside Scenic Corridor Park & Basin - Northside Hwy 198 Open Space Setback Area (east of Shirk) - Acquisition of three parcels for the remaining setback area for future development as passive recreational open space and a naturally shaped drainage basin. The basin is planned to serve existing and planned development north of Hwy 198 and both east and west of Shirk Road. The basin will utilize a pipeline in Preston St. to receive water from Mill Creek for storm layoff and recharge purposes. Acquire large 13.8 acre parcel in FY 18/19. Acquire remaining two parcels of 4.1 acres total in FY 20/21. (Multi-funded: Project total \$1.46m funded with Storm Sewer Construction \$488k, Storm Sewer Deficiency \$488k, and Park Development \$488k. Storm Sewer Connection and Storm Sewer Deficiency Funds are FROZEN.	Doug Damko	CP9719		N/A	3						305,000	102,500
3	Standard Residential Drainage Systems - Install new or upsized storm drainage components in older neighborhoods that have incomplete or undersized drainage systems that do not meet City standards. Storm drainage components include curb and gutter, 3 drain inlets, laterals, manholes, and main lines.	Doug Damko	New					300,000	300,000	300,000	300,000	300,000	300,000
4	Storm Drainage System Replacement - Citywide ongoing annual program to evaluate, repair and/or replace storm drainage system components including drain inlets, manholes, pipes, and culverts. Storm drainage infrastructure deteriorates over time and should be regularly inspected and repaired to maintain proper function. This includes an annual video inspection program as part of the evaluation process.	Doug Damko	New					455,000	455,000	455,000	455,000	455,000	455,000

Storm Sewer Deficiency - 222 (2460) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2020-21	2021-22
	Southside Scenic Corridor Basin - This basin is located on the south side of SR-198 to the east of Shirk Road and is part of the west side storm water lay-off plan to remove City storm water flows in Mill Creek from upstream City storm water discharges, primarily from the downtown area. The basin will be developed as a linear, landscaped basin with the functional passive open space. Phase 1 is anticipated to be implemented with the Sierra Village development expansion that will relocate an existing City basin. This new basin will be designed to receive City storm water flows from Mill Creek through either Persian-Watson Ditch or through a pipeline to the north under SR-198. The project will require acquisition of 20 acres to the east of the Phase 1 improvements.	Doug Damko	New			3						1,500,000	850,000
	Evans Ditch Outflow Siphon at Combs Park - Remove the existing siphon outflow structure and install an accessible open box structure. Evans Ditch flows in an underground pipeline for a half-mile before it daylight into an open channel at Combs Park. Sediment in this pipeline builds up at the siphon outflow structure. This structure does not provide full access to remove desimentation. The replacement of this structure with an accessible open box structure will allow full sedimentation removal.	Doug Damko	New			3		130,000					
7	Eliminate Discharges into Mill Creek - Ongoing program of evaluation of storm water discharge points into Mill Creek and implementing specific projects to eliminate these discharges. Mill Creek is the primary drainage system for the downtown and there are many direct gravity flow discharge points. Mill Creek is historically the primary source of flooding for Visalia from the Lower Kaweah River. The channel is deficient in capacity when there is a combination of both City storm water flows and Lower Kaweah River flows together. Eliminating City discharges will reduce this channel deficiency and will allow City storm water flows to be managed independent of Mill Creek flows.	Doug Damko	New			1, 3, 4, 5		260,000	260,000	260,000	260,000	260,000	260,000
								1,379,000	1,015,000	1,015,000	1,015,000	2,820,000	1,967,500

Ground Water Recharge - 224 (2480)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Const.	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Purchase Water Rights: Purchase surface water rights and water supply for ground water recharge to help reduce groundwater overdraft. Surface water is purchased in wet years, but not in drought years. This project also pays the ditch company assessments for shares owned by the City.	Leslie Cavaglia	CP9558		--	Citywide		100,000	100,000	100,000	100,000	100,000	100,000
4	Water Resource Management: Includes consultations and engineering services as needed for guidance on water management issues, specifically those regarding surface and irrigation-water allocations, grant application, and certain SGMA issues. The City utilizes a local engineering firm to provide these services.	Leslie Cavaglia	CP8144		--	Citywide		45,000	45,000	45,000	45,000	45,000	45,000
5	Acquire Land for Basins: Acquire properties to develop into groundwater recharge facilities. The focus will be on vacant or agricultural properties that can receive waters from a nearby waterway. The overarching goal of this program is maximizing groundwater recharge within the City and pursuing groundwater sustainability under SGMA.	Leslie Cavaglia	CP9886		--	Citywide		160,000	160,000	160,000	160,000	160,000	160,000
6	Cameron Creek Park & K Road Park/Basin: Locate and acquire site for an 8-10 acre neighborhood park and storm/recharge basin along the southerly extension of McAuliff adjacent to Cameron Creek. To serve existing and future development within the one-mile development block of Lovers Lane to Road 148 and Caldwell to Walnut. The facility will also be able to receive TID exchange water through Cameron Creek. Multifunded project for \$1M with \$375k from Recreation Facilities, \$375k Storm Sewer and \$250k from GW Recharge.	Nick Mascia	CP8103		*	5		405,000	555,000	805,000	805,000	805,000	250,000 1,055,000

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

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

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

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

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

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

Project will result in savings as described in project description

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	6,474,300	4,553,700	647,600	(5,743,700)	(4,875,000)	(5,262,500)
Sanitary Sewer and Trunk Line Connection Fees	689,100	675,800	682,600	689,400	696,300	703,300
Sewer Master Plan Fees	571,600	577,300	583,100	588,900	594,800	600,700
Interest Earnings	59,600	62,600	65,700	69,000	72,500	76,100
Operating Expenses (staff costs, allocations, etc.)	(90,900)	(91,800)	(92,700)	(93,600)	(95,400)	(95,400)
Capital Improvements	(3,130,000)	(5,130,000)	(7,630,000)	(385,000)	(1,656,600)	(3,683,700)
Total Resources Available for Future Projects	4,553,700	647,600	(5,743,700)	(4,875,000)	(5,262,500)	(7,661,500)

This fund's revenues are derived from Sanitary Sewer and Trunk Line Connection Fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance. This fund also receives a portion of the monthly storm sewer users fees, sharing \$.84 of the \$2.52 monthly storm sewer fee with the Storm Sewer Construction fund (221).

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	North Shirk sewer line extension: Extend the 48 inch line in Shirk Ave from School St to Goshen Ave and Goshen Ave to Riggan Ave. The 48 inch line is a master plan trunk line that will provide service to areas along Shirk St north of Walnut Ave extending to Riggan Ave.	Fred Lampe	CP9741	Y	*	3	A3	3,000,000	5,000,000	7,500,000	-	-	-
1	Sanitary Sewer Developer Reimbursement: Reimburse developers for sanitary sewer- additional costs incurred when constructing the required sanitary sewer with development. The additional cost is the difference between the "development requirement" and the requirement to accommodate for future development in the area. Implement Sewer Line Master Plan.	Jason Huckleberry	CP9318		--	Citywide	Various	110,000	110,000	110,000	110,000	110,000	110,000
2	Sewer Line Preliminary Engineering: Preliminary engineering and design work necessary to provide developers and engineers with adequate information to construct master planned sewer lines with proposed development projects.	Nick Messing	CP9224	Y		Citywide	Various	20,000	20,000	20,000	20,000	20,000	20,000

Wastewater Trunkline - 231 (2490)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Avenue 276 (Visalia Parkway) Trunk Line Extension: Construct a new 30" Sanitary Sewer Trunkline along the Ave 276 alignment, between Santa Fe Street to Lovers Lane through existing orchards and farmland. Project will include right of way acquisition and installation of the new main at a depth of approximately 17-feet, new 60" manholes, clearing & grubbing, demolition, sheeting & shoring, and some boring under existing creeks and ditches. The City's 1994 Sanitary Sewer Masterplan shows this new trunkline being installed between 2000-2010. The project was deferred due to the economic downturn that severely impacted development after 2008. However, development throughout the City has steadily increased over the past few years, and is projected to continue its upward trajectory. In order to encourage development in the area, it is imperative that the sanitary sewer trunkline be installed soon. City is actively identifying a funding sources now, and will start design and construction of the project within 3 years.	Rebecca Keenan	CP0017		*	2	D3	3,130,000	5,130,000	7,630,000	255,000	1,526,600	3,553,700
								3,130,000	5,130,000	7,630,000	385,000	1,656,600	3,683,700

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

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

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

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

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

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

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

Sewer Connection - 232 (2510)
2018/19 - 2023/24 Capital Improvement Program

The money in this fund is from treatment plant connection fees. They are to be used only for Treatment Plant expansions. Funds are not to be used for operation and maintenance.													
Cash Balance Summary													
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24							
Beginning Cash Balance	(1,461,300)	(772,700)	(77,200)	(374,700)	334,800	1,051,400							
Treatment Connection Fees	688,100	695,000	702,000	709,000	716,100	723,300							
Operating Expenses (staff costs, allocations, etc.)	500	500	500	500	500	500							
Capital Expenditures	-	-	(1,000,000)	-	-	-							
Total Resources Available for Future Projects	(772,700)	(77,200)	(374,700)	334,800	1,051,400	1,775,200							
Additional Information: The Internal loan balance in this fund represents an obligation in the form of an advance from the Wastewater Fund (431). The Wastewater fund is able to loan to other funds that are used for the collection and treatment of wastewater and sewer water. The Internal loan balance is a combination of previous capital expenditures plus the 2002 Wastewater Bond that was paid off in FY 10/11. At the end of each month, the cash balance of this fund will be swept into the Wastewater Fund advance and interest charged at the City of Visalia portfolio earnings rate + 1%. Without any additional projects the advance is projected to be paid off in 2022-23.													
#	Project Description	Project Manager	Project #	Construction	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	K Road Island Annex Sanitary Sewer : The project will install sanitary sewer along K Avenue, from east of Santa Fe Street to west of Ben Maddox Way and sanitary sewer along Burke Street, to approximately 400 feet south of K Avenue. The area is located within an existing county island that has been annexed into the City of Visalia. The improvements will include new 10-inch and 8-inch diameter sanitary sewer pipe, new sanitary sewer manholes, and new laterals to each parcel extending to the City right of way. The private land owner will then have the option to extend to their house, at their own expense. The homes located here are currently served by septic systems, and there is no City sewer available in the area. This project will provide the needed sanitary sewer main line, and make the sewer service available for connection.	Rebecca Keenan	CP-0186		**	2	D4	-	-	1,000,000	-	-	-
								-	-	1,000,000	-	-	-
Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".													
The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.													
-- No Annual Maintenance Costs (or no increase over existing cost)													
* Annual Maintenance cost is \$5,000 or less													
** Annual Maintenance costs is \$5,000 to \$25,000													
*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.													
**** Project will result in savings as described in project description													

Transportation Impact Fee - 241 (2520)
2018/19 - 2023/24 Capital Improvement Program

Cash Balance Summary													
This fund is derived from fees collected at the time of building permit issuance. Funds can be used only for new street improvements and expansion of transportation facilities related to growth.													
Beginning Cash Balance													
Transportation Impact Fees													
Interest Earnings (Expense)													
Operating Expenditures (staff costs, allocations, etc.)													
Capital Expenditures													
Total Resources Available for Future Projects													
Deferred Projects (shaded projects below)													
Funding deficit including deferred projects													
#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Riggin Widening - Akers to Demaree (Earthwork) - This project will layout the earthwork needed for the ultimate widening of Riggin Ave. from Demaree St. to Akers St. The project will not build the road, but rather level the Right of Way so that the median and utilities along Riggin Ave can be placed in their final locations.	David Hernandez	New			1	A18	2,560,000	-	-	-	-	-
2	Reimburse developers: Reimburse developers for additional costs incurred when constructing required arterial & collector streets with their development. Additional cost is the difference between "development requirement" & requirement to accommodate for future development in area. Project cost based upon current agreements, estimates of future projects and estimated completion dates. To implement the Circulation Element. Funded 100% from Transportation Impact Fee.	Jason Huckleberry	CP9130	Y	--	Citywide	Various	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
3	Shirk Street Widening Over Mill Creek: Construct a 330-foot extension of the existing Shirk Street culvert crossing at Mill Creek located between Hillside Avenue and School Avenue. This work includes the culvert extension and the street improvements for widening Shirk within the vicinity of the culvert.	Doug Damko	New			3	A6	658,000	1,360,000				
4	Stonebrook Crossing of Packwood Creek - Construct the Stonebrook Street culvert crossing of Packwood Creek between Cameron Avenue and Caldwell Avenue. This work only includes the culvert. Stonebrook Street curb, gutter and paving will be constructed in conjunction with the development of the adjoining commercial properties. This culvert crossing is a critical component of the Stonebrook Street connection at the east end of the Packwood Creek Shopping Center. This connection will further improve the circulation for the regional retail land use in the vicinity.	Doug Damko	CP0043		--	2	D18	296,000	650,000	-	-	-	-

Transportation Impact Fee - 241 (2520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
5	Cameron Ave Median Extension & Lane Modification - Extend the existing median within Cameron Avenue located approximately 1,100 feet west of Stonebrook Street an additional 220+/- feet east. Cameron Avenue from approximately 1,400 feet west of Stonebrook Street to Stonebrook Street will be restriped to have two lanes of travel in each direction with a center two way left turn lane in the middle. Recent development along Cameron Avenue between Mooney Blvd. and Stonebrook St. has increased the traffic volume and the various turning movements so this modification will provide for smoother traffic flow.	Eric Bons	New			2	D21	100,000					
6	Circulation Element and TIF Administration - Project includes staff time, consultant cost, and property management expenses related to 1) administering the Transportation Impact Fee program, 2) implementing periodic updates to the TIF program, 3) citywide planning and preliminary engineering for arterial/collector roadways, and 4) maintaining undeveloped arterial/collector roadway ROW that are funded and acquired in advance of construction. Includes administrative oversight, design and project management, ROW acquisition, ROW clearing and grubbing including demolition, utility relocations, street construction items, street lighting and traffic signals.	Jason Huckleberry	CP9633	Y	--	Citywide	Various	65,000	65,000	65,000	65,000	65,000	65,000
7	Roadway Improvements at Shirk & Walnut: Complete the roadway improvements along the south side of Walnut Avenue east of Shirk Street and Shirk Street from Walnut Avenue to the south side of The Valley Oak Subdivision which constructed the curb & gutter, sidewalk and landscaping. The relocation of the SCE power poles and an underground conversion at the intersection of Shirk St. and Walnut Ave. is part of this project. The roadway improvements are to complete the widening of Shirk Street and Walnut Avenue associated with the Valley Oaks Subdivision. The existing SCE power poles are to be relocated along the east side of Shirk St. and on the south side of Walnut Avenue. The underground conversion is to make provisions for a traffic signal at the intersection.	Doug Damko	CP8073	Y				43,100	-	-	-	-	-
8	Houston-Santa Fe Roundabout Landscaping - Design and install irrigation and landscaping within the Houston-Santa Fe roundabout. Design will include maintenance access. To visually improve the aesthetics of the surrounding community to promote economic growth.	Manuel Molina	New			4, 5	B26	18,000	51,500	-	-	-	-

Transportation Impact Fee - 241 (2520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9	Santa Fe Environmental Cleanup - Project includes removing the elevated railroad embankment along the future Santa Fe Street Corridor from Houston to Riggins. The corridor will be excavated down to a preliminary grading limit so that there will be minimal earthwork for the construction of Santa Fe Street. The elevated railroad embankment runs parallel to the trail currently under construction along the eastern most portion of the future street and rises over the trail 4-5' in some locations. This presents a safety concern with limited visibility for trail users. This project will simplify the future street project.	Manuel Molina	New			4, 5	B25	-	681,500	-	-	-	-
10	American St Extension - Goshen to Riggins - Full improvements of American St. from Goshen Ave to Riggins Ave including curb & gutter, sidewalks, curb ramps, and extension of American Street from Ferguson Ave to Riggins Ave. Seeking an EDA grant to fund project or cost sharing with Tulare County. Multi Funded project total of \$10.6M with \$6.37 from State Transportation and \$4.2M from Transportation Impact Fee.	Nick Mascia	New			3	A15	-	664,200	1,791,300	1,791,300	-	-
11	Shirk Interchange at SR 198 ICE Study - Work with CalTrans to go through the Intersection Control Evaluation (ICE) process to prepare a study that identifies near-term operation access strategies and concepts to improve this major intersection. The CalTrans State Route 198 Corridor Study identifies the Shirk/SR 198 Interchange as currently operating at a Level of Service (LOS) between B and E. The LOS E occurs along the southbound Shirk leg to SR 198 westbound ramps. The interchange should be upgraded to an L-9 interchange by 2035. The study recommends a phased approach. This CIP will prepare studies to determine the timing of the Phases. Multifunded project for \$129k with \$71k from Measure R Local and \$58k from Transportation Impact Fee.	Rebecca Keenan	New			3	A6	-	58,000	-	-	-	-
12	Riggins Widening - Akers to Denaree (Roadwork) - This project will improve the northern half of Riggins Ave. from Denaree St. to Akers St. This project will include curb & gutter, pavement, medians, street lights, and other infrastructure such as fire hydrants and drainage inlets. New development in this area will benefit from this build out by alleviating traffic congestion along the roadway.	David Hernandez	New			1	A17	-	-	2,279,000	-	-	-

Transportation Impact Fee - 241 (2520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
13	Riggin Widening - Plaza to Shirk - Widen Riggin Ave between Plaza Drive and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights, and interconnect conduit. Seeking an EDA grant to fund project. Construction of this segment, along with others segments being proposed will help to complete the 4 lane arterial from Money Blvd. to Hwy 99 on Riggin Ave; providing a major East-West corridor along the North side of Visalia. Seeking an EDA grant to fund partially fund this project. Multi-funded project total of \$12.2M with \$6.1M from State Transportation and \$6.1M from Transportation Impact Fee.	Chantha Chap	New			3	A19	4,840,100	4,630,200	5,235,300	3,951,300	2,552,800	3,717,800

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

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

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

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

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

Transportation Impact Fee - 241 (2520) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Widen Shirk from SR 198 to Goshen Ave: 1st Phase will be environmental and project report. Phase 2 to include Right of Way acquisition and design. This project needs to be timed with 9741 (Sewer), 9725 (Traffic Signal at Hurley), and (NEW) Shirk Storm Drain. To improve vehicle congestion and safety in an area that is impacted by industrial and residential development.	Nick Mascia	CP9822			3	A5			11,299,300			
2	Shirk Widening - Goshen to Riggin - Widen Shirk Road from Goshen Avenue to Riggin Avenue. Project includes widening Shirk Road to full 110'. 4 lane Arterial. Improvements include paving, curb, gutter, median curb, sidewalk, ADA ramps, street lights, landscaping and irrigation. Project will require coordination with utilities to relocate poles, property owners to relocate and install drive approaches and agricultural irrigation equipment, and County to acquire ROW in current County Island. This project does not include the intersections at Goshen or Riggin. Goshen is already built out and Riggin will be done as a part of CP0195.	Mike Porter	New			3	A20			635,000	2,227,000		

Transportation Impact Fee - 241 (2520) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Shirk St & Walnut Ave Roadway Improvements - Complete the roadway improvements along the south side of Walnut Avenue for 700 feet east of Shirk Street and Shirk Street for 1,400 feet south of Walnut Avenue and restripe Walnut Ave from Teddy Street to Shirk Street. The north side of Walnut Ave, for approximately 350 feet east of Roeben Ave, is also to be widened to remove a west bound travel lane restriction. The relocation of the Southern California Edison (SCE) power poles along Shirk St and Walnut Avenue along with the underground conversion of SCE facilities through the intersection of Shirk Street and Walnut Avenue are to be complete by the Shirk/Walnut Intersection project (CP8073). Funded 100% from Transportation Impact Fee 241.	Nick Mascia	CP0196		--	C8			155,000	1,850,000		
4	SJVR Crossing - Project will install a new at-grade street crossing across the San Joaquin Valley Railroad tracks. Will involve installation of new pavement, curb, gutter, sidewalk, and a traffic signal. The project will also have to upgrade the railroad tracks and install new railroad warning devices. Related signage and striping will be installed. With the increased development and the limited at-grade railroad crossings, there is a need now and into the future for a new crossings. Due to the complexity of this project, it will be phased with the preliminary engineering (feasibility) first, followed by the design and construction. The SJVR has indicated that if this plan is pursued, it will require that an existing at-grade crossing be eliminated in exchange for the new at-grade crossing. Multi-funded for a project total of \$8.5M funded with \$1M from TIF and \$7.5M from Measure R Local.	Rebecca Keenan	New			Citywide			250,000	250,000	250,000	250,000
5	Santa Fe Street Houston to Riffin - Project will construct a 4-lane, north-south, arterial along the old Santa Fe Railroad. The City owns the right of way, and the tracks have been removed. Project includes, grading, a new structural section, curb, gutter, a storm drain system, median, street lighting, landscaping and striping. In addition, construction includes a single box culvert (100' long) over Modoc Ditch and a new signal at the Riffin intersection, a signalized pedestrian crosswalk at the Modoc Ditch Trail crossing, and interconnect conduit for the entire length of the project. Hydraulic studies will be necessary to determine potential expansion of existing basins. The US Army Core of Engineer's (USACE) has issued a letter (valid till 2020) stating they do not have jurisdiction. Project funded 100% from Transportation Impact Fee.	Manuel Molina	CP0040		--	B25			1,750,000	8,710,000		

Transportation Impact Fee - 241 (2520) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
6	Traffic Signal at Riggins Ave & Shirk St: The installation of a traffic signal and the associated roadway improvements are to be installed at the intersection of Riggins Avenue and Shirk Street. The existing Southern California Edison (SCE) transmission poles will need to be relocated to accommodate the widening of Riggins Avenue and Shirk Street near the intersection. The traffic data collected by the Annual Traffic Data Collection contract will be analyzed to determine which traffic signals meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. The installation of this traffic signal is dependent on development in the Industrial Park. Project funded 100% from Transportation Impact Fee (241).	Nick Mascia	CP0195		--	A16			2,800,000			
7	Riggins Widening - Shirk to Akers (Roadwork) - Improve Riggins Ave. from Akers St. to Shirk Road. Project would include curb & gutter, pavement, medians, street lights, and other infrastructure such as fire hydrants and drainage inlets. SCE pole relocation will be at the cost of the City. Construction of this segment, along with others segments being proposed will help to complete the 4 lane arterial from Mooney Blvd. to Hwy 99 on Riggins Ave; providing a major East-West corridor along the North side of Visalia.	David Hernandez	New			A16	3		1,740,000	6,430,000		
8	Ben Maddox Widening - Center to Goshen - Widen Ben Maddox from Center Ave. to Goshen Ave. Project includes widening Ben Maddox to full 110' 4 lane divided arterial. Improvement include paving, curb, gutter sidewalk, ADA ramps, street lights, landscaping, and irrigation conduit. Project will require coordination with utilities to relocate poles, property owners to relocate and install drive approaches, and acquire ROW. ROW acquisition is required from multiple property owners. Improves traffic circulation and pedestrian accessibility.	Mike Porter	New			B26	5		937,000	1,322,500		
9	Goshen Widening - Ben Maddox to Burke - Widen Goshen Ave. from Ben Maddox to Burke St. Project includes widening Goshen to full 84' 2 lane collector. Improvement include paving, curb, gutter, sidewalk, ADA ramps, street lights, landscaping and irrigation conduit. Project will require coordination with utilities to relocate poles, property owners to relocate and install drive approaches, and acquire ROW. ROW acquisition is required from Tulare County Farm Bureau and Sequoia Walnut Growers Assn. Improves traffic circulation and pedestrian accessibility.	Mike Porter	New			B5	5		542,000	1,035,000		

Transportation Impact Fee - 241 (2520) - Deferred Projects
2018/19 - 2023/24 Capital Improvement Program

#	DEFERRED PROJECTS Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
10	Widen Santa Fe St from K St to Noble Ave: Widening will follow the Santa Fe Master Plan to improve traffic circulation. This project may be split into two phases from south of K Street to Tulare and Tulare to Noble which would include intersection improvements at Tulare/Santa Fe. Phases to be constructed will be contingent upon available funding. Project funded 100% from Transportation Impact Fee (241).	Fred Lampe	CP9942		--	3			550,000	868,000	500,000	6,550,000
11	Tulare Ave Extension Lovers Lane to McAuliff: Acquire ROW and extend Tulare Avenue between Lovers Lane and McAuliff (south side of Tulare only). Tulare to be constructed to half-street status. Improve traffic circulation. This project will provide additional access route from east to west to help relieve congestion on Walnut and provide access to Kiwanis Park. This option does not signalize Tulare/Lovers Lane. This option is an alternative to the full build-out of Tulare, and does not include extension of Tulare to Tower Road. Funded 100% from Transportation Impact Fee (241).	Mike Porter	CP9823	Y	--	D19			2,000,000	-	-	-
12	Shirk Street and Walnut Ave traffic signal - This project is to be done in conjunction with the roadway improvement project (CP0196) to Shirk Street and Walnut Avenue adjacent to the intersection. The traffic data collected by the Annual Traffic Data Collection contract will be analyzed to determine which traffic signals meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. Funded 100% from Transportation Impact Fee.	Nick Mascia	CP0045		--	C7			70,000	405,000		-
13	Visalia Parkway Signal Modification at Mooney Blvd - This project will widen Visalia Parkway at the intersection with Mooney Blvd. (SR 63) to its ultimate width (110'). Multi-funded project total of \$3.6M with \$600k from Gas Tax and \$3M from TIF.	Eric Bons	New			D7			3,000,000	-	-	-
14	Construct Tulare Avenue from Arroyo Street to Road 148 (Tower Road) and extend Tower Road from Tulare Avenue to just north of Harvard to improve traffic circulation. This project is intended to be constructed with the extension of Tulare Ave from Lovers Lane to McAuliff and will provide additional access to help alleviate congestion on Walnut Avenue and McAuliff. Project funded 100% from Transportation Impact Fee.	Mike Porter	CP9946	Y		D20						
							-	-	25,728,300	24,097,500	750,000	6,800,000

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

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	505,200	428,300	289,300	260,700	232,500	204,700
User Fees & Investment Earnings	275,400	276,800	278,200	279,600	281,000	282,400
Operating Expenses (staff costs, allocations, etc.)	(204,800)	(205,800)	(206,800)	(207,800)	(208,800)	(209,800)
Capital Improvements	(147,500)	(210,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Resources Available for Future Projects	428,300	289,300	260,700	232,500	204,700	177,300

10-55

Waterways Maintenance - 251 (2530)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Replace Bollards with Gates on Trails - Replace bollards with gates at trail entrances. St. Johns, Modoc, Mill Creek, and Packwood creeks. The current bollards are being vandalized and broken. Replacing them with gates will be more cost effective now and in the future, as they are less expensive to repair/replace. Multi Funded project total of \$18k with \$14k from Waterways Maintenance and \$4k from General Fund.	Joel Hooyer	New	1, 2, 3, 4, & 5	Various	14,000					
4	Baseline Controller Gateways - Riparian Setbacks - Install Baseline Gateway irrigation controllers for better connectivity. To communicate more effectively with the Baseline controllers in other areas using the Gateway. This would eliminate the need for cellular service to each controller by just using it for the Gateway; controllers communicate with the Gateway via radio frequency.	Joel Hooyer	New	Citywide	Various	147,500	15,000	100,000	100,000	100,000	100,000
<p>Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".</p> <p>The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.</p> <p>-- No Annual Maintenance Costs (or no increase over existing cost)</p> <p>* Annual Maintenance cost is \$5,000 or less</p> <p>** Annual Maintenance costs is \$5,000 to \$25,000</p>											

Cash Balance Summary

Beginning Cash Balance

Total Resources Available for Future Projects

Funds to be for the acquisition of riparian setbacks for

Waterways Capital - 261 (2540)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Council Dist	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Landscaping Match Funds - Matching Funds to be used in grant applications for the development and acquisition of riparian setbacks. Includes irrigation, trees, riparian landscaping, and mulch. In addition other features that contribute to the access and public enjoyment of these setbacks, such as paths, trails, and various amenities. In some cases fencing may be required to limit access. The development of riparian setbacks with landscaped features is consistent with the objectives to create and protect open space for the preservation of natural resources and to create and preserve open space for outdoor recreation (General Plan Ch. 6, OSC-O-1 & OSC-O-3) Matching funds are sometimes required for grants, and can make the City more competitive in the selection process.	Manuel Molina	New		**	Citywide	Various	100,000	100,000	100,000	100,000	100,000	100,000
4	Mill Creek Bridge on Greenway Trail - Design and construction of a pedestrian bridge crossing of Mill Creek along the Greenway Trail, north of Murray Avenue. Project includes the design and installation of a pre-manufactured bridge and a 8' wide concrete trail connecting to the existing Mill Creek Trail along Murray Avenue. Project also includes installing an all-way stop at Mill Creek and McAuliff St. to allow trail user to cross McAuliff safely, thus connecting the existing Mill Creek Trail to the proposed Greenway Trail. Project includes minor landscaping modifications. To improve the City trail system and implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan and the City Bicycle Masterplan. This project is contingent upon receiving Measure R funds and/or State/Federal funds. Multi Funded project total of \$362k with \$342k from Measure R Trailways and \$20k from Waterways Capital.	Manuel Molina	CP0189		*	5	B10	814,600	350,000	370,000	350,000	350,000	350,000

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

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

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

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

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

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

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

Cash Balance Summary

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

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

- No Annual Maintenance Costs (or no increase over existing cost)
- * Annual Maintenance cost is \$5,000 or less
- ** Annual Maintenance costs is \$5,000 to \$25,000
- *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
- **** Project will result in savings as described in project description

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

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

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

No Annual Maintenance Costs (or no increase)

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

Annual Maintenance cost is \$5,000 or less

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

State Transportation - 2810 (2810)
2018/19 - 2023/24 Capital Improvement Program

This fund is derived from 1/4 cent of statewide sales tax collected and returned to each County in compliance with the Local Transportation Development Act. First priority of funds is public transit (buses); remaining monies, as well as various discretionary revenues, may be used for road and street purposes, including bike/pedestrian facilities. This fund also receives monies from Tulare County Association of Government (TCAG), State Transportation Improvement Program (STIP), and Congestion Mitigation and Air Quality (CMAQ). These monies are to be used only for approved transportation projects. All Capital expenditures are funded 100% by various grants.												
Cash Balance Summary												
LTD (Local Transportation Development Funds)												
TCAG (Tulare County Association of Governments)												
Other Grant Funding:												
CMAQ Congestion Mitigation Air Quality												
EDA												
State ATP												
Services Provided												
Capital Expenditures												
Additional Information: All transportation related grants are housed in this fund.												
#	Project Description	Project Manager	Project #	Budget Impact	Council District	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Santa Fe at Tulare Ave Roundabout - Project will install a new roundabout at the intersection of Santa Fe St. and Tulare Ave. This will include removal/disposal of existing street section, curb, gutter, and sidewalk. It will also include the relocation of existing utilities (poles, cabinets, hydrants, vaults, sewer manholes, storm manholes, and drain inlets). Old, buried railroad equipment will also be removed. The project will install a new roundabout with perimeter trail, splitter islands, accessible curb ramps, and new signage and striping. The Visalia Circulation Element has designated this intersection as an LOS C during AM peak hours and LOS D in the PM peak hours; which is the minimum acceptable rating. If left unchanged, the rating will soon reach LOS F status. The new roundabout will correct the geometric offset of approximately 35' across the intersection. Federal funding will require significant review by CalTrans and the City; requiring more project management by the consultant and the City. Multi Funded project total of \$4.2M with \$1.3M from Measure R Local, \$518k from TIF prior year, and \$2.4M from State Transportation, including prior years.	Nick Mascia	CP0197	--	2, 4, 5	D8	1,953,900	-	-	-	-	-
2	Traffic Control Signal Installation - Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. The following intersection is planned for the upcoming fiscal year (18-19) County Center Drive and Riggins Avenue. Multi Funded project for a 6-year total of \$3M funded with \$1.29M from Measure R Local and \$1.71M from State Transportation.	Nick Mascia	CP0038	--	Citywide	Various	285,000	285,000	285,000	285,000	285,000	285,000

State Transportation - 2810 (2810)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Enhanced School Crosswalk - Ferguson at Denton - School crosswalk enhancement on Ferguson at Denton in anticipation of new VUSD elementary school opening Fall 2019. Enhancement to include marking a high visibility crosswalk across Ferguson, shorten crossing distance by constructing bulb outs and median refuge island, and installing school flashing beacons to warn motorists of pedestrians in crosswalk. This project is contingent upon receiving CMAQ/ATP grant funds and/or other funding. Multi-funded for a project total of \$167k with \$16,700 from Measure R Local and \$150k from State Transportation.	Leslie Blair	NEW		3	A7	150,300					
4	American St Extension - Goshen to Riffin - Full improvements of American St. from Goshen Ave to Riffin Ave including curb & gutter, sidewalks, curb ramps, and extension of American Street from Ferguson Ave to Riffin Ave. Seeking an EDA grant to fund project or cost sharing with Tulare County. Multi Funded project total of \$10.6M with \$6.37 from State Transportation and \$4.2M from Transportation Impact Fee.	Nick Mascia	NEW		3	A15		996,400	2,687,000	2,687,000		
5	Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multi Funded project total of \$1.7M with \$300k from Measure R Local and \$1.4M from State Transportation.	Eric Bons	CP0199	--	5	B20			1,400,000			
6	Caldwell Avenue Traffic Signal Interconnect - The project is to install conduit and fiber optic cable in Caldwell Ave. between Santa Fe St. and Lovers Lane interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. This project will extend the existing traffic signal interconnect system to create a fiber optic cable back bone structure that will extend the existing interconnection system utilizing Congestion Mitigation and Air Quality (CMAQ) grant funding. This project is contingent upon the receipt of CMAQ funds. Multi-funded project for a total of \$1.55M funded \$250k from Measure R Regional and \$1.3M from CMAQ grant.	Eric Bons	CP0198	--	2	D15			1,300,000			

State Transportation - 2810 (2810)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Budget Impact	Council Dist.	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
7	Houston Avenue Intelligent Transportation System (ITS) Interconnection Project - The project is to install signal interconnect conduit in Houston Avenue from Demaree St. to Divisadero St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multi Funded project total of \$1.46M funded \$260K from Measure R Regional and \$1.2M from CMAQ grant.	Nick Mascia	CP0201	--	1, 4	B21	-	-	1,200,000	-	-	-
8	Greenway Trail - Mineral King to Mill Creek - Construct a Class 1 multi-use trail from Mineral King Avenue to Mill Creek. Project will install trail amenities including benches, trash receptacles, dog mitt dispensers, signage and solar lighting. Project will include landscaping and irrigation improvements. To improve the City trail system, implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. Multi Funded project total of \$1.14M with \$140K from Measure R Trailways and \$1M from State Transportation (ATP).	Manuel Molina	NEW		5	B16	-	-	1,000,000	-	-	-
9	Traffic Signal Modifications at Giddings and Mineral King - Replacement of existing traffic signal with a fully actuated traffic signal, incorporated intelligent transportation equipment, and modify the existing pedestrian ramps to meet the current ADA requirements, and construct the associated roadway improvements. The existing signal was originally constructed in the mid 1960s and is in need of an update to meet current traffic signal requirements per the CMUTCD.	Eric Bons	NEW		1, 4	B27	-	-	100,000	460,000	-	-
10	Riggin Widening - Plaza to Shirk - Widen Riggin Ave between Plaza Drive and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights, and interconnect conduit. Seeking an EDA grant to fund project. Construction of this segment, along with others segments being proposed will help to complete the 4 lane arterial from Mooney Blvd. to Hwy 99 on Riggin Ave; providing a major East-West corridor along the North side of Visalia. Seeking an EDA grant to fund partially fund this project. Multi-funded project total of \$12.2M with \$6.1M from State Transportation and \$6.1M from Transportation Impact Fee.	Nick Mascia	NEW		3	A19	2,389,200	1,281,400	7,972,000	4,427,000	2,552,800	2,837,800
				0			0	2,389,200	7,972,000	4,427,000	2,552,800	2,837,800

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

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

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

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

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

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

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

Community Development Block Grant (CDBG) - 311 (6110)
2018/19 - 2023/24 Capital Improvement Program

Cash Balance Summary												
Projects in this fund are funded with Community Development Block Grant (CDBG). Projects must meet the requirements of Title 24 of the Code of Federal Regulations (CFR) to qualify for this funding.												
Beginning Cash Balance												
Revenues												
Capital Improvements												
Total Resources Available for Future Projects												
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24						
	284,600	284,600	284,600	284,600	284,600	284,600						
	856,200	-	-	-	-	-						
	(856,200)	-	-	-	-	-						
	284,600	284,600	284,600	284,600	284,600	284,600						

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Council Dist	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	ADA Compliance- Annual provision of CDBG funding for the construction of ADA compliant curb cuts and truncated domes. Funding in 2010/11 is for the construction of at least 10 ADA compliant ramps and warning detection panels for the blind throughout the areas of downtown within the city's CDBG target areas.	Mike Porter	CP9206	Y		4		636,100					
2	CDBG Senior Mobile Home Repair- Program provides grants up to \$5,000 to qualified mobile home park residents (owner occupants) in need of repairs for unhealthy or unsafe conditions.	Rhonda Haynes	CP0153			Citywide		70,000					
3	CDBG Case Management Only- Case management services to very low-income households. This is a pilot program which may be utilized in conjunction with the TBRA pilot program. Falls under the 15% public service cap.	Rhonda Haynes	CP0154			Citywide		50,000					

Community Development Block Grant (CDBG) - 311 (6110)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Council Dist	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Low/Mod Park Improvements - Jefferson Park - Repurpose Jefferson Park from an adult softball field to a multi-use park. Remove existing fencing and dugouts and install new turf and irrigation. This project will allow the park to be used for youth baseball, softball, soccer, or any other recreational activity.	Rhonda Haynes	CP0204			4		50,000	-	-	-	-	-
5	Family Services of Tulare County Voucher Program	Rhonda Haynes	CP8398			Citywide		25,600	-	-	-	-	-
6	Continuum of Care - Homeless Services	Rhonda Haynes	CP0102			Citywide		17,000	-	-	-	-	-
7	Fair Housing Educational Services Program - Provides fair housing education services to Visalia residents. Includes fair housing outreach, education, tenant and landlord rights and responsibilities.	Rhonda Haynes	CP0155			Citywide		7,500	-	-	-	-	-
								856,200	-	-	-	-	-

Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".
The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased.
--- No Annual Maintenance Costs (or no increase over existing cost)
* Annual Maintenance cost is \$5,000 or less
** Annual Maintenance costs is \$5,000 to \$25,000
*** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.
**** Project will result in savings as described in project description

This fund receives money from the Federal Aviation Administration Airport Improvement Program (FAA-AIP) and various grants. This money can only be used for capital projects approved by the granting agency. This fund also receives revenues from airport user fees, such as hangar rentals and fuel sales. They are to be used for operations, improvements, and vehicle and equipment acquisitions. These revenues are also used for the Airport's match on FAA and grant funded projects.

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	(455,000)	(455,000)	(97,900)	245,734	454,162	402,443
Lease/Sales Revenue	2,026,200	2,103,600	2,135,154	2,167,181	2,199,689	2,232,684
Funding for Capital Projects						
Federal Aviation Administration Airport Improvement Program (FAA-AIP)	-	118,800	291,200	-	272,800	7,470,500
Caltrans Department of Aeronautics (DOA)	-	6,600	16,200	15,000	7,500	329,000
DOT-EAS	3,702,400	-	-	-	-	-
State - AIP	166,600	-	-	-	-	-
Depreciation Set Aside for Capital	307,500	307,500	307,500	307,500	307,500	307,500
Operating Expenditures (staff costs, allocations, etc.)	(2,011,900)	(2,047,400)	(2,082,820)	(2,118,853)	(2,155,509)	(2,192,799)
Capital Expenditures	(4,190,800)	(132,000)	(323,600)	(162,400)	(683,700)	(8,210,000)
Total Resources Available for Future Projects	(455,000)	(97,900)	245,734	454,162	402,443	339,328

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Construct New Aircraft Hangars - Construct new aircraft hangars and T-hangars for increased revenues. As an alternative to subsidized air service, in lieu of receiving air carrier subsidy, the airport executed a grant to fund this specific project. The airport has consistently operated at hangar capacity and with the contract fuel service growing, expanding corporate hangar leases and mitigating our wait list will increase revenues. Project total \$4.14M funded by \$3.7M DOT-EAS, \$166K State AIP, and \$270K Airport Fund.	Katherine Bales	New		*	C1	4,140,000					
2	Remove Underground Fuel Tank - Removal of underground fuel tank, backfill of hole, and replacement of AC pavement for the unused underground aircraft fueling tank at the City-Owned hangar leased to Sunshine LLC. As the property owner, the City is responsible for compliance of the tanks. If this project is not completed, the airport will continue to be responsible for the testing and compliance while receiving no revenue from the improvements. Project Total \$39k from Airport Fund.	Katherine Bales	New		****	C1	39,200					

Airport - 411 (4040)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	Replace Pressurized Chemical Weed Sprayer - The current sprayer is approximately 10 years old with \$2,350 in maintenance costs and multiple breakdowns in the last 12 months. This equipment is vital to daily operations and must be reliable in order to meet CalTrans and FAA regulations. (Project Total \$11,600 from 411 (Airport Fund).)	Katherine Bales	New		****	N/A	11,600	-	-	-	-	-
4	Update Airfield Guidance Signage: Replace some panels on existing airfield guidance signs and relocate several taxiway hold signs. In order to meet some amended requirements of Part 139 and correct a discrepancy noted during the last inspection, various signs must be updated or relocated to within 6" of the corresponding taxiway hold sign that they are adjacent to. (Project total \$132k funded from \$118k FAA-90%, \$7k Caltrans DOA-5% and \$7k Airport Fund-5%.)	Mario Cifuentes	CP0167		--	C1	-	132,000	-	-	-	-
5	Engineering and Design for Pavement Projects: This project will cover engineering design for the reconstruction of an apron, Crack Repair and Sealing of Cracks on airport pavements, reconstruction of hangar taxi lanes and taxiways A & B and reconstruction of the west cargo apron. The design costs include preparation of plans and specifications, Engineer's Report, and Engineer's Estimate. F.A.A. is desirous of issuing AIP grants based on bids. In order to meet those requirements, it is necessary that the engineering design for projects to be started 6 to 12 months before the grant award. It is proposed to complete the engineering design for all upcoming pavement projects at once. (Project total \$324k funded from \$291 FAA-90%, \$16k Caltrans DOA-5% and \$16k Airport Fund-5%.)	Mario Cifuentes	CP0019		--	C1	-	-	323,600	-	-	-
6	Purchase Airport Tractor - Purchase a new airport maintenance tractor to comply with California Emissions Standards. Project total \$68k funded from Airport Fund. Budget Year / Unit / Age / Hours 2018-19 / 320711 / 36 / 8871 2018-19 / 320713 / 21 / 2058	Katherine Bales	New		--	N/A	-	-	-	68,000	-	-

Airport - 411 (4040)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
7	Update CCTV System - Update and repair existing Closed Circuit TV System for the airport. The system was installed over 12 years ago. Since that time, several of the cameras have been replaced but the transmission system is outdated, as well as the remaining cameras. Some of the cameras no longer work at all and others have low visibility. Staff has a need to have these units operational at all times and they are not currently reliable. Project Total \$55k from Airport Fund.	Katherine Bales	New		*	C1				55,000		
8	Paint Airport Admin Building - Repair and paint existing Visalia Airport Administration buildings. These buildings currently have paint discoloration, fading, and unpainted structural repairs. These buildings were converted from a fire station and have not been repainted since 1977. These repairs will prolong the life and limit major structural repairs. Project total \$24k funded from \$15k DOT Grant and \$9k Airport Fund.	Katherine Bales	New		--	C1				23,700		
9	Replace Airport Off-Road Use Utility Vehicle Budget Year / Unit / Age / Miles 2018-19 / 320712 / 26 / 22760	Katherine Bales	New		--	N/A				15,700		
10	Rust Abatement & Paint T-Hangars - Aircraft T-Hangars are in need of general rust abatement/repairs and painting. These buildings have metal repair and preventative measures needed to prolong their useful life and continue to generate revenues to the airport. This project would include all 9 hangars at a pace of 3 hangars per fiscal year. (Project Total \$292k from 411 (Airport Fund))	Katherine Bales	New		--	C1					291,900	

Airport - 411 (4040)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
11	Remove & Replace Asphalt Concrete on West Cargo Apron - Remove and replace AC pavement on West Cargo Apron and reseal joints in existing Portland cement concrete pavements Apron A1 for the airport. Apron A1 was originally constructed in 1981 and it has center slab cracking, corner cracks, and moderate spalling. The West Cargo Apron has transverse and longitudinal cracks resulting in the need for complete reconstruction. Visalia Airport is projected to carry 2,29M lbs. of cargo in FY 17/18; the continued operation on the West Cargo Apron is essential for airport revenues and growth. This is a grant funded project. (Project total \$1.56M funded from \$1.4M FAA grant, \$78k from DOT grant, and \$78k from Airport Fund.)	Katherine Bales	New		--	C1	-	-	-	-	150,000	1,410,000
12	Crack Repair and Crack Sealing: Grind, repair and seal cracks on all pavement surfaces within the Aircraft Operations Area (AOA) and restripe all markings affected by the crack sealing. The asphalt on Runways 12-30, taxiways, aprons, hangar taxiways, and access roads are old and have significant transverse and longitudinal cracks, some alligator cracking, and some block and map cracking. Repair and sealing is necessary to protect the underlying aggregate base and subgrade from damage due to water infiltration. (Project total \$1.77m funded from \$1.59m FAA-90%, \$89k Caltrans DOA-5% and \$89k Airport Fund-5%.)	Mario Cifuentes	CP0021		--	C1	-	-	-	-	145,000	1,630,000
13	Replace Fuel Island Dispensing System - Replace existing Jet A and AV Gas Fuel Island dispensing system. Aircraft fuel sales and services is the primary revenue generating resource and vital to our airport operations. The current fuel island dispensing system was built in the mid-1980's. Some replacement parts are no longer made and staff has had to find "work arounds" to keep the system working. In order to continue growth and revenue, the airport must implement cost-effective upgrades to the fueling terminal. Project Total \$96k from Airport Fund.	Katherine Bales	New		--	C1	-	-	-	-	96,800	-

Airport - 411 (4040)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
14	Reconstruct Taxiways/Taxilanes: Reconstruct Hangar Row 10, Taxiways, and Taxiways A and B (230,600 sq ft). Remove and replace asphalt on west cargo apron and reseal joints in existing PCC pavements on apron A1 (166,900 sq ft). These pavements are old (20 to 34 years) and have limited remaining life. It is important to reconstruct these pavements before complete failure occurs. The taxiways have failed in certain areas and Foreign Object Debris (FOD) is a frequent occurrence and hazardous to aircraft. (Project total \$2.94M funded from \$2.65M FAA-90%, \$147k Caltrans DOA-5% and \$147k Airport Fund-5%.)	Mario Cifuentes	CP0022		--	C1	-	-	-	-	-	2,941,000
15	Westside Hangar Development Phase 1: West Side Apron and Hangar Development Phase 1 to construct an access road around the north end of the runway. The Airport has a demand for corporate hangars of various sizes of large hangars. There is inadequate space on the NE side of the airport. A new development site is proposed on the SW side of the airport immediately southeast of the existing West Cargo Apron. The new access road to this area is required to move forward with the next phase. (Project total \$2.23M funded from \$2.01m FAA-90%, \$111k Caltrans DOA-5% and \$111k Airport Fund-5%.)	Mario Cifuentes	CP0169		**	C1	4,190,800	132,000	323,600	162,400	683,700	2,229,000
					0	0	4,190,800	132,000	323,600	162,400	683,700	8,210,000

Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301".

Operating budget annually in order to maintain the project when completed or purchased.

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

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

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

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

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

Convention Center - 413 (4130)
2018/19 - 2023/24 Capital Improvement Program

Cash Balance Summary												
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24						
Beginning Balance	-	-	-	-	-	-						
Capital Improvements	(100,000)	(100,000)	(390,000)	(200,000)	(345,000)	(1,500,000)						
General Fund Transfers In	100,000	100,000	390,000	200,000	345,000	1,500,000						
Total Resources Available for Future Projects	-	-	-	-	-	-						

Additional Information: The Convention Center Fund operates in a deficit position annually, requiring a General Fund subsidy for both operating and capital budgets. All capital funding shown here requires a transfer in from the General Fund.												
#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Replacement of Building Video Surveillance System: The building alarm system is inadequate and needs to be replaced with double the number of cameras and additional exterior cameras. The replacement system would include online access from any PC.	Mark Goff	CP0218		--		45,000					
2	Replace Booking Software - Current software is over 20 years old. New technology will improve overall efficiency to operations	Mark Goff	New				22,000					
3	Replacement of Building Alarm - The building alarm system is 26 years old and the manufacturer is no longer supporting the system with parts. As the alarm needs repair the alarm repair company has incorporated old parts to make the necessary repairs.	Mark Goff	CP0219				20,000					

Convention Center - 413 (4130)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Replace existing telescopic seating handrails - The existing handrails are labor intensive to install as they must be installed and removed for each use. They are now several years old and are needing to be replaced frequently due to the design of the mounting brackets. The new handrail system is spring loaded and does not need to be installed or removed every time the seating is used. The new handrails would pay for themselves in approximately 5 years due to the labor savings.	Mark Goff	CP0220		***		13,000					
5	Audio Visual Upgrades - Upgrade the Convention Center Audio Visual system including the sound system and lighting to provide theatrical lighting opportunities to be more competitive with other venues and purchase additional equipment such as projectors and screens. The building Audio/Visual infrastructure is 26 years old and is in need of replacement and/or repairs. We are having numerous issues with our sound system in our lower level meeting rooms and the exhibit hall as the equipment and cabling needs to be updated and replaced.	Mark Goff	CP0217		--			100,000				
6	Replacement of meeting room chairs - Purchase of 600 meeting room chairs for the upstairs. The existing chairs are 24 years old and no longer match the current color scheme since the remodel has taken place.	Mark Goff	CP0221		--				75,000			
7	Digital Directional/Informational Signage - Purchase and installation of digital door signage and informational/directional signage. As technology has advanced we have the opportunity to incorporate this state of the art technology in the Visalia Convention Center. This would provide the opportunity to update directional signage digitally and not continue to print signage. We would also have the opportunity to advertise upcoming events and activities that are occurring in the building and city. There is also opportunity to increase revenue through digital signage by selling advertising space.	Mark Goff	CP0222		--				75,000			

Convention Center - 413 (4130)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
8	Replacement of Dance Floor: Replace the existing dance floor. The Convention Center dance floor is old and worn and in need of replacing. It requires constant maintenance as the locking mechanism is an older style, and the edging color we have is no longer available requiring us to replace the entire edging anyway. The new cam-lock style dance floor requires less maintenance and will give a fresh look.	Mark Goff	CP0223		--				40,000			
9	Replacement of Exhibit Hall Chairs - Purchase of 3,500 Exhibit Hall chairs. The existing chairs are 24 years old and in need of replacement. Spread purchase over two (2) years, purchasing 1750 each year.	Mark Goff	CP0224		--				200,000	200,000		
10	Replace Tile in Lobby Restroom - Replace existing tile in Exhibit Hall Lobby Restrooms. This was not done during the renovation. The tile is chipped, causing both aesthetic and safety concerns.	Mark Goff	New								250,000	
11	Resurface Kitchen Floor - Replace the current epoxy floor in the kitchen. The current floor is worn, chipped and removed in some areas.	Mark Goff	New								50,000	
12	Split Air Unit for Executive Board Room and Kings Canyon Meeting - Split current unit from the current single unit to two separate units. This will allow each room to have it's own temperature control and will eliminate the need to have both rooms on, even if only one is occupied.	Mark Goff	New		--						45,000	
13	HVAC Chiller Replacement - The current HVAC water chillers are 26 years old. They use R22 refrigerant which is being phased out by the EPA by the year 2020.	Mark Goff	New		--							1,500,000
							100,000	100,000	390,000	200,000	345,000	1,500,000

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

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

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

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

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

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

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

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	14,663,700	16,821,700	21,407,700	27,319,400	33,461,900	39,792,200
Utility User Fees/Farm Revenues	22,193,700	22,612,800	23,019,830	23,434,187	23,856,003	24,285,411
Depreciation Set Aside for Capital	2,675,400	2,702,200	2,729,200	2,756,500	2,784,100	2,811,900
Operating Expenditures (staff costs, allocations, etc.)	(17,206,400)	(17,418,400)	(17,697,094)	(17,980,248)	(18,267,932)	(18,560,219)
Capital Improvements	(5,504,700)	(3,310,600)	(2,140,200)	(2,067,900)	(2,041,900)	(2,503,900)
Total Resources Available for Future Projects	16,821,700	21,407,700	27,319,400	33,461,900	39,792,200	45,825,400

Additional Information:

The Wastewater Fund is currently funding the upgrade of the Water Treatment Plant and underground infrastructure which will cost an estimated \$152 million. This project brings the Water Conservation Plant into compliance with discharge permit requirements from the Regional Water Quality Control Board. The cost of some regularly planned maintenance have been temporarily absorbed by the WCP Upgrade project, allowing the fund to rebuild it's capital funding reserves in the years following the completion of construction. The reserves in this fund are required to cover cash flow needs during construction of the upgrade and pay for possible future Regional Water Quality Control Board permit requirements. Since the upgrade is nearly complete, the WCP operational costs will begin to increase to include the new annual debt payment (\$4.3m)* and additional staffing and maintenance.

*The Water Conservation Plant Upgrades have been funded with fund balance and bond financing through the Clean Water State Revolving Fund (CWSRF) to be paid over 30 years at an interest rate of 2.1%. This project is scheduled for completion in 2018 and costs of construction will be reimbursed from bond proceeds as the project proceeds. The projected annual debt payment of \$5.3 million is estimated to begin in 2018-19 and end in 2048-49.

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Orchard Replacement - Replacement of Walnut Orchard. 250 acres of pistachio trees and 186 acres of walnut. Planting in 18/19 and irrigation system installed in 19/20.	Jim Ross	CP8400		--	C2	1,000,000	1,000,000	-	-	-	-
2	Road Maintenance Inside Plant - Oil the roads that were constructed using asphalt grindings, put asphalt grindings on dirt road that is south of the dewatering polymer building and dirt roads north of West Emergency Generator, from RPGS to Administration parking lot and area north of old SRS. Repave road west of the Maintenance Shop. Slurry Seal old asphalt roads throughout the plant. To maintain roads inside the plant and protect equipment from dust intrusion	Jim Ross	New		--	C2	250,000	-	-	-	-	-
3	Door and Jam Replacement - Replace steel entrance doors and jams at Headworks, GBT and Blower Buildings. The current steel doors and jams are over 25 years old and are severely deteriorated due to the corrosive environment at the wastewater facility. New doors and jams will be stainless steel.	Jim Ross	New		--	C2	60,000	-	-	-	-	-

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Fine Screen Awning - Install sun shade awning over the electrical and instrumentation control panels at the Fine Screen Structure. To prevent the overheating and fading of the Fine Screen HMI screens. Protect electrical instrumentation components that are housed in stainless steel panels that are exposed to direct sunlight.	Jim Ross	New		****	C2	35,000	-	-	-	-	-
5	Fencing Installation - Install barbwire fencing on the south side of ponds A, B and 3 to keep the public and vehicles from trespassing and hunting on the ponds. Install chainlink fencing around electrical pumps and valves at the recycle water structure to keep public from trespassing and tampering with electrical pumps, valves, and lighting at the recycle water process. This will also prevent the disruption of recycle water deliveries to TID, golf course, and Plaza Park.	Jim Ross	New		--	C2	30,000	-	-	-	-	-
6	UV Structure Shade Curtains - install shade curtains on east and west side of UV structures MCCs. To prevent the direct sunlight from overheating the PLCs and electrical components that are located in stainless steel panels on the east and west sides of the UV structure	Jim Ross	New		****	C2	15,000	-	-	-	-	-
7	Repave Avenue 288 - Remove existing pavement and repave an area of Ave. 288 that is approximately 2,800 feet long by 20 feet wide. The asphalt is severely deteriorated with major pot holes and cracking. Avenue 288 is the only paved access to the plant.	Jim Ross	New		****	C2	-	240,000	-	-	-	-
The following projects are for construction and maintenance of sewer lines throughout the City:												
8	Replace Sanitary Sewer Mains: Replace mains that are shown to be deteriorating throughout the City. To eliminate sewer failures which can cause overflows and service disruptions.	Jim Ross	CP9456		--	Various	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
9	Install sanitary sewers in County islands annexed into the City to provide sewer service to new areas. The residents who choose to connect to the sewers pay connection fees that are used to reimburse the construction cost. The two remaining areas for this project are Areas 6 (Irma & Houston) and Area 16 (K Road & Burke Street not annexed into City yet). Approximate construction times Area 6 \$210k (21/22), Area 16 \$550k (19/20).	Nick Mascia	CP9457	Y	**	B1	550,000	-	210,000	-	-	-

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
The following projects are for construction and maintenance of sewer lines throughout the City:												
10	Lift Station Improvements & Pump Replacement: Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings for sanitary and storm lift stations. Multi Funded project for a total of \$1.6M with \$1M from WWTP, including prior years and \$600k from Storm Sewer Maintenance.	Jim Ross	CP8266		--	Various	150,000	150,000	150,000	150,000	-	-
11	Sanitary Sewer Manhole Repairs: Repair and raise manholes throughout the City's sewer system. Sewer Lateral Connections/Replacements - Install sewer laterals and provide customer requested hookups to the sanitary sewer, including lateral replacements. Contract costs are reimbursed by the property owner, typically through 10 year payment agreements collected through Property Tax payments. This project allows connections and repairs to private sewer laterals for property owners unable to afford the high cost of sewer lateral improvements.	Jim Ross	CP8238		--	Various	25,000	25,000	25,000	25,000	25,000	25,000
12		Jason Huckleberry	CP9228	Y	*	N/A	50,000	50,000	50,000	50,000	50,000	50,000
The following projects are for routine maintenance to keep the treatment plant operating:												
13	Primary clarifier overhaul: Replace wear shoes, wear strips, chains, sprockets, flights . The additional funding in 18/19 is to have Primary Clarifier #1's concrete walls and floors coated and all new gear drives, flights, chain, drive sprockets and sprocket shafts replaced.	Jim Ross	CP9362		--	C2	475,000	15,000	15,000	15,000	15,000	15,000
14	Influent Pump/Motor Rebuild: Complete rebuild of two (2)influent pumps and motors . Two influent pumps run 24 hours, 7 days a week and are the only source pumping the wastewater that enters the plant to the treatment processes to clean the water. Currently there are five influent pumps and up to two pumps/motors may require rebuild annually. The cost for a new influent pump is approximately \$120,000 with 23-28 week delivery time.	Jim Ross	CP8369		--	C2	130,900	130,900	130,900	130,900	130,900	130,900

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr.	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
The following projects are for routine maintenance to keep the treatment plant operating:												
15	Rebuild Sludge Solids Grinder - Rebuild one sludge solid grinder per year. Five (5) additional sludge grinders were installed during the facility upgrade for a total of seven (7) sludge grinders in operation. The sludge grinders reduce the larger objects in the sludge causing less frequent plugging of the pumps, lines and digesters. They also make the biosolids marketable.	Jim Ross	New		-	C2	14,500	14,500	14,500	14,500	14,500	14,500
16	Cummins Engine Rebuild - 15,000 hour top end overhaul in 19/20 & 23/24 and 30,000 intermediate overhaul in 21/22 of Cummins internal combustion engine that powers a 1 megawatt generator. Engine must be kept in top running condition to meet SJVAPCD permit requirements and reduce the amount of electrical load at the treatment facility purchases	Jim Ross	New		-	C2	-	80,000	-	160,000	-	80,000
17	Digester Cleaning & Equipment Repairs: Digester units need to be cleaned of accumulated grit, rags and plastics. Related pumps, valves and digester gas equipment need to be repaired or replaced. The actual cleaning of the digester contents begins in the budget years 22/23(#1, #2, #3 & #4) and 23/24(#5, #6 & #7). Digester units must be kept in top working condition in order to decompose organic solids to produce digester gas and to endure biosolids meet Federal and State requirements.	Jim Ross	CP9768		-	C2					284,000	247,000
18	RAS Pump/Motor Rebuild - complete rebuild of one (1) RAS pump and motor. There are 3 RAS pumps at the RAS structure. One pump runs 24/7 and a second pump runs 12/15 hours, 7 days a week. The pumps have a 8-9 year life. The RAS pumps are a critical component for the proper operation of the MBR system.	Jim Ross	New		-	C2	-	-	-	-	-	20,000
19	Interstage Pump/Motor Rebuild - complete rebuild of one (1) interstage pump and motor. There are 3 interstage pumps at the Interstage Pump Structure. One pump runs 24/7 and a second pump will run when the high influent flows occur. The pumps have a 8-9 year life and are critical to ensure flows proceed through the plant.	Jim Ross	New		-	C2	-	-	-	-	-	20,000

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
The following projects are for vehicle and equipment replacements or additions:												
	Replace JD 310SG - Purchase new, up-to-date backhoe with a thumb to remove debris from ditch grates and ponds more efficiently. Multi funded for \$167k with \$125k from Storm Sewer Mtrnc and \$42k from Wastewater Treatment Plant.											
20	Budget Year / Unit / Age / Hours 2018-19 / 238914 / 15 / 1705	Jim Ross	VH0057		--	N/A	42,000					
	Replace JD 410J Dozer - Purchase new, up-to-date crawler with dual slope arm to clean up ditches and ponding basins more efficiently. Multi funded for \$198k with \$148k from Storm Sewer Mtrnc and \$50k from Wastewater Treatment Plant.											
21	Budget Year / Unit / Age / Hours 2019-20 / 318708 / 13 / 1207	Jim Ross	VH0058		--	N/A		50,000				
	Influent Flow/Sampling Structure - Construct new influent flow/sampling structure, to be located east of the Biofilter. The Regional Water Quality Control Board is requiring that the plant influent flow be measured and sampled prior to any plant return flows. The current influent flow is comingled with plant return flows before being measured and sampled.	Jim Ross	New		--	C2	1,000,000					
22	Digester Mixing Pump/Motor - Purchase spare Digester #8 mixing pump and motor. This mixing pump keeps the sludge contents of the digester mixed so that the feed supply to the screw press is consistent, ensuring that the dewatering process operates properly. If this pump/motor fails, it could take 10-12 weeks to receive a replacement, increasing the daily costs of plant operations.	Jim Ross	New		--	C2	60,000					
23	Purchase Excavator and Trailer - To remove sand build up in ditches and trees and debris in ponding basins throughout the City. This will allow for us to own the equipment and not be dependant on rentals. Multi funded for \$197k with \$148k from Storm Sewer Mtrnc and \$49k from Wastewater Treatment Plant.	Jim Ross	New		*	N/A	49,000					
24	Hach Wims Software and Program Upgrade - Perform a major upgrade on the current Hach Wims software program. Install new facility and variables and equations for all new treatment processes installed on the new expansion. The Hach Wims database program, in use since the 1990s, is used for compiling reports for regulatory agencies and evaluating treatment performance. During the expansion major changes were made to the processes which are requiring an upgrade.	Jim Ross	New		--	C2	30,000					
25												

Waste Water Treatment Plant - 431 (4330)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
The following projects are for vehicle and equipment replacements or additions:												
26	Sanitary Pump Replacement - Provide replacement of sanitary lift station pumps to replace older pumps that have exceeded their life expectancy with more efficient units.	Jim Ross	New		--	Various	22,500	22,500	22,500	22,500	22,500	22,500
27	Sludge Transfer Pump - Purchase spare sludge transfer station pump/motor. Sludge transfer station pumps move the decanted sludge from Digesters 1-7 to Digester 8. To ensure that the decant flows properly in the event that the sludge transfer station pump needs to be replaced. It could take 8-10 weeks to receive a replacement pump. It would also allow the current pump to be removed for servicing without major interruption to plant operations	Jim Ross	New		--	C2	15,800	-	-	-	-	-
28	AC unit on Blower Building #1 - used to maintain the proper air temperature to ensure that the electrical equipment in the building does not overheat and fail. The current AC unit is 20 years old	Jim Ross	New		****	C2	-	32,700	-	-	-	-
29	Replace 2 electric flatbed carts: One Electric Flatbed carry-all 2-passenger cart with 800 lb capacity, 48 volt and one Electric Flatbed carry-all cart with 1500 lb capacity to replace existing carts. Carts will be over 14 years old at the time of replacement. Carts are used by staff to move about the plant to perform maintenance and operational work and are necessary for timely completion of duties.	Jim Ross	VH0131		--	N/A	-	-	22,300	-	-	-
30	Replace Vac-Con Combination Vacuum and Sewer Jetter. Multi funded for \$505k with \$379k from Sanitary Sewer and \$126k from Storm Sewer Mtn.	Jim Ross	New		--	N/A	-	-	-	-	-	379,000
	Budget Year / Unit / Age 2023-24 / 318921 / 10	Jim Ross	New		--	N/A	5,504,700	3,310,600	2,140,200	2,067,900	2,041,900	2,503,900
Notes: Multi-funded means this is only this fund's portion of the total amount budgeted. Project is funded from multiple sources and is shown in its entirety in the "Multi-Resources Fund 301". The Budget Impact column represents the impact the project will have on the operating budget annually in order to maintain the project when completed or purchased. -- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description. * Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description ** Annual Maintenance costs is \$5,000 to \$25,000												

Solid Waste - 441(4410)
2018/19 - 2023/24 Capital Improvement Program

This fund is derived from refuse collection fees. Cash for capital replacements has been set aside for improvements and vehicle and equipment acquisitions related to collection and disposal of solid waste. Depreciation will continue to be used for capital replacements.												
Fund Cash Summary												
Beginning Cash Balance												
Solid Waste Fees												
CMAQ (Congestion Mitigation Air Quality)												
Depreciation Set Aside for Capital												
Contribution from Operating for New Capital												
Operating Expenditures (staff costs, allocations, etc.)												
Capital Improvements												
Total Resources Available for Future Projects												
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24						
	8,452,800	11,517,700	11,773,200	15,479,100	20,300,800	25,692,700						
	21,105,200	21,426,800	21,748,202	22,074,425	22,405,541	22,741,625						
			500,000		500,000							
	1,598,720	1,630,694	1,663,308	1,696,574	1,730,506	1,765,116						
	(17,154,400)	(17,333,900)	(17,507,239)	(17,682,311)	(17,859,135)	(18,037,726)						
	(2,484,600)	(5,468,100)	(2,698,400)	(1,267,000)	(1,385,000)	(3,424,300)						
	11,517,700	11,773,200	15,479,100	20,300,800	25,692,700	28,737,400						
Additional Information: All Residential Split trucks which have reached the end of their useful lives will be replaced with single body trucks, based on Council's approval of the 3-can conversion implementation plan in March of 2017. All new growth vehicles and equipment included in capital appropriations are dependant upon actual need in response to growth in Solid Waste customers. These items are included in this document for planning purposes and no expenditures will be made until the need is present. All newly purchased Solid Waste Trucks will use Compressed Natural Gas (CNG).												
#	Project Description	Project Manager	Project #	Constr	Budg Imp	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Residential Container Purchase: Cans will only be purchased as needed. Funding for purchase of new and replacement residential containers as needed on an ongoing basis. Cans are ordered a truck load at a time (600) 3 or 4 times a year. Approximately 4,000 containers are purchased annually (5% of 37,000 accounts plus growth). Residential containers need to be replaced on a regular basis, and containers need to be kept on hand for new account growth. Cans have a 20-year life so about 5% need to be replaced each year.	Jim Ross	EQ0012		--	N/A	400,000	440,000	485,000	535,000	550,000	550,000
2	Commercial Bin Purchases: Purchase new and replacement commercial bins as needed on an ongoing basis. Bins are ordered for replacement and growth. Prices vary depending on material and bin size. Commercial bins need to be replaced on a regular basis when they wear out or are damaged beyond repair, and new bins need to be kept on hand for new account growth. Metal Bins have about a 15-year life so about 7% need to be replaced each year.	Jim Ross	EQ0013		--	N/A	266,000	290,000	320,000	352,000	360,000	365,000
3	Dump On Us: This project provides funding to hold at least 6 "Dump on Us" events each year. Largest cost factor is personnel - about 40 employees work each event, they work 8+ hours and are paid overtime for each event. Events allow residents to haul their trash to the City Corporation Yard and we dispose of it for them for free. Events are highly successful and provide an incentive for residents to dispose of their junk and trash instead of dumping it illegally or storing on their property. An average of 750 vehicles are serviced at each event.	Adam Ennis	CP0459		--	B2	260,000	260,000	260,000	260,000	275,000	275,000

Solid Waste - 441 (4410)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budg Imp	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Right of Way Cleanup: Provides funding for trash collection and cleanups for the homeless program, illegal dumping in City right of ways or alleys. This project also pays for the scheduled and unscheduled trash collection and alley cleanups performed by the contractor (Able Industries). Costs are primarily any contractor costs and any tipping fees or dumping fees. Occasionally City workers and equipment may be used.	Jim Ross	CP8159		--	Various	100,000	100,000	100,000	100,000	100,000	100,000
5	Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. (Multi-funded: Remaining total of \$489k funded from \$322k Solid Waste (441), \$26k Storm Sewer (481) and \$140k General Fund (001)).	Norm Goldstrom	CP8340		--	B2	30,000	20,000	20,000	20,000	20,000	20,000
6	Cain St. Building Remodel - Remodel and expand the employee area of the Solid Waste Building. Existing facilities (2,600 sq. ft.) are insufficient for the number of employees utilizing the building. Office space is poorly organized making it difficult to function efficiently. Locker and restroom facilities are abysmal.	Jim Ross	NEW		--	B2		300,000				
Replacement of Vehicles in the Current Fleet:												
7	Replace Commercial 5-bin carrier trailers - These specially configured trailers will be 30 and 12 years old at time of replacement, and are showing stress cracks and wear due to hard use carrying heavy bins. Budget Year / Unit / Age / Miles 2018-19 / 254701 / 30 / n/a	Jim Ross	EQ0009		--	N/A	42,000	-	-	-	-	-
8	Replace (2) 1-ton F350 Super Duty PU w/ Utility Bed Budget Year / Unit / Age / Miles 2018-19 / 253906 / 10 / 51,970 2018-19 / 253905 / 10 / 31,119	Jim Ross	VH0026		--	N/A	130,000	-	-	-	-	-
9	Replace (1) Residential Yard Waste CNG Truck Budget Year / Unit / Age / Miles / Hours 2018-19 / 253579 / 11 / 58,609 / 6,381	Jim Ross	VH0035		--	N/A	464,300	-	-	-	-	464,300

Solid Waste - 441(4410)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budg Imp	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Replacement of Vehicles in the Current Fleet:												
10	Replace (1) Residential Yard Waste CNG Truck Budget Year / Unit / Age 2018-19 / 253580 / 10	Jim Ross	VH0036		--	N/A	421,700	-	-	-	-	-
11	Replace (1) Commercial Rolloff CNG Truck Budget Year / Unit / Age 2018-19 / 254513 / 11	Jim Ross	VH0041		--	N/A	355,300	-	-	-	-	-
12	Replace Residential Split CNG Trucks with Single Body CNG: Budget Year / Unit# / Age 2019-20 / 253583 / 10 2019-20 / 253584 / 10 2019-20 / 253585 / 10 2019-20 / 253586 / 10	Jim Ross	VH0023		--	N/A	-	1,850,800	-	-	-	-
13	Replace (2) Residential Yard Waste CNG Truck Budget Year / Unit / Age 2019-20 / 253581 / 10 2019-20 / 253582 / 10	Jim Ross	VH0037		--	N/A	-	972,300	-	-	-	-
14	Replace (2) Commercial Front Loader CNG Trucks Budget Year / Unit / Age 2019-20 / 255515 / 10 2019-20 / 255516 / 10	Jim Ross	VH0031		--	N/A	-	863,300	-	-	-	-
15	Replace (1) Commercial Rolloff CNG Truck Budget Year / Unit / Age 2019-20 / 254514 / 12	Jim Ross	VH0042		--	N/A	-	371,700	-	-	-	-
16	Replace (1) Heavy Duty pickup with forks with Ford F-550 pickup with forks for bin deliveries. Budget Year / Unit / Age / Miles 2020-21 / 255906 / 15 / 80000	Jim Ross	NEW		*	N/A	-	-	-	-	80,000	-

Solid Waste - 441(4410)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budg Imp	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Growth Vehicles - Additions to the Fleet:												
17	Solid Waste Residential Single Body Truck for growth. Residential new growth needs are based upon 1,800 additional accounts per route. Residential new starts are projected to reach that point in 2020-21. Purchases of Residential Trucks beyond FY19/20 will be single body only, due to the 3 can conversion. Amounts for FY20/21 and FY23/24 will be for 2 trucks each.	Jim Ross	VH0048		**	N/A	-	-	1,060,000	-	-	1,150,000
18	Solid Waste Commercial Front Load Truck for growth. Front Load new growth needs are based upon 120 additional accounts per route. Due to the increase in recycle bin new starts, Commercial new starts are projected to reach that point in 2020-21.	Jim Ross	VH0044		**	N/A	-	-	453,400	-	-	500,000
19	Golf Cart - Purchase (2) basic, electric golf cart with windshield, rear bed and overhead top. Golf carts are used to move staff around the Corporation Yard - saving gasoline and wear and tear on full size vehicles.	Jim Ross	New		**	B2	15,300	-	-	-	-	-
							2,484,600	5,468,100	2,698,400	1,267,000	1,385,000	3,424,300

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

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

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

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

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

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

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

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

Cash Balance Summary									
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
Beginning Cash Available for Capital Projects	5,077,000	4,492,000	5,950,100	6,650,900	6,241,900	5,583,200			
Transit Operation Revenue	12,154,400	14,250,700	13,805,200	13,013,500	13,088,200	12,231,200			
(LTF) Local Transportation Funds (one-quarter percent state sales tax)	3,322,700	1,486,500	680,635	1,019,500	140,000	1,073,000			
Grant Funding for Capital Projects:									
FTA - Federal Transit Administration Grant (5339)	480,500	1,763,800	460,000	3,884,800		4,121,400			
FTA - Rural Transit and Intercity Bus (5311(f))	976,000			400,000					
SB1 (Road Repair and Accountability Act)									
National Park Service Contract Funding	707,700	20,000	297,500	20,000	1,135,800	450,000			
Depreciation Set Aside for Capital	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000			
Operating Expenditures (staff costs, allocations, etc.)	(15,539,400)	(15,592,600)	(15,904,452)	(16,222,541)	(16,546,992)	(16,877,932)			
Capital Improvements	(5,486,900)	(3,270,300)	(1,438,100)	(5,424,300)	(1,375,700)	(5,764,400)			
Total Resources Available for Future Projects	4,492,000	5,950,100	6,650,900	6,241,900	5,583,200	3,736,500			

Additional Information: Capital projects in this fund are paid for from a variety of grants, using Local Transportation Funds (LTF) as local match. LTF is apportioned from State sales taxes. The reserve balance is being set aside for future year bus purchases. If grant funding is not received as planned, the reserve balance will be used to move forward with the replacement of buses that have reached the end of their useful lives.

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Satellite Bus Transfer Facility - Construct satellite bus transfer facilities as recommended in the Short Range Transit Plan. Funding is for design, property acquisition and construction. This project must be ready to compete for any available grant funding, but will continue to move forward even without grant funding in place with Local Transportation Funds. This project will allow passengers to transfer to other routes to complete their trip without the need to travel out of their way through the Transit Center.	Mario Cifuentes	CP9572		***	TBD	1,500,000	-	-	-	-	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
2	<p>Replace Six (6) Sequoia Shuttle Buses (SEKI) - Replace six (6) medium duty transit buses used for the Sequoia Shuttle service. These buses will be gasoline due to the lack of available CNG fueling in Sequoia Park. The City will either purchase these through a state contract or obtain from a bus manufacturer with a National Park Service opportunity with a larger agency. Funding set aside from the annual contract with the National Park Service (NPS) will be used to fund the entire cost of this purchase and these vehicles will be dedicated to SEKI use for the length of the current NPS contract. These buses have a useful life of 6 years and will all be 12 years old at the time of replacement.</p> <p>Budget Year / Unit / Age / Miles 2018-19 / 107 / 12 / 147,900 2018-19 / 109 / 12 / 117,721 2018-19 / 110 / 12 / 163,662 2018-19 / 111 / 12 / 147,700 2018-19 / 112 / 12 / 151,778 2018-19 / 113 / 12 / 154,659</p>	Melody Murch	VH0133		--	N/A	687,700	-	-	-	-	-
3	<p>Replace Two (2) V-LINE Buses - Purchase (2) heavy duty V-LINE buses with Compressed Natural Gas (CNG) or battery electric depending on the requirements of grant funding acquired. Transit will pursue 5311 F funding for this purchase. Project funding reflects \$1,011M of 5311 F and a 20% match for \$253k LTF. This purchase will not move forward unless grant funding is received.</p> <p>Budget Year / Unit / Age / Miles 2018-19 / 6290 / 13 / 372,476 2018-19 / 6291 / 13 / 435,629</p>	Melody Murch	VHNew6		--	N/A	1,220,000	-	-	-	-	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Replace Medium Duty Dial-A-Ride (DAR) buses which have reached the end of their useful life. Prior year FTA funding of \$260k will be combined with additional 5339 funding of \$351k in 18/19 to purchase four (4) CNG medium duty transit buses for the Dial-A-Ride service. The City will purchase these through a state contract or using a piggyback opportunity with a larger agency. The project will begin the fleet replacement timeline developed in the Short Range Transit Plan (SRTP). This project will be 100% funded with FTA 5539 funds (Bus and Bus Facilities). Budget Year / Unit / Age / Miles 2018-19 / 6277 / 11 / 166,454 2018-19 / 6278 / 11 / 149,793 2018-19 / 6279 / 11 / 171,178 2018-19 / 6280 / 11 / 192,218	Melody Murch	VH0069		--	N/A	480,500	-	-	-	-	-
5	Paving Maintenance at Operations Facility - Slurry Seal entire back parking lot (188,000 sq. ft.) with additional repair and possible dig outs for the area a the center of the yard with water damage due to improper drainage and small areas with excessive wear and raveling due to the weight of the buses.	Mario Cifuentes	CPNew5		--	B2	578,000	-	-	-	-	-
6	Bus Wash Replacement - Purchase and install new bus wash in the existing bus wash bay. Current bus wash does not properly accommodate larger CNG buses which have additional height due to CNG components on the roof of the bus. Buses are washed daily.	Mario Cifuentes	CPNew3		--	B2	350,000	-	-	-	-	-
7	Purchase and install GFI Fareboxes in DAR - Purchase new and used fareboxes from Genfare and KCAPTA for installation in Dial-A-Ride (DAR) buses to improve the accuracy of fare collection process and program DAR tickets for GFI. This project will include the programming of new GFI passes for the DAR service which currently uses a pass with no electronic verification or tracking. The lack of GFI fareboxes on the DAR increases the incidence of fare evasion and conversion to GFI is expected to increase accountability for both the fares collected and the ridership data collected.	Mario Cifuentes	CPNew2		--	N/A	200,000	-	-	-	-	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
8	Purchase & install new bus shelters with solar lighting annually. Funding will provide for the addition of 8-12 new solar lit shelters annually to increase safety and security. Requests for additional bus shelters are received regularly and some older bus shelters require replacement. Project is 100% funded with LTF.	Melody Murch	CP9640		--	Various	100,000	100,000	100,000	100,000	100,000	100,000
9	Replace Video Surveillance System - Replace all 57 facility cameras and the network recording server and hard drive for the Transit Center and Transit Operations Facility. The current hardware has reached its useful life and needs to be changed out to maintain functionality and technical improvements.	Melody Murch	EQNew2		--	B3	69,100					
10	Paint Transit Center Exterior - Pressure wash and paint exterior of Transit Center building including commercial grade epoxy and "pee proof" coating for the first floor exterior to withstand additional wear and tear. The first floor exterior was painted several years ago, but receives regular washing due to heavy area traffic. The 2nd and 3rd floor exteriors have not been fully repainted since the Transit Center was built.	Mario Cifuentes	CPNew4		--	B3	60,000					
11	Replace Transit Center 1st Floor Exterior Doors - Replace a total of twelve (12) wooden doors with commercial grade steel doors due to excessive wear from daily high volume use. Project will include replacement of door jambs and the installation of two (2) ADA complaint door opening devices on the North and South main doors. Doors are difficult to lock, have rotting wood and are requiring frequent replacement of parts.	Mario Cifuentes	CPNew10		--	B3	50,000					
12	Repair Transit Ctr and Ops Facility Concrete - repair Transit Center concrete joints and cracking to restore proper drainage, prevent further damage and eliminate a tripping hazard. Repair Ops facility concrete curbing around the fuel island which is cracking due to settling of pavement sections installed during various upgrades.	Mario Cifuentes	CPNew7		--	B2 & B3	45,000					

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
13	Bus Stop & Shelter Improvements: Installation and repair of bus stops and bus stop equipment, including but not limited to concrete pads, signs, information panels, and shelter refurbishing. To maintain Transit bus stops and assets in good condition. 100% funded with LTF.	Mario Cifuentez	CP9635		--	Various	40,000	40,000	40,000	40,000	40,000	40,000
14	Resecure Steam Rack Footings - Remove and repour concrete footings for parallelogram lift on bus steam wash to prevent entire structure from "walking" when buses are driven onto the frame which has come loose and is causing excessive wear and damage to the surrounding concrete.	Mario Cifuentez	CPNew6		--	B2	30,000	-	-	-	-	-
15	Transit Center Tree Well Expansion - Increase the size of existing tree wells which were constructed too small to accommodate the current growth of the existing palm trees. If not done, trees will cause damage to surrounding concrete and brickwork creating a trip hazard. Project will include removal of pavers, excavation of additional tree well area around trees, rebuilding of existing irrigation and replacement of pavers and iron grating. There is a total of 29 palm trees; 10 of which have existing iron grates and adequate wells.	Mario Cifuentez	CPNew8		--	B3	25,000	-	-	-	-	-
16	Replace 2 Trailers annually for Sequoia Shuttle - Purchase 2 travel trailers each year to be used to house the shuttle contract employees during the Sequoia Shuttle season. The trailers are necessary due to the insufficient housing in the Sequoia National Park and it is too far to travel on a daily basis. The majority of the existing trailers are 12+ years old and are becoming labor intensive to maintain and repair. Budget Year / Unit / Age 2018-19 / 32' Forest River / 12 2018-19 / 32' Forest River / 12	Melody Murch	VHNew8		--	N/A	20,000	20,000	20,000	20,000	20,000	20,000

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
17	Replace Tire Changer - Replace tire changer provided by City for Operations Facility Shop area. Current Coast HIT 6000 Truck Tire Changer is 15 years old and has reached the end of its useful life. The typical useful life for this type of tire changer is ten (10) years.	Melody Murch	EQNew1		--	B2	19,600	-	-	-	-	-
18	Refurbish Transit Center 2nd Floor HVAC Unit - 2nd floor HVAC units at the Transit Center has significant leakage which has caused damage to drainage and system components. Repair of damage is necessary to prevent further damage to the Transit Center building.	Mario Cifuentes	CPNew9		--	B3	12,000	-	-	-	-	-
19	Purchase Seven (7) Fixed Route Battery Electric Buses - For fixed route service to replace older heavy duty buses that have reached the end of their 12 year useful lives. These buses will be battery electric to maximize the CMAQ grant contribution and will be purchased using a State contract or using a piggyback opportunity with a larger agency. This project follow the timeline for the fleet plan developed in the Short Range Transit Plan (S RTP). CMAQ funding is expected to be allocated in 2018-19 in the amount of \$2.25M. The remainder of the \$5.6M purchase will be funded with \$1.5M of 5339 funding, \$618k prior year LTF and \$1.2M LTF (or other grant opportunities) in 19/20. Budget Year / Unit / Age / Miles 2019-20 / 6262 / 14 / 520,213 2019-20 / 6266 / 14 / 505,154 2019-20 / 6268 / 14 / 558,211 2019-20 / 6270 / 14 / 543,328 2019-20 / 6272 / 14 / 510,160 2019-20 / 6274 / 14 / 480,782 2019-20 / 6275 / 14 / 503,953	Melody Murch	VH0135		--	N/A	-	2,336,600	-	-	-	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
20	Purchase and Install Bus Chargers - Project will include any necessary site design, installation of additional transformer(s) as needed to meet demand. Transit will purchase and install 60KW bus chargers along the south side of the Transit Operations and Maintenance Facility to meet charging station needs as new electric buses are purchased. Transit will pursue grant funding for this purchase, but will use a combination of SB1 and LTF funding if not grant is received.	Mario Cifuentes	CPNew1		-	B2	-	450,000	-	400,000	-	450,000
21	Replace Medium Duty Dial-A-Ride (DAR) buses which have reached the end of their useful life. Transit will pursue grant funding for the purchase two (2) CNG medium duty transit buses for the Dial-A-Ride service. The City will purchase these through a state contract or using a piggyback opportunity with a larger agency. The project will continue the fleet replacement timeline developed in the Short Range Transit Plan (S RTP). This project will be funded with \$264k in FTA 5539 Bus and Bus Facilities funding and \$59k local LTF for the total project cost of \$324k. Budget Year / Unit / Age / Miles 2019-20 / 6281 / 12 / 122,834 2019-20 / 6282 / 12 / 182,363	Melody Murch	VHNew1		-	N/A	-	323,700	-	-	-	-
22	Replace Medium Duty Dial-A-Ride (DAR) buses which have reached the end of their useful life. Transit will pursue grant funding for the purchase six (6) CNG medium duty transit buses for the Dial-A-Ride service. The City will purchase these through a state contract or using a piggyback opportunity with a larger agency. The project will continue the fleet replacement timeline developed in the Short Range Transit Plan (S RTP). This project will be funded with \$460k in FTA 5539 Bus and Bus Facilities funding and \$540k local LTF for the total project cost of \$1M. Budget Year / Unit / Age / Miles 2020-21 / 1101 / 10 / 138,986 2020-21 / 1102 / 10 / 149,515 2020-21 / 1103 / 10 / 115,342 2020-21 / 1104 / 10 / 132,883 2020-21 / 1105 / 10 / 132,133 2020-21 / 1106 / 10 / 152,802	Melody Murch	VHNew2		-	N/A	-	-	1,000,600	-	-	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
23	<p>Replace Two (2) Sequoia Shuttle Buses (SEKI) - Replace medium duty transit buses used for the Sequoia Shuttle service. These buses will be gasoline due to the lack of available CNG fueling in Sequoia Park. The City will either purchase these through a state contract or obtain from a bus manufacturer with a National Park Service opportunity with a larger agency. Funding set aside from the annual contract with the National Park Service (NPS) will be used to fund the entire cost of this purchase and these vehicles will be dedicated to SEKI use for the length of the current NPS contract. These buses have a useful life of 6 years and will all be 14 years old at the time of replacement.</p> <p>Budget Year / Unit / Age / Miles 2020-21 / 106 / 13 / 149,301 2020-21 / 108 / 13 / 140,928</p>	Melody Murch	VHNew3a		--	N/A	-	-	277,500	-	-	-
24	<p>Purchase Five (5) Fixed Route Battery Electric Buses - Purchase fixed route service to replace older heavy duty buses that have reached the end of their 12 year useful lives. These buses will be purchased using a state contract or using a piggyback opportunity with a larger agency. This project follow the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). Transit will pursue grant funding for this purchase but will use a combination of 5339 Bus and Bus Facilities and LTF funding if no grant is received.</p> <p>Budget Year / Unit / Age / Miles To Be Determined at Time of Purchase</p>	Melody Murch	VHNew4		--	N/A	-	-	-	4,764,300	-	-
25	<p>Planning Studies: Annual on-going planning studies. The City receives funds annually from TCAG specifically for planning purposes. Eligible expenses include the implementation of Short Range Transit Plans, Long Range Transit Plans, Bus Rapid Transit Plans, development of facilities and equipment, and vehicle purchases.</p>	Melody Murch	CP9259		--	N/A	-	-	-	-	100,000	100,000

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
26	SEKI Bus Purchase - Purchase (1) 30 foot low floor Hybrid Diesel bus replacement for the Sequoia Shuttle service. This bus will be gasoline due to the lack of available CNG fueling in Sequoia Park. The City will either purchase this through a State contract or obtain from a bus manufacturer using a piggyback opportunity with a larger agency. Funding set aside from the annual contract with the National Park Service (NPS) will be used to fund the entire cost of this purchase and this vehicle will be dedicated to SEKI use for the length of the NPS contract. Budget Year / Unit / Age / Miles 2022-23 / 6259 / 18 / 411,793	Melody Murch	VHNew7		--	N/A	-	-	-	-	821,200	-
27	Replace Two (2) Sequoia Shuttle Buses (SEKI) - Replace medium duty transit buses used for the Sequoia Shuttle service. These buses will be gasoline due to the lack of available CNG fueling in Sequoia Park. The City will either purchase these through a state contract or obtain from a bus manufacturer with a National Park Service opportunity with a larger agency. Funding set aside from the annual contract with the National Park Service (NPS) will be used to fund the entire cost of this purchase and these vehicles will be dedicated to SEKI use for the length of the current NPS contract. These buses have a useful life of 6 years and will all be 16 years old at the time of replacement. Budget Year / Unit / Age / Miles 2022-23 / 121 / 14 / 198,896 2022-23 / 122 / 14 / 208,708	Melody Murch	VHNew3b		--	N/A	-	-	-	-	294,500	-

Transit Capital - 452 (4520)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
28	Purchase Five (5) Fixed Route Battery Electric Buses - Purchase fixed route service to replace older heavy duty buses that have reached the end of their 12 year useful lives. These buses will be purchased using a state contract or using a piggyback opportunity with a larger agency. This project follow the timeline for the fleet plan developed in the Short Range Transit Plan (SRTP). Transit will pursue grant funding for this purchase but will use a combination of 5339 Bus and Bus Facilities and LTF funding if no grant is received. Budget Year / Unit / Age / Miles To Be Determined at Time of Purchase	Melody Murch	VHNew5		--	N/A	5,486,900	3,270,300	1,438,100	5,424,300	1,375,700	5,054,400
							5,486,900	3,270,300	1,438,100	5,424,300	1,375,700	5,764,400

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

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

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

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

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

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

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

Storm Sewer Maintenance - 481 (4880)
2018/19 - 2023/24 Capital Improvement Program

This fund includes monies generated from storm sewer user fees. The fees for this fund are collected with the monthly utility bill and each parcel is charged \$.24 per 1,000 sq. ft. Funds are to be used only for operation, maintenance, and improvements, including equipment and vehicle acquisitions related to collection and disposal of storm runoff.

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	770,100	485,100	137,000	121,100	190,300	426,100
Storm Sewer User Fees	1,285,200	1,310,904	1,337,122	1,363,865	1,391,142	1,418,965
Kaweah Lake Enlargement and Local Storm Water Maintenance Fee	300,000	300,000	300,000	300,000	300,000	300,000
Operating set aside for Capital (Depreciation)	632,600	638,900	645,300	651,800	658,300	664,900
Operating Expenditures (staff costs, allocations, etc.)	(1,651,700)	(1,671,800)	(1,688,500)	(1,705,400)	(1,722,500)	(1,739,700)
Capital Improvements	(851,100)	(926,100)	(609,800)	(541,100)	(391,100)	(517,100)
Total Resources Available for Future Projects	485,100	137,000	121,100	190,300	426,100	553,200

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

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Rehabilitate Storm Lift Stations - Rehabilitate storm lift stations that are in need with pumps and rails. Replace all pumps with interchangeable parts for the Sanitary Lift stations and there will always be a supply of pumps on hand.	Jim Ross	New		*	Various	150,000	150,000	150,000	150,000		
2	Purchase Excavator and Trailer - To remove sand build up in ditches and trees and debris in ponding basins throughout the City. This will allow for us to own the equipment and not be dependant on rentals. Multi funded for \$197k with \$148k from Storm Sewer Mtrc and \$49k from Wastewater Treatment Plant.	Jim Ross	New		*	N/A	148,000					
3	Replace JD 310SG - Purchase new, up-to-date backhoe with a thumb to remove debris from ditch grates and ponds more efficiently. Multi funded for \$167k with \$125k from Storm Sewer Mtrc and \$42k from Wastewater Treatment Plant.											
	Budget Year / Unit / Age / Hours	Jim Ross	VH0057		--	N/A	125,000					
	2018-19 / 238914 / 15 / 1705											

Storm Sewer Maintenance - 481 (4880)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Citywide Stormwater Compliance - The City has recently updated its Stormwater Maintenance plan to comply with State regulations. This project will enact various measures for compliance.	Jim Ross	New		**		100,000	100,000	100,000	100,000	100,000	100,000
5	Ponding Basin Rehab: Remove weeds, trees and debris from ponding basins throughout the city.	Rick Paredez	CP0190	Mtnc	--	Various	100,000	100,000	100,000	100,000	100,000	100,000
6	Storm Pump Replacement - Provide replacement of storm lift station pumps to replace older pumps that have exceeded their life expectancy with more efficient units.	Jim Ross	New	Mtnc	--	Various	52,500	52,500	52,500	52,500	52,500	52,500
7	Storm Catch Basin Repairs: Repair catch basins that are found to be deficient throughout the cities storm system up to current City standards. Repair or upgrades can help alleviate flooding in deficient areas of the storm sewer system.	Jim Ross	CP8245	Mtnc	--	Various	40,000	40,000	40,000	40,000	40,000	40,000
8	Culvert Grates - Purchase grates to keep culverts free of debris and vagrant that can cause flooding during major storms or flood releases.	Jim Ross	New	Mtnc	*	Various	33,600	33,600	33,600	33,600	33,600	33,600
9	Culvert Trash Racks: Racks made to keep trash and vagrants out from under the ditch culverts.	Rick Paredez	CP0191	Mtnc	--	Various	30,000	30,000	30,000	30,000	30,000	30,000
10	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded annually for \$75 with \$25k Storm Sewer Maintenance and \$50k Storm Water Deficiency.	Jim Ross	CP8232	Mtnc	--	Various	25,000	25,000	25,000	25,000	25,000	25,000

Storm Sewer Maintenance - 481 (4880)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
11	Replace Submersible Well Pumps for Various Parks: Replace old submersible well pumps at various parks, as needed. Parks that are storm pond parks where two-thirds of the maintenance is paid for by enterprise funding. The pumps are over ten years old and no longer economically efficient. The typical life span for this type of pump is 10 years. Due to the hot dry summers we've experienced over the lifetime of these pumps, they may quit working at any time. A similar pump at Ruiz Park has already failed and been replaced. Pre-emptive replacement will prevent possible damage to landscaping. Multi Funded: Project total of \$30k funded from \$20k Storm Sewer Maintenance and \$10k General Fund.	Tim Skobel	CP0054		--	B4	20,000	20,000	-	-	-	-
12	Baseline Controller Gateways - Ponding Basins: Install Baseline Gateway irrigation controllers for better connectivity. To communicate more effectively with the Baseline controllers in other areas using the Gateway. This would eliminate the need for cellular service to each controller by just using it for the Gateway; controllers communicate with the Gateway via radio frequency.	Joel Hooyer	New		*	Various	15,000					
13	Storm Sewer Manhole Repairs: Repair and raise manholes throughout the City's storm system.	Jim Ross	CP8238	Minc	--	Various	10,000	10,000	10,000	10,000	10,000	10,000
14	Corporation Yard Paving: Rehabilitate the unsafe and worn asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. Multi Funded project total of \$400k with \$85k from General Fund prior years, \$285k from	Norm Goldstrom	CP8340		--	B2	2,000					

Storm Sewer Maintenance - 481 (4880)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
15	Replace Tier 3 Trash Pumps - Replace the current five (5) Tier 3 trash pumps with five (5) Tier 4 trash pumps to become compliant with the CARB requirements.	Jim Ross	New		--	Various	-	217,000	-	-	-	-
	Replace JD 410J Dozer - Purchase new, up-to-date crawler with dual slope arm to clean up ditches and ponding basins more efficiently. Multi funded for \$198k with \$148k from Storm Sewer Minc and \$50k from Wastewater Treatment Plant.											
16	Budget Year / Unit / Age / Hours 2019-20 / 318708 / 13 / 1207	Jim Ross	VH0058		--	N/A	-	148,000	-	-	-	-
	Replace Ford F-250 Spray Rig - Purchase new, spray rig mounted on full size pick-up truck											
17	Budget Year / Unit / Age / Miles 2020-21 / 318213 / 11 / 30,336	Jim Ross	New		--	N/A	-	-	68,700	-	-	-
	Replace Vac-Con Combination Vacuum and Sewer Jetter. Multi funded for \$505k with \$379k from Sanitary Sewer and \$126k from Storm Sewer Minc.											
18	Budget Year / Unit / Age / Hours 2023-24 / 318921 / 11 / NA	Jim Ross	New		--	N/A	-	-	-	-	-	126,000
							851,100	926,100	609,800	541,100	391,100	517,100

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

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

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

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

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

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

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

Fleet Maintenance - 501 (5010)
2018/19 - 2023/24 Capital Improvement Program

This fund is made available from City Departments, on a cost reimbursement basis, for internal services provided for the operation and maintenance of City owned vehicles.												
Executive Summary												
		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24					
Beginning Cash Balance		519,000	248,900	167,200	178,700	190,400	202,300					
Operating Revenue		5,018,400	5,059,400	5,150,500	5,227,800	5,306,200	5,385,800					
Operating Expenses		(4,996,400)	(5,063,100)	(5,139,000)	(5,216,100)	(5,294,300)	(5,373,700)					
Capital Improvements		(292,100)	(78,000)	-	-	-	-					
Total Resources Available for Future Projects		248,900	167,200	178,700	190,400	202,300	214,400					

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Fleet Shop Improvements: Improve existing building at 432 N Ben Maddox to house the Tire Shop and Welding Shop. Upgrade building electrical, add a roll up door and create a 'clean' area for computer system. To utilize existing building on newly purchased property. This will allow for expansion of the Tire and Welding shops.	Norm Goldstrom	CP0048				110,000					
2	Replace (3) Underground and (1) Aboveground Vehicle Hoists- Current hoists are over 25 years old, obsolete and undersized for newer heavier equipment. Parts are no longer available and must be manufactured.	Mike Morgantini	CP8377				55,000					
3	Fall protection/fall arrest system - Purchase portable fall protection system for the Fleet shop. The system will be used for working on our fleet of heavy trucks and will include a portable structure, harnesses, lanyards and training for staff.	Mike Morgantini	New		*		50,000					

Fleet Maintenance - 501 (5010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Purchase Sea Train Storage Units - Purchase two (2) sea trains with roll up doors for tire storage. The tire shop was relocated and the new building does not have storage for stock tires.	Mike Morgantini	New				36,000					
5	Off Road Tire Changer: Currently have to outsource this service. Will reduce cost and downtime.	Norm Goldstrom	EQ0031				21,100					
6	Bar Code Readers - Purchase bar code readers for the Parts Division. To improve inventory control, eliminate manual data entry for receiving and charging. To reduce service and repair time for shop mechanics	Mike Morgantini	New				20,000					
7	Bulk Oil Storage Area - Upgrade the bulk oil storage area. Add two (2) additional 500 gallon storage tanks, canopy to cover the area, and drum hoist to move drums in and out of storage area.	Mike Morgantini	New					50,000				
8	Fuel Island Software - Upgrade fuel island software and key reader for both the Corporation Yard and Police/Fire. The software and key reader is obsolete.	Mike Morgantini	New					28,000				
							292,100	78,000	-	-	-	-

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

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

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

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

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

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

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

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

The vehicle Replacement Fund is an internal Service Fund used to set aside depreciation to fund the replacement of vehicles and equipment at the end of the useful life.										
Cash Balance Summary										
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24				
Beginning Cash Balance	3,038,400	2,130,800	2,208,900	1,660,500	1,195,700	1,329,100				
Reimbursements for Vehicle Replacements	1,003,400	1,013,400	1,003,400	1,013,400	1,023,500	1,033,700				
Interest Earnings	10,000	10,000	10,000	10,000	10,000	10,000				
Services Provided	(41,677)	(42,511)	(43,361)	(44,228)	(45,113)	(46,015)				
Capital Improvements	(1,879,300)	(902,800)	(1,518,400)	(1,444,000)	(855,000)	(1,369,600)				
Total Resources Available for Future Projects	2,130,800	2,208,900	1,660,500	1,195,700	1,329,100	957,200				
Additional Information: This fund does not receive amounts adjusted for increased replacement costs of vehicles and equipment. As a result, it requires cash infusions from time to time to accommodate the difference between the depreciated value of the vehicles and the higher replacement cost. All vehicles budgeted for replacement will receive an evaluation, consistent with the City of Visalia Vehicle Replacement Policy, to determine whether or not they have reached the end of their useful life. Some vehicles in heavy duty assignments may be replaced and reassigned to lighter duty to extend their useful life. The use of alternative fuel vehicles for any replacement is also evaluated prior to purchases.										
Age and Miles listed are current as of the most recent meter reading available. Those not meeting replacement qualifications at the time requested will be postponed per the City of Visalia Vehicle Replacement Policy.										
#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Parks and Buildings Vehicle/Equipment Replacements:										
1	Replace one (1) current Ford Ranger 4 X 4 Spray Truck with flat bed and spray equipment with new F-150 1/2 ton 4 X 4 truck with flat bed and spray equipment for weed abatement in parks operation. Budget Year / Unit / Year / Age / Miles <input type="checkbox"/> 2018-19 / 312944 / 2001 / 18 / 112,493	Tim Skobel	VH0086	67,100						
2	Replace one (1) current Ford 1-ton 4 X 4 Spray Truck with flat bed and spray equipment with new 1-ton diesel 4 X 4 truck with flat bed and spray equipment for weed abatement in parks operation. Project is being evaluated for possible reduction to one vehicle; if need is not justified, purchase will be eliminated <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles <input type="checkbox"/> 2019-20 / 312239 / 1999 / 20 / 116,100	Tim Skobel	VH0086		102,500					
3	Replace 1/2 ton Pick-up Truck with new 1/2 ton pick-up truck and utility bed. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles <input type="checkbox"/> 2018-19 / 312202 / 1992 / 27 / 136,698	Joel Hooyer	New	36,900						

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Parks and Buildings Vehicle/Equipment Replacements:									
	Replace one (1) Chevy S-10 1/2 ton pick-up truck with utility bed with new 1/2 ton pick-up truck with utility bed. <input type="checkbox"/>								
	Budget Year / Unit / Year / Age / Miles <input type="checkbox"/>								
4	2018-19 / 312258 / 1999 / 20 / 120,102	Tim Skobel	VH0085	36,500					
	Replace one (1) Ford Ranger pick-up truck with utility bed with new truck of similar size and type with utility bed. <input type="checkbox"/>								
	Budget Year / Unit / Year / Age / Miles <input type="checkbox"/>								
5	2021-22 / 312254 / 2007 / 12 / 93,126						51,400		
	Replace one (1) Chevy 3/4 ton pick-up truck with utility bed with new 3/4 ton pick-up truck with utility bed. <input type="checkbox"/>								
	Budget Year / Unit / Year / Age / Miles <input type="checkbox"/>								
6	2021-22 / 312950 / 2004 / 15 / 95,893						51,500		
	Replace (2) 3/4 ton truck with utility bed with new 3/4 ton heavy duty truck and utility bed <input type="checkbox"/>								
	Budget Year / Unit / Year / Age / Miles <input type="checkbox"/>								
7	2020-21 / 312948 / 2002 / 17 / 111,372								
	2020-21 / 312942 / 1994 / 25 / 87,262	Tim Skobel	VH0087			98,000			
	Replace John Deere Gator at Riverway Sports Park: The current gator is over 10 years old and has high hours								
	Budget Year / Unit / Year / Age / Hours								
8	2020-21 / 312778 / 2004 / 15 / 803	Tim Skobel	VH0088			19,500			
	Replace (2) Chevy 3/4 Ton trucks with new 3/4 Ton Truck with Utility Bed and Racks for Buildings Operations growth-								
	Budget Year / Unit / Year / Age / Miles								
	2021-22 / 313260 / 2004 / 15 / 79,393								
	2021-22 / 313261 / 2004 / 15 / 85,701	Ray Palominio	New				109,800		
	Replace (1) Dodge Ram 3500 with Dump Bed with new diesel 1 Ton with Dump Bed								
	Budget Year / Unit / Year / Age / Miles								
10	2022-23 / 312945 / 2001 / 18 / 77,107	Tim Skobel	New					68,300	

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Parks and Buildings Vehicle/Equipment Replacements:									
	Parks Pull Behind Backhoe: Replace old pull behind badger back hoe. The current backhoe is over 15 years old and is costly to repair and breaks down often.								
11	Budget Year / Unit / Year / Age / Hours 2022-23 / 312748 / 2003 / 16 / no meter	Tim Skobel	EQ0042					21,700	
	Replace Bobcat Skid Steer Loader - Current unit is 14 years old and is costly to repair.								
12	Budget Year / Unit / Year / Age / Hours 2023-24 / 312772 / 2005 / 14 / 1345	Tim Skobel	New						32,600
Administration Vehicle Replacements:									
	Replace Animal Control Chevy Transport Cargo Van with comparable vehicle.								
13	Budget Year / Unit / Year / Age / Miles 2018-19 / 212202 / 1999 / 20 / 129,237	Mario Cifuentez	NEW	32,700					
	Replace Animal Control Full Size Pickup with cages with comparable vehicle.								
14	Budget Year / Unit / Year / Age / Miles 2020-21 / 451004 / 2011 / 8 / 107,547	Mario Cifuentez	VH0145			65,000			
Fire Vehicle Replacements:									
	Pierce Arrow XT Fire Engine - Replace Engine 222432. This unit is scheduled for replacement in the 18/19 FY based on the 17 year replacement cycle for fire apparatus. This unit has met its expected life of 17 years. The current engine will be retained as a backup engine for a minimum of 3 years; extending the life to 20+ years. <input type="checkbox"/>								
15	Budget Year / Unit# / Year / Age / Miles 2018-19 / 222432 / 2000 / 19 / 209,769	Danny Wristen	VH0009	758,000					
	Pierce Arrow XT Fire Engine - Replace Engine 222429. This unit has met its expected life of 17 years. The current engine will be retained as a backup engine for a minimum of 3 years; extending the life to 20+ years. <input type="checkbox"/>								
16	Budget Year / Unit# / Year / Age / Miles 2020-21 / 222429 / 1995 / 24 / 246,601	Danny Wristen	VH0009			775,000			

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Fire Vehicle Replacements:									
	Replace Fire Command Vehicle - Replace current Chevy Tahoe with comparable vehicle including command center communications package and emergency lighting.								
17	Budget Year / Unit / Year / Age / Miles 2020-21 / 222125 / 2009 / 10 / 86,167	Danny Wristen	New			75,600			
	Replace hazardous materials tractor and trailer. The proposed new vehicle would be a single unit with a walk-through area to store large hazardous material equipment that would be required on a large scale incident.								
18	Budget Year / Unit / Year / Age / Miles 2023-24 / 222700 / 1995 / 24 / n/a								
18	2023-24 / 222902 / 1997 / 22 / 12,460	Darrin Hughes	New						872,000
Police Vehicle Replacements:									
	Replace (4) Fully equipped Crown Victoria Marked Patrol units with comparable vehicles.								
19	Budget Year / Unit / Year / Age / Miles 2018-19 / 212483 / 2007 / 12 / 105,238 2018-19 / 212505 / 2008 / 11 / 110,041 2018-19 / 212511 / 2009 / 10 / 114,015 2018-19 / 212512 / 2009 / 10 / 111,405	Dexter Valencia	VH0149	205,000					
	Replace (4) Fully equipped Crown Victoria Marked Patrol units								
20	Budget Year / Unit / Year / Age / Miles 2018-19 / 212481 / 2007 / 12 / 98,350 2018-19 / 212484 / 2007 / 12 / 99,094 2018-19 / 212485 / 2007 / 12 / 100,686 2018-19 / 212504 / 2008 / 11 / 110,003	Dexter Valencia	VH0150	205,000					
	Replace (3) Unmarked Police Investigations vehicles with comparable vehicles.								
21	Budget Year / Unit / Year / Age / Miles 2018-19 / 215923 / 2008 / 11 / 104,687 - Chevy Impala 2018-19 / 222124 / 2007 / 12 / 108,411 - Toyota Camry Hybrid 2018-19 / 215227 / 2009 / 10 / 125,898 - Ford F-150	Dexter Valencia	New	132,500					

Vehicle Replacement - 502 (5020) 2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Police Vehicle Replacements:									
22	Replace (3) Fully equipped Unmarked Police Admin vehicles with comparable vehicles. Budget Year / Unit / Year / Age / Miles 2018-19 / 211114 / 2007 / 12 / 98,534 - Nissan Altima 2018-19 / 211115 / 2007 / 12 / 105,986 - Nissan Altima 2018-19 / 211904 / 2008 / 11 / 103,262 - Ford Escape	Dexter Valencia	VH0154	132,400					
23	Replace (2) Crown Victoria Marked Patrol units with fully equipped marked police units. Budget Year / Unit / Year / Age / Miles 2018-19 / 212482 / 2007 / 12 / 110,898 2018-19 / 212508 / 2008 / 11 / 115,730	Dexter Valencia	New	129,000					
24	Replace (1) Fully Equipped Unmarked Investigations Unit and (1) Unmarked Patrol Unit with comparable vehicles. Budget Year / Unit / Year / Age / Miles 2018-19 / 212052 / 2009 / 10 / 89,600 - Dodge Charger 2018-19 / 215235 / 2010 / 9 / 108,345 - Van	Dexter Valencia	New	87,200					
25	Replace (1) fully equipped marked K-9 Patrol unit. K9 service is a heavy duty assignment which shortens the expected life of a police vehicle. Once replaced, these vehicles will be transferred to light duty assignments. Budget Year / Unit / Year / Age / Miles 2018-19 / 212547 / 2012 / 7 / 72,918	Dexter Valencia	New	57,000					
26	Replace (5) Fully equipped Crown Victoria Marked Patrol units with comparable vehicles. Budget Year / Unit / Year / Age / Miles 2019-20 / 212494 / 2008 / 11 / 77,418 2019-20 / 212495 / 2008 / 11 / 90,838 2019-20 / 212496 / 2008 / 11 / 70,282 2019-20 / 212497 / 2008 / 11 / 89,268 2019-20 / 212498 / 2008 / 11 / 82,768	Dexter Valencia			256,200				
27	Replace (3) Unmarked Detective Police Vehicles and (1) Unmarked Police Admin vehicle with comparable vehicles. Budget Year / Unit / Year / Age / Miles 2019-20 / 172228 / 2006 / 13 / 80,338 - Honda sedan 2019-20 / 211901 / 2008 / 11 / 68,439 - Chevy Passenger Van 2019-20 / 215924 / 2008 / 11 / 92,088 - Ford Escape 2019-20 / 215925 / 2008 / 11 / 89,830 - Ford Escape	Dexter Valencia	New		176,500				

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Police Vehicle Replacements:									
28	Replace (2) Fully Equipped Investigation Ford F-150 Pick Up Trucks with comparable vehicles. □ Budget Year / Unit / Year / Age / Miles 2019-20 / 215228 / 2009 / 10 / 91,722 2019-20 / 215234 / 2010 / 9 / 114,163	Dexter Valencia	New		87,200				
29	Replace Ford F350 Marked Traffic Truck with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles 2019-20 / 215913 / 2003 / 16 / 67,722	Dexter Valencia	VH0156		71,400				
30	Replace Ford F250 3/4 ton Pickup for Crime Scene with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles 2019-20 / 213203 / 2003 / 16 / 51,469	Dexter Valencia	VH0160		71,400				
31	Replace (1) Unmarked Investigations Unit with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles 2019-20 / 215922 / 2008 / 11 / 103,270	Dexter Valencia	VH0162		44,000				
32	Replace (1) Fully Equipped Unmarked Investigation Ford F-150 with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles 2019-20 / 215228 / 2009 / 10 / 91,722	Dexter Valencia	New		43,600				
33	Replace (3) Fully Equipped Unmarked Investigation Units with comparable vehicles. □ Budget Year / Unit / Year / Age / Miles 2020-21 / 215930 / 2009 / 10 / 59,026 - Cargo Van 2020-21 / 215926 / 2009 / 10 / 79,500 - Toyota Camy 2020-21 / 215927 / 2009 / 10 / 76,437 - Toyota Camy	Dexter Valencia	New			130,800			

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Police Vehicle Replacements:									
	Replace (2) Fully Equipped Patrol Units with comparable vehicles. □ Budget Year / Unit / Year / Age / Miles □ 2020-21 / 212513 / 2010 / 9 / 92,966					105,000			
34	2020-21 / 212517 / 2010 / 9 / 90,013								
	Replace PAL Yukon SUV with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles □ 2020-21 / 215222 / 2007 / 12 / 85,410	Dexter Valencia	VH0159			54,500			
35	2020-21 / 215222 / 2007 / 12 / 85,410								
	Replace (1) Fully Equipped Unmarked Detective Units with comparable vehicles. □ Budget Year / Unit / Year / Age / Miles □ 2020-21 / 215226 / 2010 / 9 / 92,127					45,000			
36	2020-21 / 215226 / 2010 / 9 / 92,127								
	Replace Tulare County Consolidated Bomb Squad Response Vehicle. Funded by General Fund, TCSO, and Grant funds. Budget Year / Unit / Year / Age / Miles 2021-22 / 215910 / 1993 / 26 / 90,374	Steven Phillips	New				250,000		
37	2021-22 / 215910 / 1993 / 26 / 90,374								
	Replace (1) Fully Equipped Patrol Units with comparable vehicle. □ Budget Year / Unit / Year / Age / Miles □ 2021-22 / 212535 / 2011 / 8 / 82,945						52,500		
38	2021-22 / 212535 / 2011 / 8 / 82,945								
	Replace (12) Fully Equipped Patrol Units with comparable vehicles. □ Budget Year / Unit / Year / Age / Miles □ 2022-23 / 212514 / 2010 / 9 / 101,621 2022-23 / 212515 / 2010 / 9 / 84,318 2022-23 / 212518 / 2010 / 9 / 107,375 2022-23 / 212519 / 2010 / 9 / 103,408 2022-23 / 212520 / 2010 / 9 / 109,474 2022-23 / 212521 / 2010 / 9 / 106,079 2022-23 / 212522 / 2010 / 9 / 107,107 2022-23 / 212523 / 2010 / 9 / 83,700 2022-23 / 212524 / 2010 / 9 / 103,848 2022-23 / 212529 / 2010 / 9 / 70,428 2022-23 / 212531 / 2010 / 9 / 74,508 2022-23 / 212533 / 2010 / 9 / 69,188							630,000	
39	2022-23 / 212533 / 2010 / 9 / 69,188								

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Police Vehicle Replacements:									
	Replace (3) Fully Equipped Unmarked Detective Units with comparable vehicles. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles 2022-23 / 215230 / 2010 / 9 / 102,798 2022-23 / 215233 / 2010 / 9 / 176,422 40 2022-23 / 215233 / 2010 / 9 / 73,215							135,000	
	Replace (8) Fully Equipped Patrol Units with comparable vehicles. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles 2023-24 / 212534 / 2011 / 8 / 64,845 2023-24 / 212536 / 2011 / 8 / 46,038 2023-24 / 212537 / 2011 / 8 / 48,803 2023-24 / 215238 / 2011 / 8 / 68,811 2023-24 / 212540 / 2012 / 7 / 62,895 2023-24 / 212543 / 2012 / 7 / 102,600 41 2023-24 / 212545 / 2012 / 7 / 78,128								340,000
	Replace (1) Fully Equipped Unmarked Detective Units with comparable vehicle. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles 2023-24 / 215236 / 2011 / 8 / 54,040 42								45,000
Streets Vehicle and Equipment Replacements:									
	Replace current 3/4 Ton Truck with new 3/4 Ton Truck with tool box. Budget Year / Unit / Year / Age / Miles 2019-20 / 314954 / 1997 / 22 / 94,050 43	Norm Goldstrom	New		50,000				

Vehicle Replacement - 502 (5020)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Streets Vehicle and Equipment Replacements:									
	Reconfigure existing CNG dump truck for use as a Hot Patch Truck. Tasks such as Pot Hole Patching, Thin Skin Patches and Hot Patching can be accomplished more efficiently.								
44	Budget Year / Unit / Year / Age / Miles 2020-21 / 314928 / 2004 / 15 / 21,959	Norm Goldstrom	New			150,000			
	Replace Transfer Dump Truck and Trailer set to comply with CARB regulations. <input type="checkbox"/>								
45	Budget Year / Unit / Year / Age / Mile 2021-22 / 314925 / 1994 / 25 / 98,468 2021-22 / 314961 / 1994 / 25 / NA	Norm Goldstrom	VH0075				408,800		
	Replace John Deere Grader "C" to comply with CARB regulations. <input type="checkbox"/>								
46	Budget Year / Unit / Year / Age / Hours <input type="checkbox"/> 2021-22 / 314809 / 1997 / 22 / 3,407	Norm Goldstrom	VH0070				285,600		
	Replace John Deere Loader to comply with CARB regulations.								
47	Budget Year / Unit / Year / Age / Hours <input type="checkbox"/> 2021-22 / 314847 / 2000 / 19 / 5,983	Norm Goldstrom	VH0072				234,400		
	Replace One Ton Dump Truck								
48	Budget Year / Unit / Year / Age / Miles 2023-24 / 314956 / 2004 / 15 / 62,583	Norm Goldstrom	New						80,000
				1,879,300	902,800	1,518,400	1,444,000	855,000	1,369,600

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

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

-- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description

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

Police Measure T Vehicle Replacement - 503 (5030)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	454,900	285,200	271,100	366,400	465,800	564,500
Funding Set Aside for Vehicle Replacements	86,700	88,434	90,203	92,007	93,847	95,724
Interest Earnings	5,400	5,400	7,100	9,500	7,100	9,500
Services Provided	(1,800)	(1,900)	(2,000)	(2,100)	(2,200)	(2,300)
Capital Improvements	(260,000)	(106,000)	-	-	-	(280,000)
Total Resources Available for Future Projects	285,200	271,100	366,400	465,800	564,500	387,400

Additional Information: All vehicles budgeted for replacement will receive an evaluation, consistent with the City of Visalia Vehicle Replacement Policy, to determine whether or not they have reached the end of their useful life. Some vehicles in heavy duty assignments may be replaced and reassigned to lighter duty to extend their useful life. The use of alternative fuel vehicles for any replacement is also evaluated prior to purchases.

Age and Miles listed are current as of the most recent meter reading available. Those not meeting replacement qualifications at the time requested will be postponed per the City of Visalia Vehicle Replacement Policy.

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Replace (5) Measure T Crown Victoria Marked Patrol vehicles with comparable vehicles. Budget Year / Unit / Age / Year 2018-19 / 212499 / 2008 / 11 / 100,595 2018-19 / 212500 / 2008 / 11 / 108,432 2018-19 / 212501 / 2008 / 11 / 110,118 2018-19 / 212502 / 2008 / 11 / 111,105 2018-19 / 212503 / 2008 / 11 / 110,280	Dexter Valencia	VH0163		--	N/A	260,000					
2	Replace (2) Fully Equipped Measure T Crown Victoria Marked Patrol vehicles with comparable vehicles. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles 2019-20 / 212509 / 2009 / 10 / 112,300 2019-20 / 212510 / 2009 / 10 / 105,000	Dexter Valencia	VH0164					106,000				

Police Measure T Vehicle Replacement - 503 (5030)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Constr	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Replace (5) Fully Equipped Measure T Dodge Charger Marked Patrol vehicles with comparable vehicles. <input type="checkbox"/> Budget Year / Unit / Year / Age / Miles <input type="checkbox"/> 2020-21 / 212559 / 2014 / 5 / 33,683 2020-21 / 212560 / 2014 / 5 / 29,524 2020-21 / 212561 / 2014 / 5 / 39,091 2020-21 / 212562 / 2014 / 5 / 51,494 2020-21 / 212564 / 2014 / 5 / 63,157	Dexter Valencia	VH0165				260,000	106,000	-	-	-	280,000
3							260,000	106,000	-	-	-	280,000

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

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

- No Annual Maintenance Costs (or no increase over existing cost) *** Annual Maintenance costs is over \$25,000. These projects will be explained in detail in the project description.

* Annual Maintenance cost is \$5,000 or less **** Project will result in savings as described in project description

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

Information Services - 511 (5110)
2018/19 - 2023/24 Capital Improvement Program

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

Cash Balance Summary										
Beginning Cash Balance										
Reimbursements from Departments										
Depreciation Set aside for Future Replacements										
Operating Expenses										
Capital Improvements										
Total Resources Available for Future Projects										
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24				
	(237,800)	281,800	751,300	487,400	(682,500)	(174,300)				
	2,871,700	2,871,700	2,914,776	2,958,497	3,002,875	3,047,918				
	580,900	580,900	586,709	592,576	598,502	604,487				
	(2,650,800)	(2,722,100)	(2,762,932)	(2,804,375)	(2,846,441)	(2,889,136)				
	(282,200)	(261,000)	(1,002,500)	(1,916,550)	(246,700)	(45,000)				
	281,800	751,300	487,400	(682,500)	(174,300)	544,000				
#	Project Description	Project Manager	Project #	Construction	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Intelligent Transportation System Conduit - Install an Intelligent Transportation System conduit in the County Center Street alignment from Caldwell Avenue at County Center to the Visalia Police Department District 2 located at the southeast corner of County Center and Cameron Avenue. The ITS conduit is to extend the traffic management network to serve future intersections that will be signalized. The VPD District 2 facility is a remote location that serves as the Data Recovery location for the City of Visalia Information System network. Project funding may be offset by CMAQ funding. Multi-funded project for \$210k with \$160k from IS and \$50k from Gas Tax.	Eric Bons	New	Y	160,000	-	-	-	-	-
2	IT Security Assessment - This project, along with the Masterplan, is an outside assessment of the City's technology vulnerabilities from both internal and external cyber threats. The project includes a comprehensive initial assessment and five year security plan development with recommendations and follow-up "health-check" testing and verification of vulnerability management. The City's infrastructure has seen multiple malicious attack attempts within the past three years. This project helps create a plan to best protect our technology infrastructure from cyber threats.	John Howinson	New		50,000	-	-	-	-	-
3	Computer/Peripheral Replacement: Routine replacement of various computer and communication systems; a PC, printer, switch, or other equipment. These are funded through already collected depreciation funds. (\$45,000 annually for 2019 through 2024). Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need.	John Howinson	CP9997		45,000	45,000	45,000	45,000	45,000	45,000

Information Services - 511 (5110)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Help Desk System Replacement - Centralized help desk ticket routing system for tracking requests for the IS Division and tailored to serve IT departments with advanced routing, workflow, and notification features. The current helpdesk system is aging and is in need of replacement. A new helpdesk system will enable better customer service metrics and tracking of active and stalled staff requests submitted to the IS Division. The new system will allow City staff to easily check the status of their help desk requests.	John Howinson	New		15,000					
5	Real Time Kinematic (RTK) Base Station, receiver and related equipment. This will improve the accuracy of GIS location collections to 'sub-inch' rather than 'feet'.	Brian Kootstra	NEW		12,200					
6	Public Safety Mobile Data Terminal (MDT) Replacement: Routine replacement of Public Safety MDTs (mobile computers). This replaces about 80 mobile computers utilized in vehicles for Police and Fire. Standard Mobile computers (MDTs) for Public Safety are replaced on a 3 year cycle and the Rugged Tablets will be replaced on a 5 year schedule.	John Howinson	CP8172		-	130,800	-	299,750	141,700	-
7	Replace Timeclocks in Various City Locations - Replace 14 employee timeclocks throughout the City. Ongoing maintenance of \$6,000 is included. Current timeclocks are 11 years old and require increased staff time to support and maintain the aging equipment. The age of these timeclocks also contribute to more frequent equipment failure that delay staff in clocking in or out. The new clocks will support both Stromberg and an upgrade to Kronos.	John Howinson	New		-	65,200	-	-	-	-
8	HP HD Pro 42" Scanner (Product coed G6H51B) to replace current scanner which is 11 years old.	Brian Kootstra	NEW			20,000		-	-	-

Information Services - 511 (5110)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9	Communications Network Replacement: Routine replacement of core communications network equipment. Core switch replacement. Funded through 511 replacement fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. The core network equipment has a 7-year replacement cycle, last replaced in 2011. Existing equipment replacement has been stretched to its limit.	John Howinson	CP8246		-	-	607,100	-	-	-
10	Phone System Replacement: Routine replacement of telephone systems and handsets. Funded from 511 replacement fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. Telephones have a 10-year replacement cycle, first placed in 2001. Last replaced in 2011.	John Howinson	CP8247		-	-	200,000	-	-	-
11	Computer Server Replacement: Routine replacement of citywide computer servers. These are funded through already collected depreciation funds in the 511 replacement fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. These servers have a 5-year replacement cycle. Last replaced Fall 2015	John Howinson	CP9998		-	-	150,400	-	-	-
12	Desktop PC & MS Replacement: Routine replacement of desktop PCs, laptops, and software. Funded through the 511 replacement fund. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. PCs are on a 5+year replacement cycle, last replaced Spring 2018. Microsoft Office was not purchased with the last replacement, but will have to be purchased with this replacement.	John Howinson	CP9799		-	-	-	817,500	-	-

Information Services - 511 (5110)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
13	Replace Storage Systems: Routine replacement of existing SAN storage systems. These storage systems have been in place since 2016, although some changes and additions have been made to the systems since then. Growth of data storage needs and system obsolescence necessitate wholesale replacement of these units. Last replaced Spring 2016.	John Howinson	CP8381		-	-	-	396,200	-	-
14	Replace City Copier/Scanners: Routine replacement of City copiers/multi-function devices (MFPs). These devices are covered under the 511 replacement fund and have a 5 year replacement cycle. The copiers themselves have many moving parts, significant wear-and-tear due to usage, and increased maintenance calls or out-of-service issues. There are approximately 60 of these devices. These devices are covered under the 511 replacement fund and were last replaced in 2018. No additional impact on operating costs beyond what is currently incurred.	John Howinson	EQ0067		-	-	-	278,000	-	-
15	Network Printer Replacement: Routine replacement of departmental network printers. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. Printers are on a 5+ year replacement cycle, last replaced Spring 2016.	John Howinson	CP8248		-	-	-	80,100	-	-
16	Replace Mobile Devices: Routine replacement of mobile devices for Buildings, Public Works, and Fire inspections. Equipment has typically reached the end of its useful life, is fully depreciated, and ready to be replaced once evaluated for its usefulness and need. Devices are on a 4-year replacement cycle, last replaced in 2018.	John Howinson	CP8378		-	-	-	-	60,000	-
					282,200	261,000	1,002,500	1,916,550	246,700	45,000

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

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

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

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

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

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

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

Multi-Funded - 301 (3010)
2018/19 - 2023/24 Capital Improvement Program

This fund is comprised of monies from other funds combined under one project number to show total appropriations for each project. This fund is used for projects that are funded by more than one fund.

Cash Balance Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Cash Balance	-	-	-	-	-	-
Capital Expenditures	(7,063,400)	(5,058,100)	(17,407,200)	(10,058,300)	(9,310,600)	(8,708,100)
Transfer out of Project Expenditures to funding Source funds	7,063,400	5,058,100	17,407,200	10,058,300	9,310,600	8,708,100
Total Resources Available for Future Projects	-	-	-	-	-	-

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
1	Santa Fe at Tulare Ave Roundabout - Project will install a new roundabout at the intersection of Santa Fe St. and Tulare Ave. This will include removal/disposal of existing street section, curb, gutter, and sidewalk. It will also include the relocation of existing utilities (poles, cabinets, hydrants, vaults, sewer manholes, storm manholes, and drain inlets). Old, buried railroad equipment will also be removed. The project will install a new roundabout with perimeter trail, splitter islands, accessible curb ramps, and new signage and striping. The Visalia Circulation Element has designated this intersection as an LOS C during AM peak hours and LOS D in the PM peak hours; which is the minimum acceptable rating. If left unchanged, the rating will soon reach LOS F status. The new roundabout will correct the geometric offset of approximately 35' across the intersection. Federal funding will require significant review by CalTrans and the City; requiring more project management by the consultant and the City. Multi Funded project total of \$4.2M with \$1.3M from Measure R Local, \$518k from TIF prior year, and \$2.4M from State Transportation, including prior years.	Nick Mascia	CP0197		-		2,628,300	631,000	-	-	-	-
2	Caldwell Improvements - Akers to Shady: Install center median, sidewalk, curb and gutter, and provide transit pullouts and transit shelters on Caldwell Ave between Akers St and Shady St. Overlay with asphalt concrete for the entire length and width of roadway. The right-of-way width for Caldwell Ave will also be widened to a maximum of 110 feet. Major Investment Study (MIS) was performed for Caldwell Ave from State Route 99 to Orange Ave in Exeter. This study was conducted in order to determine the need, cost and alternatives to widen Caldwell Ave from Hwy 99 to Orange Ave in Exeter. The MIS had Caldwell broken into 12 sections for study and programming purposes. The section from Akers St to Shady St was identified as having the highest need for improvements. Multi Funded project total of \$11.6M with \$1M from Gas Tax, \$3M from Measure N, and \$4.9M from Measure R Regional, plus prior years.	Fred Lampe	CP9485	Y	-		1,600,000	1,400,000	1,225,900	500,000	500,000	-
3	Modification of Traffic Signal at Demaree & Goshen: Project will widen the intersection of Demaree St. at Goshen Ave. It includes upgrading the Railroad tracks & equipment, replacing the signals, and upgrading the ramps to meet Accessibility Requirements. Right of Way will be needed. The project limits are along Goshen Avenue, 700' west and east of Demaree; along Demaree Street, 2000' south and 1100' north of Goshen. Multi Funded project total of \$6.3M with \$300k from Gas Tax prior years, 4.45M from Measure R Local, including prior years, and \$1.5M from TIF prior years.	Nick Mascia	CP8123	Y	-		900,000	-	-	-	-	-

Multi-Funded - 301 (3010) 2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
4	Modoc Trail Landscaping - Install irrigation, trees, riparian landscaping and mulch on Modoc Ditch Trail from Court St. to St. Johns River Trail that was not included with the original project. This project is consistent with the General Plan ch 6, OSC-O-1 & OSC-O-3. Additional funding is requested to match the supplemental agreement executed with TCAG. The landscaping phase will be fully funded by the 261 fund. Project completed to date funded by Measure R Trailways at \$586k. Multi Funded project total of \$539k with \$465k from Waterways Capital Fund and \$74k from Measure R Trailways.	Manuel Molina	CP8229				538,600					
5	Traffic Control Signal Installation: Construct one traffic signal per year as identified by the data collected with the Annual Traffic Data Collection contract. The data will be analyzed to determine which intersections meet the traffic signal criteria as defined by the California Manual on Uniform Traffic Control Devices. It is anticipated that the intersection of Riggan Avenue at Mooney Boulevard and County Center at Houston Avenue will be signalized in FY 16/17. In FY 17/18 the intersection of Akers Street at Ferguson Avenue will be signalized. Multi Funded project total of \$4M funded from \$1.8M Measure R Local, \$2.2M from State Transportation, and 947K from prior years.	Nick Mascia	CP0038		-		500,000	500,000	535,000	535,000	535,000	535,000
6	Lift Station Improvements & Pump Replacement: Replace sanitary lift station piping, valves, pump bases, entry hatches concrete surface rehabilitation and coatings for sanitary and storm lift stations. Multi Funded project for a total of \$1.6M with \$1M from WWTP, including prior years and \$600k from Storm Sewer Maintenance.	Jim Ross	CP8266		-		300,000	300,000	300,000	300,000	-	-
7	Purchase Excavator and Trailer - To remove sand build up in ditches and trees and debris in ponding basins throughout the City. This will allow for us to own the equipment and not be dependent on rentals. Multi funded for \$197k with \$148k from Storm Sewer Mtrnc and \$49k from Wastewater Treatment Plant.	Jim Ross	New 9				197,000	-	-	-	-	-
8	Enhanced School Crosswalk - Ferguson at Denton - School crosswalk enhancement on Ferguson at Denton in anticipation of new YUSD elementary school opening Fall 2019. Enhancement to include making a high visibility crosswalk across Ferguson, shorten crossing distance by constructing bulb outs and median refuge island, and installing school flashing beacons to warn motorists of pedestrians in crosswalk. This project is contingent upon receiving CMAQ/ATP grant funds and/or other funding. Multi-funded for a project total of \$167K with \$16,700 from Measure R Local and \$150k from State Transportation.	Nick Mascia	New 3				167,000	-	-	-	-	-

Multi-Funded - 301 (3010) 2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9	Replace Storm Sewer Mains: Replace storm sewer mains that are shown to be deteriorating throughout the city. To eliminate flooding caused by nuisance water and repair cracked and deteriorating storm mains. Multi funded project total of \$75k annually, with \$50k from Storm Sewer Deficiency and \$25k from Storm Sewer Maintenance.	Jim Ross	CP8232		-		75,000	75,000	75,000	75,000	75,000	75,000
10	Shirk Interchange at SR 198 ICE Study - Work with CalTrans to go through the Intersection Control Evaluation (ICE) process to prepare a study that identifies near-term operation access strategies and concepts to improve this major intersection. The CalTrans State Route 198 Corridor Study identifies the Shirk/SR 198 Interchange as currently operating at a Level of Service (LOS) between B - E. The LOS E occurs along the southbound Shirk leg to SR 198 westbound ramps. The interchange should be upgraded to an L-9 interchange by 2035. The study recommends a phased approach. This CIP will prepare studies to determine the timing of the Phases. Multifunded project total of \$129k with \$71k from Measure R Local and \$58k from Transportation Impact Fee	Nick Mascia	New 2				71,000	58,000		-	-	-
11	Public Safety Traffic signal Pre-emption System: Install 5 Emergency Vehicle Pre-emption Systems per year in existing traffic signals. This system allows emergency response vehicles to control traffic signals along their route. To date 50 signals out of 125 in the city are in need of retrofit. From 16/17 onward, 5 per year will be installed, completing the remaining 50 signals by 2026. Multi Funded project total of \$50k annually, with \$37,500 from Fire Impact Fee and \$12,500 from General Fund, including prior years.	Eric Bons	CP9531	Y	-		37,500	37,500	50,000	50,000	50,000	50,000
12	Replace Submersible Well Pumps for Various Parks: Replace old submersible well pumps at various parks, as needed. Parks that are storm pond parks where two-thirds of the maintenance is paid for by enterprise funding. The pumps are over ten years old and no longer economically efficient. The typical life span for this type of pump is 10 years. Due to the hot dry summers we've experienced over the lifetime of these pumps, they may quit working at any time. A similar pump at Ruiz Park has already failed and been replaced. Pre-emptive replacement will prevent possible damage to landscaping. Multi Funded: Project total of \$30k funded from \$20k Storm Sewer Maintenance and \$10k General Fund.	Tim Skobel	CP0054		-		20,000	20,000	-	-	-	-
13	Replace Bollards with Gates on Trails - Replace bollards with gates at trail entrances. St. Johns, Modoc, Mill Creek, and Packwood creeks. The current bollards are being vandalized and broken. Replacing them with gates will be more cost effective now and in the future, as they are less expensive to repair/replace. Multi Funded project total of \$18k with \$14k from Waterways Maintenance and \$4k from General Fund.	Joel Hooyer	New 7				18,000	-	-	-	-	-

Multi-Funded - 301 (3010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
14	Greenway Trail - Mineral King to Mill Creek - Construct a Class 1 multi-use trail from Mineral King Avenue to Mill Creek. Project will install trail amenities including benches, trash receptacles, dog mit dispensers, signage and solar lighting. Project will include landscaping and irrigation improvements. To improve the City trail system, implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan, and the City Bicycle Masterplan. Multi Funded project total of \$1.14M with \$140k from Measure R Trailways and \$1M from State Transportation (ATP).	Manuel Molina	New 5				9,000	86,000	1,045,000	-	-	-
15	Corporation Yard Paving: Rehabilitate the unsafe and worn out asphalt drives and parking areas of the Corporation Yard. This includes "dig outs" of areas that are too bad and need to be removed, repaving areas that can be overlaid and slurry or chip seal other less worn areas. The existing pavement has greatly exceeded its useful life (est. well over 20 years old) and has deteriorated so badly that there are now trip and fall hazards. Multi Funded project total of \$400k with \$85k from General Fund prior years, \$285k from Solid Waste prior years and \$25k from Storm Sewer Deficiency, including prior years.	Norm Goldstrom	CP8340		-		2,000	-	-	-	-	-
16	American St Extension - Goshen to Riggan - Full improvements of American St. from Goshen Ave to Riggan Ave including curb & gutter, sidewalks, curb ramps, and extension of American Street from Ferguson Ave to Riggan Ave. Seeking an EDA grant to fund project or cost sharing with Tulare County. Multi Funded project total of \$10.6M with \$6.37 from State Transportation and \$4.2M from Transportation Impact Fee.	Nick Mascia	New 6				-	1,660,600	4,478,300	4,478,300	-	-
17	Oak Avenue Extension - Extend Oak Ave fro Tipton St to Burke St. This project includes installing street lights, pavement, curb, gutter, and sidewalk on both sides of the existing RR tracks on Oak Avenue. This will improve east downtown circulation from Administration and the Transit Center to the VECC and provides pedestrian access from west to east downtown and the VECC. Portions of this project may be postponed due to lack of agreement with the RR. Multi Funded project total of \$1.35M with \$650k from Gas Tax and \$700k from Measure R Local, including prior year from both funds.	Nick Mascia	CP9924	Y	-		-	240,000	-	-	-	-

Multi-Funded - 301 (3010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
18	Mill Creek Bridge on Greenway Trail - Design and construction of a pedestrian bridge crossing of Mill Creek along the Greenway Trail, north of Murray Avenue. Project includes the design and installation of a pre-manufactured bridge and a 8' wide concrete trail connecting to the existing Mill Creek Trail along Murray Avenue. Project also includes installing an all-way stop at Mill Creek and McAuliff St. to allow trail user to cross McAuliff safely, thus connecting the existing Mill Creek Trail to the proposed Greenway Trail. Project includes minor landscaping modifications. To improve the City trail system and implement Measure R Trails, the Active Transportation Plan, the Waterways & Trails Masterplan and the City Bicycle Masterplan. This project is contingent upon receiving Measure R funds and/or State/Federal funds. Multi Funded project total of \$362k with \$342k from Measure R Trailways and \$20k from Waterways Capital.	Manuel Molina	CP0189					50,000	312,500			
19	Visalia Parkway Signal Modification at Mooney Blvd - This project will widen Visalia Parkway at the intersection with Mooney Blvd. (SR 63) to its ultimate width (110'). Multi-funded project total of \$3.6M with \$600k from Gas Tax and \$3M from TIF.	Eric Bons	New 1				-	-	3,600,000	-	-	-
20	SJVR Crossing - Project will install a new at-grade street crossing across the San Joaquin Valley Railroad tracks. Will involve installation of new pavement, curb, gutter, sidewalk, and a traffic signal. The project will also have to upgrade the railroad tracks and install new railroad warning devices. Related signage and striping will be installed. With the increased development and the limited at-grade railroad crossings, there is a need now and into the future for a new crossings. Due to the complexity of this project, it will be phased with the preliminary engineering (feasibility) first, followed by the design and construction. The SJVR has indicated that if this plan is pursued, it will require that an existing at-grade crossing be eliminated in exchange for the new at-grade crossing. Multi Funded project total of \$8.5M with \$7.5 from Measure R Local and \$1M from TIF.	Rebecca Keenan	New 4				-	-	2,130,000	2,130,000	2,130,000	2,130,000
21	Houston Avenue Intelligent Transportation System (ITS) Interconnection Project - The project is to install signal interconnect conduit in Houston Avenue from Demaree St. to Divisadero St. and in Divisadero Street from Houston Avenue to Goshen Avenue. The project will also install a fiber optic trunk line which will interconnect four traffic signals and the communication equipment to integrate the traffic signals into the traffic management system by providing real time information. The traffic signal interconnect will create a fiber optic cable backbone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multi Funded project total of \$1.46M funded \$260k from Measure R Regional and \$1.2M from CMAQ grant.	Nick Mascia	CP0201		--	B21			1,460,000			

Multi-Funded - 301 (3010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
22	Ben Maddox Way Traffic Signal Interconnect: The project is to install conduit and fiber optic cable in Ben Maddox Way interconnecting the traffic signals with fiber optic cable to be connected into the traffic management system. Phase 1 of the project will install signal interconnect conduit in Ben Maddox Way from Main Street to Houston Avenue. Phase 2 of the project will install signal interconnect conduit in Ben Maddox Way from Tulare Avenue to Noble Avenue and Houston Avenue to St. Johns Parkway, and will also install the fiber optic cable and all the communication equipment in Ben Maddox Way between Tulare Avenue and St. Johns Parkway and within Mineral King Avenue between Ben Maddox Way and Bridge Street. The traffic signal interconnect will create a fiber optic cable back bone structure that will extend the existing interconnection system. The City has submitted for Congestion Mitigation and Air Quality (CMAQ) grant for funding of this project. This project is contingent upon the receipt of CMAQ funds. Multi Funded project total of \$1.7M with \$300k from Measure R Local and \$1.4M from State Transportation.	Eric Bons	CP0199		-		-	-	1,400,000	-	-	-
23	Highland Ave. Storm Drain: Install a storm drain line in Highland St from Ferguson Ave to Fairview Park/Basin and expand the storage capacity of the Park/Basin. This project includes acquisition, easements/ROW, design, construction, and additional excavation to provide additional storage capacity. This project will eliminate an existing pump station on Modoc Ditch behind Fire Station 54, allowing the City to operate the existing pump station at the Shannon Ranch Basin without exceeding the City's overall discharge parameters established by the Modoc Ditch Company. Multi Funded project total of \$795k with \$590k from Storm Sewer Construction and \$205k from Storm Sewer Deficiency.	Doug Damko	CP9796	Y	-		-	-	795,500	-	-	-
24	Riggin Widening - Plaza to Shirk - Widen Riggin Ave between Plaza Drive and Shirk Road from an undivided two-lane road to a four-lane divided road with median. Install drainage swale, street lights, and interconnect conduit. Seeking an EDA grant to fund project. Construction of this segment, along with others segments being proposed will help to complete the 4 lane arterial from Mooney Blvd. to Hwy 99 on Riggin Ave, providing a major East-West corridor along the North side of Visalia. Seeking an EDA grant to fund partially fund this project. Multi-funded project total of \$12.2M with \$6.1M from State Transportation and \$6.1M from Transportation Impact Fee.	Nick Mascia	New 8				-	-	-	1,990,000	5,105,600	5,105,600

Multi-Funded - 301 (3010)
2018/19 - 2023/24 Capital Improvement Program

#	Project Description	Project Manager	Project #	Construction	Budget Impact	Map Ref	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
25	Northside Scenic Corridor Park & Basin: Northside Hwy 198 Open Space Setback Area (east of Shirk) - Acquisition of three parcels for the remaining setback area for future development as passive recreational open space and a naturally shaped drainage basin. The basin is planned to serve existing and planned development north of Hwy 198 and both east and west of Shirk Road. The basin will utilize a pipeline in Preston St. to receive water from Mill Creek for storm layoff and recharge purposes. Acquire large 13.8 acre parcel in FY 18/19. Acquire remaining two parcels of 4.1 acres total in FY 20/21. Multi Funded project total of \$1.46m funded with Storm Sewer Construction \$488k, Storm Sewer Deficiency \$488k, and Park Development \$488k. Storm Sewer Deficiency Funds are FROZEN.	Nick Mascia	CP9719		-		-	-	-	-	915,000	307,500
26	Replace Vac-Con Combination Vacuum and Sewer Jetter. Multi Funded purchase total of \$505k with \$379k from WWTP and \$126k from Storm Sewer Maintenance Budget Year / Unit / Age / Hours 2023-24 / 318921 / 11 / NA	Jim Ross	New 10				-	-	-	-	-	505,000
							7,063,400	5,058,100	17,407,200	10,058,300	9,310,600	8,708,100

Directory of Map Points

Map Point	Project/Description	Fund	Fund Description
A1	Auto Plaza Basin	221	Storm Sewer Construction
A2	North Shirk Storm Drain Line Extension	221	Storm Sewer Construction
A3	North Shirk Sewer Line Extension	231	Wastewater Trunk Line
A4	Shirk Capacity Enhancement - Goshen to Riggin	111	Gas Tax
A5	Shirk Capacity Enhancement - SR 198 to Goshen	111	Gas Tax
A6	Shirk Intechange at SR 198	131	Measure R Local
		241	Transportation Impact Fee
A7	Enhanced Crosswalk - Ferguson at Denton	131	Measure R Local
		281	State Transportation
A8	Akers Street Traffic Signal Interconnect	131	Measure R Local
A9	SJVRR Crossing	131	Measure R Local
		241	Transportation Impact Fee
A10	Goshen Trail Akers to Miller Park	132	Measure R Trailways
A11	Mill Creek Trail - Akers Rd to Crenshaw Road	132	Measure R Trailways
A12	Mill Creek Trail - west from Shirk St. to SR 198	132	Measure R Trailways
A13	Mill Creek Trail - Chinowth to Linwood	132	Measure R Trailways
A14	Northside Scenic Corridor Park & Basin	211	Recreation Facilities
		221	Storm Sewer Deficiency
		222	Storm Sewer Construction
A15	American Street Extension - Goshen to Riggin	241	Transportation Impact Fee
		281	State Transportation
A16	Riggin Widening - Shirk to Akers (Roadwork)	241	Transportation Impact Fee
A17	Riggin Widening - Akers to Demaree (Roadwork)	241	Transportation Impact Fee
A18	Riggin Widening - Shirk to Demaree (Earthwork)	241	Transportation Impact Fee
A19	Riggin Widening - Plaza to Shirk	241	Transportation Impact Fee
		281	State Transportation
A20	Shirk Widening - Goshen to Riggin	241	Transportation Impact Fee
B1	Install Sanitary Sewers In County Islands (Annexed)	431	Wastewater
B2	Bus Wash Replacement	451	Transit
	Cain St. Remodel	441	Solid Waste/Storm Sewer
	Corp Yard Paving	441/481	Solid Waste/Storm Sewer Mtnc
	Dump On Us	441	Solid Waste
	Golf Cart Purchase	441	Solid Waste
	Paving Maintenance	451	Transit
	Purchase & Install Bus Chargers	451	Transit
	Repair Transit/Ops Concrete	451	Transit
	Replace Video Surveillance	451	Transit
	Resecure Steam Rack Footings	451	Transit
	Transit Ops - Replace Tire Changer	451	Transit
B3	Paint Transit Center Exterior	451	Transit
	Refurbish Transit Ctr 2nd Floor HVAC		
	Repair Transit/Ops Concrete		
	Replace 1st Floor Doors		
	Replace Video Surveillance		
	Transit Ctr Tree Well Expansion		
B4	Replace Submersible Well Pumps	481	Storm Sewer Mtnc
B5	Goshen Avenue Storm Drain Line	221	Storm Sewer Construction

Directory of Map Points

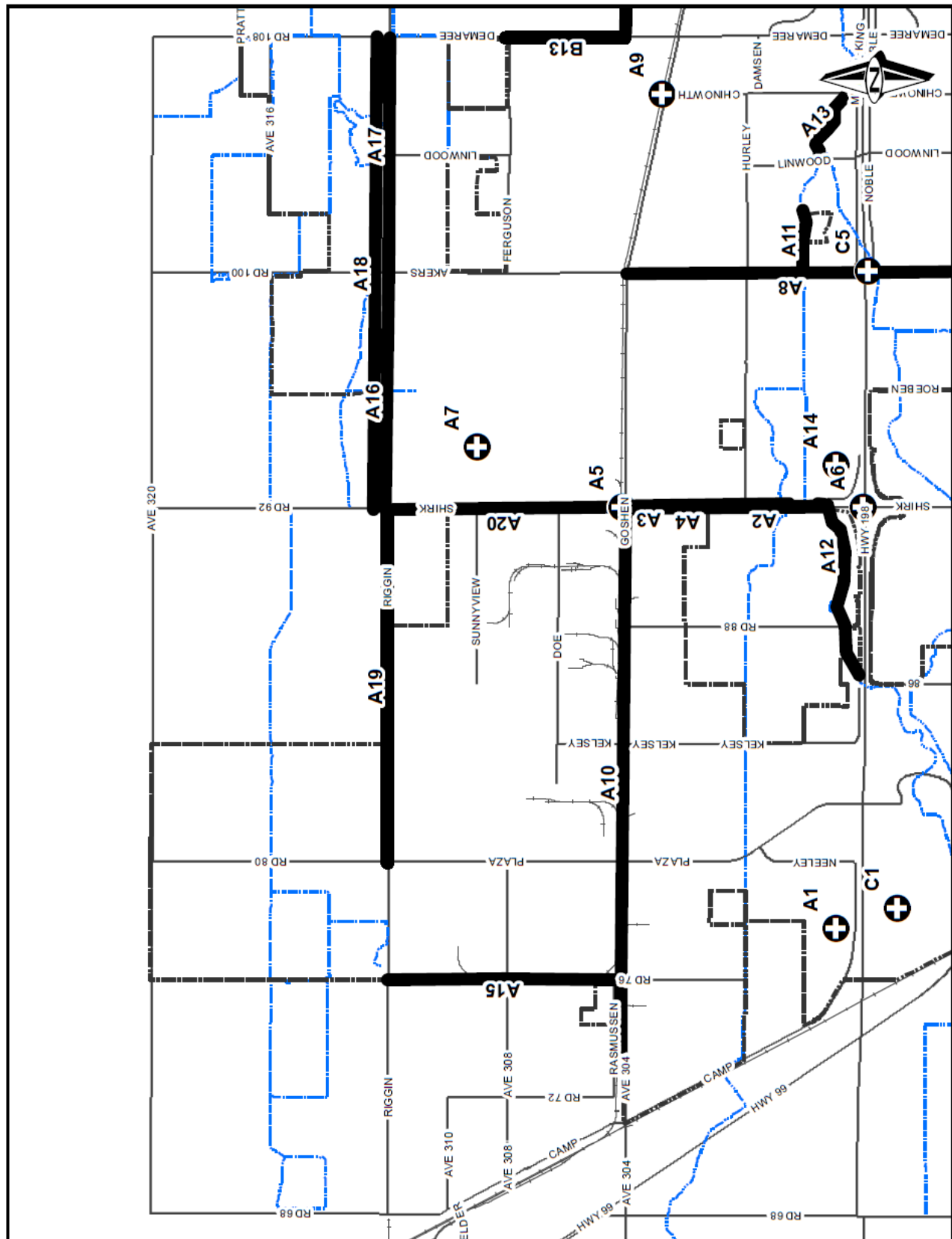
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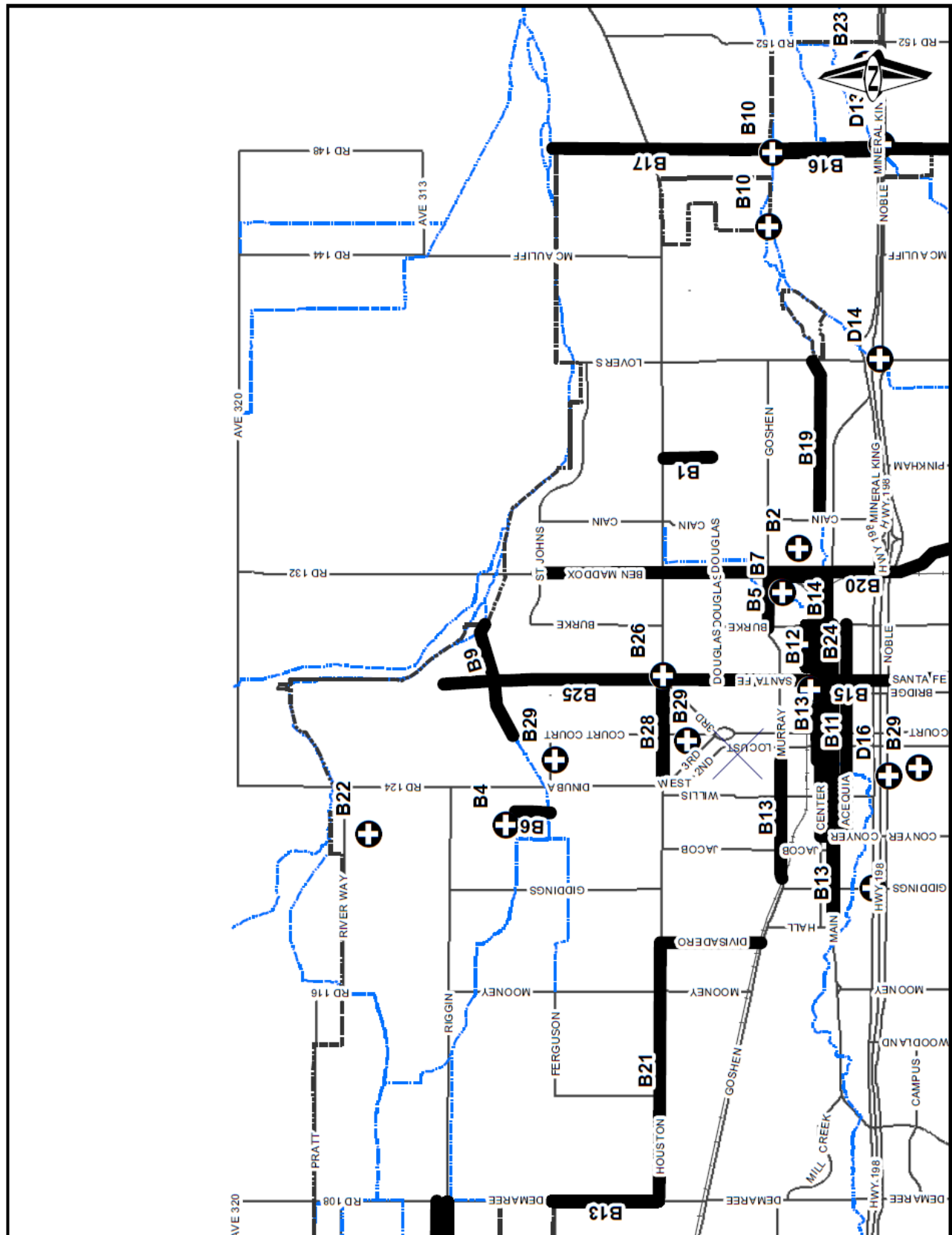
Map Point	Project/Description	Fund	Fund Description
B6	Highland Avenue Storm Drain Line	221	Storm Sewer Construction
B7	Jennings Basin	222	Storm Sewer Deficiency
B8	St Johns Trail at Ben Maddox Rehabilitation	251	Waterways Maintenance
B9	Modoc Trail Landscaping	132	Measure R Trailways
		261	Waterways Capital
B10	Mill Creek Bridge on Greenway Trail	261	Waterways Capital
B11	Downtown Street Light System	141	Measure N
B12	Construct Oak Ave from Tipton to Burke	111	Gas Tax
		131	Measure R Local
B13	Road Rehabilitation	113	SB1 - Road Maintenance Rehabilitation Act
B14	Traffic Study for Main/Center One-Way Conversion	131	Measure R Local
B15	Santa Fe Master Plan	131	Measure R Local
B16	Greenway Trail - Mineral King to Mill Creek	132	Measure R Trailways
		281	State Transportation
B17	Greenway Trail - Cameron Creek to St. Johns	132	Measure R Trailways
B18	Mill Creek Trail - Burke to Center	132	Measure R Trailways
B19	Mill Creek Trail - Lovers Lane to Cain St.	132	Measure R Trailways
B20	Ben Maddox Way Traffic Signal Interconnect	133	
B21	Houston Ave. Intelligent Transportation System	133	Measure R Regional
		281	State Transportation
B22	Riverway Sports Park, Phase 5	211	Recreation Facilities
	Riverway Sports Park - North		
B23	Construct East Side Regional Park Basins	211	Recreation Facilities
		224	Groundwater Recharge
B24	Mill Creek Trail Play Pieces	211	Recreation Facilities
B25	Santa Fe St - Houston to Riggins	241	Transportation Impact Fee
B26	Houston-Santa Fe Roundabout Landscaping	241	Transportation Impact Fee
B27	Traffic Signal Modifications at Giddings and Mineral King	281	State Transportation
B28	ADA Compliance - CDBG	311	Community Development Block Grant (CDBG)
B29	Low/Moderate Park Improvements - CDBG	311	Community Development Block Grant (CDBG)
C1	Construct New Aircraft Hangars	411	Airport
	Remove Underground Fuel Tank		
	Replace Pressurized Weed Sprayer		
	Update Airfield Signage		
C2	AC Unit on Blower Building #1	431	Wastewater
	Cummins Engine Rebuild		
	Digester Cleaning & Equipment Repairs		
	Digester Mixing Pump/Motor		
	Door & Jam Replacement		
	Fencing		
	Fine Screen Awning		
	Hach Wims Software		
	Influent Flow/Sampling Structure		
	Influent Pump/Motor Rebuild		
	Interstage Pump/Motor Rebuild		
	Orchard Replacement		
	Primary Clarifier Overhaul		
	RAS Pump/Motor Rebuild		
	Rebuild Sludge Solids Grinder		
	Repave Ave. 288		
	Road Maintenance Inside Plant		
	Sludge Transfer Station		
	UV Structure Shade Curtains		

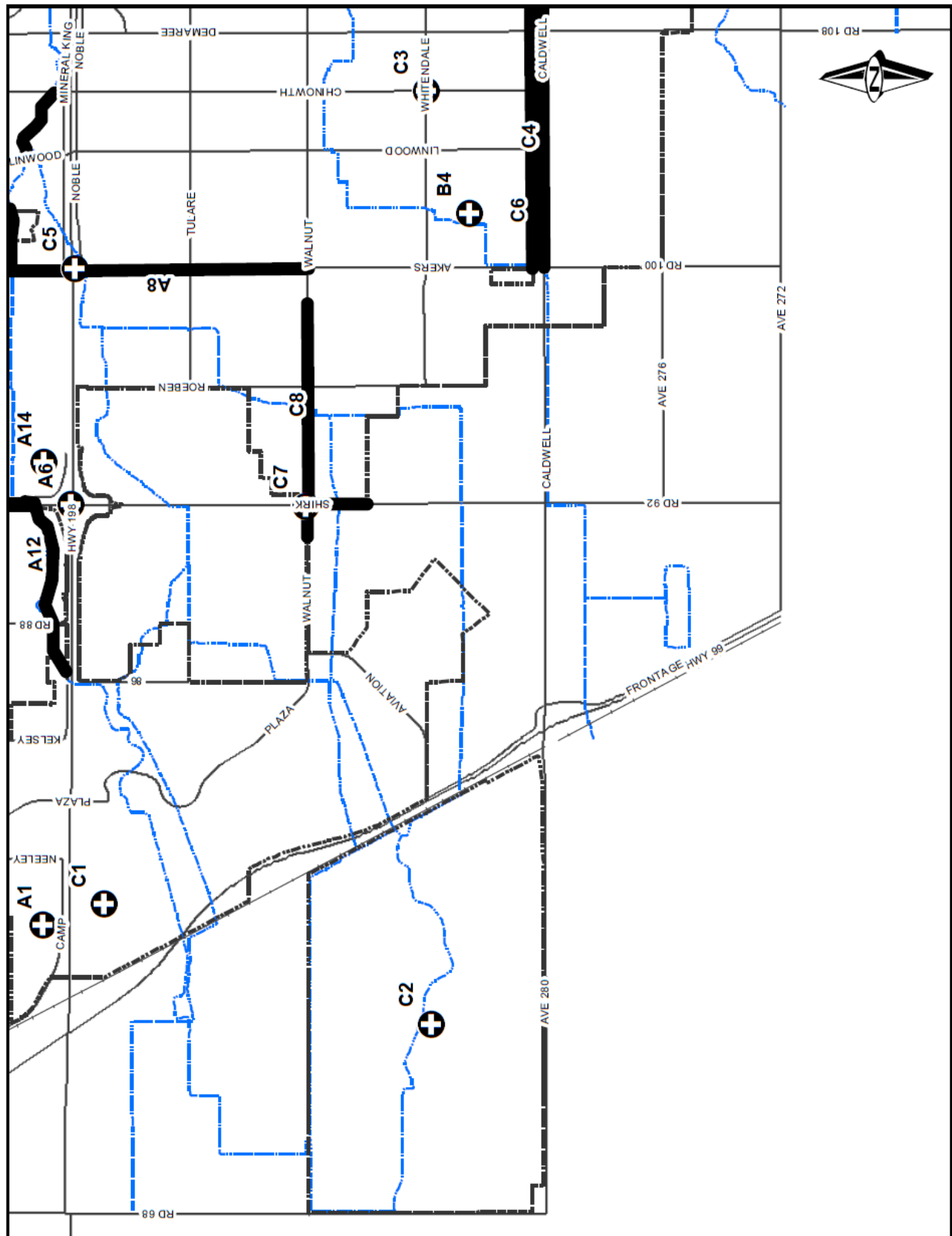
Directory of Map Points

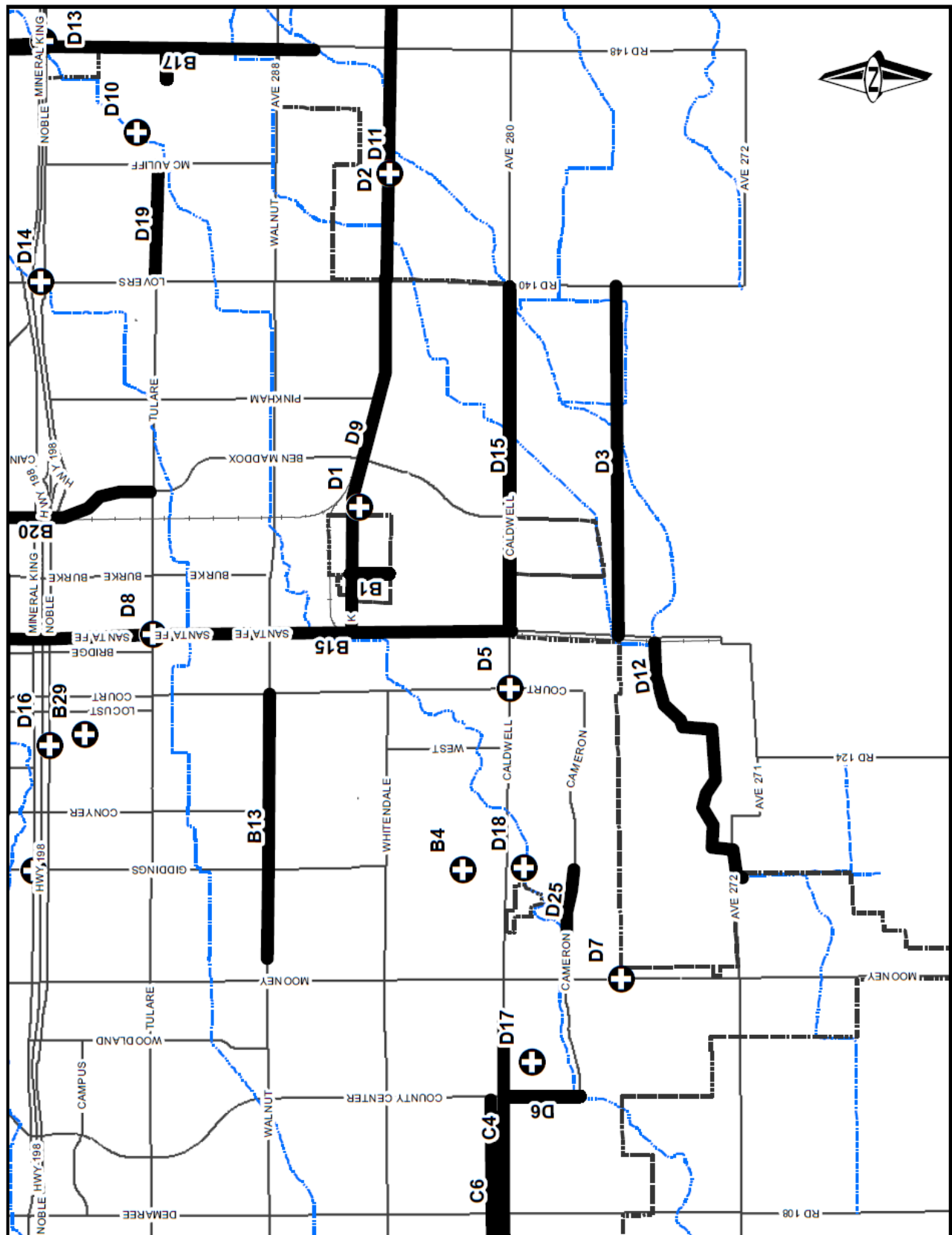
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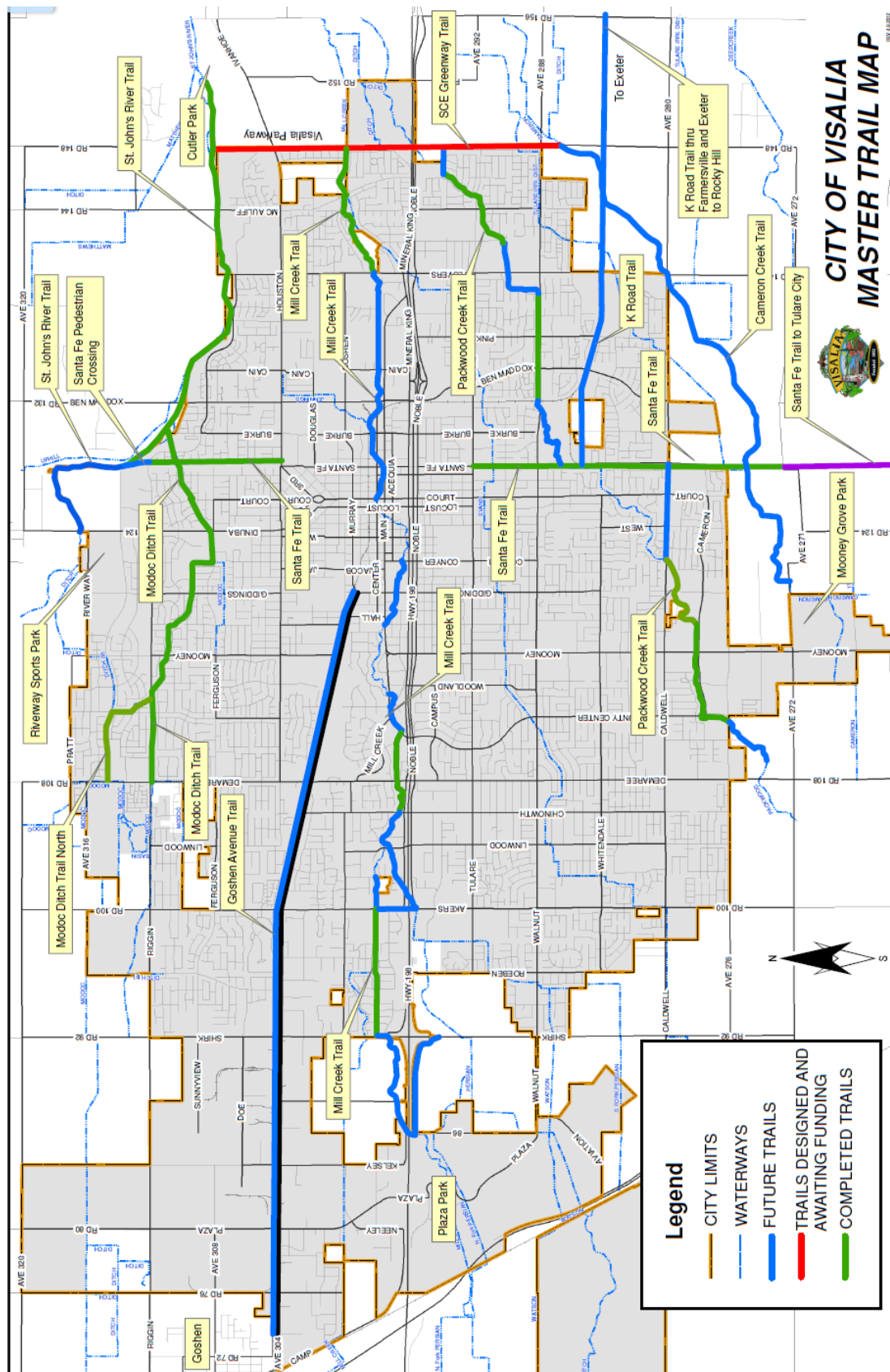
Map Point	Project/Description	Fund	Fund Description
C3	Traffic Signal Modification at Chinowth and Whitenda	111	Gas Tax
C4	Caldwell Improvements - Akers to Shady	111	Gas Tax
		133	Measure R Regional
		141	Measure N
C6	Caldwell Ave. SIC - Akers to County Center	133	Measure R Regional
C7	Shirk St and Walnut Ave Traffic Signal	241	Transportation Impact Fee
C8	Shirk St and Walnut Ave Roadway Improvements	241	Transportation Impact Fee
D1	K Avenue Basin	221	Storm Sewer Construction
D2	Cameron Creek Park & K Road Park/Basin	211	Recreation Facilities
		221	Storm Sewer Construction
		224	Groundwater Recharge
D3	Visalia Parkway Trunk Line Extension	231	Wastewater Trunk Line
D4	K Road Island Annex Sanitary Sewer	232	Sanitary Sewer Connection
D5	Fiber Optic Signal Interconnect Repair	111	Gas Tax
D6	Intelligent Transportation System Conduit	111	Gas Tax
		511	Information Systems
D7	Visalia Parkway Signal Modification	111	Gas Tax
		241	Transportation Impact Fee
D8	Santa Fe at Tulare Roundabout	131	Measure R Local
		241	Transportation Impact Fee
		281	State Transportation
D9	K Road Trail	132	Measure R Trailways
D10	Packwood Creek Bridge	132	Measure R Trailways
D11	K Road Regional Trail - Lovers Lane to City of Exter	132	Measure R Trailways
D12	Cameron Creek Trail - Santa Fe to Mooney Grove Park	132	Measure R Trailways
D13	Tower Street Interchange Right-of-Way	133	Measure R Regional
	Tower Street Interchange Right-of-Way Phase 1		
D14	Near Term Lovers Lane Interchange at SR 198	133	Measure R Regional
D15	Caldwell Ave. Traffic Signal Interconnect	133	Measure R Regional
		281	State Transportation
D16	SR 198/Watson St EB Off Ramp Improvements	133	Measure R Regional
D17	South Side Multi-Generational Center	211	Recreation Facilities
D18	Stonebrook Crossing of Packwood Creek	241	Transportation Impact Fee
D19	Tulare Ave Extension - Lovers Lane to McAuliff	241	Transportation Impact Fee
D20	Construct Tulare Ave - Arroyo St. to Road 148	241	Transportation Impact Fee
D25	Cameron Ave Median Extension & Lane Modification	241	Transportation Impact Fee











Appendix

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Personnel Summary

PERSONNEL ALLOCATION SUMMARY BY FUND				
General Fund	2016-17	2017-18	2018-19	2019-20
Administration	19	18	18	18
Community Development	44	45	45	45
Finance	15	19	19	19
Fire	66	66	66	66
Parks & Recreation	12	12	12	12
Police	180	178	178	178
Public Works	39	38	38	38
TOTAL	375	376	376	376
Enterprise Fund	2016-17	2017-18	2018-19	2019-20
Animal Control	11	11	11	11
Convention Center	20	20	20	20
Transit	10	10	10	10
Airport	4	5	5	5
Building Safety & Code Inspection	17	19	19	19
Solid Waste	55	55	56	56
Storm Sewer Maintenance	5	5	5	5
Utility Services	7	7	7	7
Wastewater Treatment Plant	31	31	31	31
TOTAL	158	162	163	163
Internal Service Fund	2016-17	2017-18	2018-19	2019-20
Risk Management	2	2	2	2
Information Services	11	11	11	11
Fleet Maintenance	12	12	12	12
TOTAL	25	25	25	25
Special Revenue Funds	2016-17	2017-18	2018-19	2019-20
Successor Agency	1	1	1	1
Code Enforcement	3	3	3	3
TOTAL	4	4	4	4
Measure T	2016-17	2017-18	2018-19	2019-20
Fire	15	15	15	15
Police	23	23	23	23
TOTAL	38	38	38	38
COPS Grants Funds	2016-17	2017-18	2018-19	2019-20
COPS	6	6	6	6
TOTAL	6	6	6	6
Measure N	2016-17	2017-18	2018-19	2019-20
Fire	0	0	4	4
Police	13	16	23	27
Parks	0	3	3	3
Recreation	0	1	1	1
TOTAL	13	20	31	35
TOTAL POSITIONS	618	630	642	646

PERSONNEL ALLOCATION SUMMARY BY DEPARTMENT

<u>DEPARTMENTS</u>		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Administration		67.00	64.00	64.00	64.00
Community Development		75.00	79.00	79.00	79.00
Finance		20.00	27.00	27.00	27.00
Fire		81.00	81.00	85.00	85.00
Parks & Recreation		12.00	13.00	13.00	13.00
Police		222.00	223.00	230.00	234.00
Public Works		141.00	143.00	144.00	144.00
TOTAL		618.00	630.00	642.00	646.00

ADMINISTRATION

<u>ADMINISTRATION</u>	<u>DIVISION</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Administrative Assistant/Sr	1021	2.00	2.00	2.00	2.00
Assistant City Manager	1801	1.00	1.00	1.00	1.00
Chief Dep City Clerk	1022	1.00	1.00	1.00	1.00
City Manager	1021	1.00	1.00	1.00	1.00
Communications Manager	1023	1.00	1.00	1.00	1.00
Conservation Technician	1041	1.00	1.00	1.00	1.00
Deputy City Manager	1026	1.00	1.00	1.00	1.00
Economic Dev Manager	1809	1.00	1.00	1.00	1.00
Natural Res Conserv Mgr	1041	1.00	0.00	0.00	0.00
Water Resources Manager	1041	0.00	1.00	1.00	1.00
Natural Res Conserv Analyst	1041	1.00	1.00	1.00	1.00
Office Assistant	1041	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	12.00	12.00

CONVENTION CENTER

Convention Center Mgr	4131	1.00	1.00	1.00	1.00
Convention Cntr Sales Rep	4132	1.00	1.00	1.00	1.00
Convention Cntr Crew Leader	4135	6.00	6.00	6.00	6.00
Convention Cntr Oper Super	4135	1.00	1.00	1.00	1.00
Events Coordinator	4135	1.00	1.00	1.00	1.00
Lead Conv Ctr Crew Ldr	4135	3.00	3.00	3.00	3.00
CC Tech (Lead)	4135	1.00	1.00	1.00	1.00
Maintenance Service Worker	4135	1.00	1.00	1.00	1.00
On-Site Sales Rep	4132	2.00	2.00	2.00	2.00
Sr Maintenance Electrician	4135	1.00	1.00	1.00	1.00
Sr Admin Assistant	4132	1.00	1.00	1.00	1.00
Office Assistant/Sr	4133	1.00	1.00	1.00	1.00
TOTAL		20.00	20.00	20.00	20.00

ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
<u>HUMAN RESOURCES</u>					
Administrative Asst./Sr.	1125	1.00	1.00	1.00	1.00
Administrative Svs. Tech.	1125	1.00	1.00	1.00	1.00
Human Resource Mgr.	1125	1.00	1.00	1.00	1.00
Management Analyst	1125	1.00	1.00	1.00	1.00
Sr Office Assistant	1125/1536	1.00	1.00	1.00	1.00
Senior Payroll Specialist	1125	1.00	1.00	1.00	1.00
TOTAL		6.00	6.00	6.00	6.00
<u>INFORMATION SERVICES</u>					
Computer Services Tech	5141	1.00	0.00	0.00	0.00
Information Services Mgr	5141	1.00	0.00	0.00	0.00
Office Systems Analyst	5141	5.00	0.00	0.00	0.00
Office Systems Analyst	4551	1.00	0.00	0.00	0.00
Office Systems Analyst	2101	1.00	0.00	0.00	0.00
Programmer Analyst	4391/4418	1.00	0.00	0.00	0.00
Programmer Analyst	5141/4014	1.00	0.00	0.00	0.00
Programmer Analyst	5141	1.00	0.00	0.00	0.00
TOTAL		12.00	0.00	0.00	0.00
<u>AIRPORT</u>	<u>DIVISION</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
Airport Maint Worker	4041	1.00	1.00	1.00	1.00
Airport Oper Worker	4041	1.00	1.00	1.00	1.00
Airport Superintendent	4041	0.00	1.00	1.00	1.00
Sr Airport Operations Worker	4041	1.00	1.00	1.00	1.00
Sr. Office Assistant	4041	1.00	1.00	1.00	1.00
TOTAL		4.00	5.00	5.00	5.00
<u>ANIMAL CONTROL</u>					
Office Assistant/Sr	4061	2.00	2.00	2.00	2.00
Animal Care Worker/Sr	4061	5.00	5.00	5.00	5.00
Animal Control Officer/Sr	4061	3.00	3.00	3.00	3.00
Animal Services Supervisor	4061	1.00	0.00	0.00	0.00
Animal Services Superintendent	4061	0.00	1.00	1.00	1.00
TOTAL		11.00	11.00	11.00	11.00
<u>RISK MANAGEMENT</u>					
Administrative Svs. Tech.	5512	1.00	1.00	1.00	1.00
Benefit & Insurance Mgr.	5512	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
<u>TRANSIT</u>					
Office Assistant /Sr	4551	0.00	4.00	4.00	4.00
Accounting Assistant	4551	0.00	1.00	1.00	1.00
Building Maintenance Technician/Sr	4551	0.00	1.00	1.00	1.00
Transit Analyst (Management Analyst)	4551	0.00	1.00	1.00	1.00
Transit Manager	4551	0.00	1.00	1.00	1.00
TOTAL		0.00	8.00	8.00	8.00
TOTAL		67.00	64.00	64.00	64.00

COMMUNITY DEVELOPMENT

ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
Accounting Assistant/Sr.	1851	1.00	1.00	1.00	1.00
Administrative Analyst/Sr.	3305/4014	1.00	1.00	1.00	1.00
Administrative Analyst/Sr.	3305	1.00	1.00	1.00	1.00
Housing Specialist	6484	1.00	0.00	0.00	0.00
Office Asst/Sr	1851	1.00	1.00	1.00	1.00
Rev & Code Comp Spec	1851	1.00	1.00	1.00	1.00
Administrative Assistant/Sr.	3308	1.00	1.00	1.00	1.00
TOTAL		7.00	6.00	6.00	6.00
INFORMATION SERVICES					
Computer Services Tech	5141	0.00	1.00	1.00	1.00
Information Services Mgr	5141	0.00	1.00	1.00	1.00
Information Systems Analyst	2101	0.00	1.00	1.00	1.00
Information Systems Analyst	4551	0.00	1.00	1.00	1.00
Information Systems Analyst	5141	0.00	5.00	5.00	5.00
Information Systems Analyst	4391/4418	0.00	1.00	1.00	1.00
Information Systems Analyst	5141/4014	0.00	1.00	1.00	1.00
Information Services Supervisor	5141	0.00	1.00	1.00	1.00
TOTAL		0.00	12.00	12.00	12.00
G.I.S.					
G.I.S. Supervisor	5142	1.00	1.00	1.00	1.00
G.I.S. Analyst	5142	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
PLANNING DIVISION					
Asst Comm Dev Dir-Planning	1821	1.00	0.00	0.00	0.00
City Planner	1821	0.00	1.00	1.00	1.00
Principal Planner	1821	2.00	2.00	2.00	2.00
Sr Admin Assistant	1821	0.00	1.00	1.00	1.00
Planning Assistant	1821	1.00	0.00	0.00	0.00
Senior Planner	1821	2.00	2.00	2.00	2.00
TOTAL		6.00	6.00	6.00	6.00
BUILDING SAFETY & CODE INSPECTION					
Building Inspector*	4014	1.00	3.00	3.00	3.00
Building Inspector	4014	1.00	0.00	0.00	0.00
Building Official	4014	1.00	1.00	1.00	1.00
Combined Bldg Inspector	4014	3.00	4.00	4.00	4.00
Permit Technician	4014	2.00	2.00	2.00	2.00
Plan Checker	4014	3.00	3.00	3.00	3.00
Sr Comb Bldg Inspector	4014	1.00	1.00	1.00	1.00
Office Asst/Sr	4014	1.00	1.00	1.00	1.00
Plans Examiner/Sr	4014	2.00	2.00	2.00	2.00
TOTAL		15.00	17.00	17.00	17.00
CODE ENFORCEMENT					
Code Enforcement Technician	1861	2.00	2.00	2.00	2.00
Code Enforcement Technician	6611	1.00	1.00	1.00	1.00
Code Enforcement Technician	6122	1.00	1.00	1.00	1.00
Neighborhood Pres Mgr	1861	1.00	1.00	1.00	1.00
Senior Administrative Assistant	1861	1.00	1.00	1.00	1.00
Vehicle Abatement Officer*	6811	1.00	1.00	1.00	1.00
TOTAL		7.00	7.00	7.00	7.00

COMMUNITY DEVELOPMENT

<u>ENGINEERING & TRAFFIC SAFETY</u>					
Administrative Services Mgr	3305	1.00	0.00	0.00	0.00
Assistant Engineer	3311	0.00	0.00	0.00	0.00
Associate Engineer	3312	4.00	5.00	4.00	4.00
Associate Engineer	3311	2.00	2.00	2.00	2.00
Associate Engineer	3311/4014	1.00	1.00	1.00	1.00
City Engineer	3308	0.00	1.00	1.00	1.00
Civil Engineer	3312	1.00	1.00	1.00	1.00
Community Development Director	3305	1.00	1.00	1.00	1.00
Assistant Community Development Director- Development Services	3308	1.00	1.00	1.00	1.00
ITS Specialist	3313	0.00	0.00	1.00	1.00
Professional Land Surveyor	3312	1.00	1.00	1.00	1.00
Public Works Inspector/Sr	3311	4.00	4.00	4.00	4.00
Sr Civil Engineer	3312	5.00	5.00	5.00	5.00
Sr CAD Technician	3312	2.00	2.00	2.00	2.00
Engineering Technician/Sr	3312	2.00	2.00	2.00	2.00
Engineering Technician/Sr	3313	1.00	1.00	1.00	1.00
Sr. Civil Engineer - Traffic	3313	1.00	1.00	1.00	1.00
Supervising Civil Engineer	3312	1.00	0.00	0.00	0.00
Traffic Engineering Spec.	3313	1.00	1.00	1.00	1.00
TOTAL		29.00	29.00	29.00	29.00
* = contract position					
TOTAL		75.00	79.00	79.00	79.00

FINANCE					
FINANCE		2016-17	2017-18	2018-19	2019-20
Accounting Assistant/Sr.	1532	2.00	3.00	3.00	3.00
Accounting Assistant/Sr.	1532/5143	1.00	1.00	1.00	1.00
Accounting Technician	1532	1.00	0.00	0.00	0.00
Accounting Technician	4391	1.00	1.00	1.00	1.00
Admin Analyst/Sr	1535	1.00	1.00	1.00	1.00
Administrative Technician	1535	1.00	1.00	1.00	1.00
Assistant Finance Director	1503	1.00	1.00	1.00	1.00
Finance Director	1503	1.00	1.00	1.00	1.00
Finance Manager	1503	1.00	1.00	1.00	1.00
Financial Analyst	1531	4.00	5.00	5.00	5.00
Financial Analyst	3106	0.00	1.00	1.00	1.00
Financial Analyst	3305	0.00	1.00	1.00	1.00
Financial Analyst	2101	0.00	1.00	1.00	1.00
Financial Analyst	4551	0.00	1.00	1.00	1.00
Financial Analyst	1531/4391	1.00	1.00	1.00	1.00
Housing Specialist	6484	0.00	1.00	1.00	1.00
Management Analyst	1535	1.00	1.00	1.00	1.00
Office Assistant/Sr	4391/1536	0.00	1.00	1.00	1.00
Office Assistant/Sr	4391	4.00	4.00	4.00	4.00
TOTAL		20.00	27.00	27.00	27.00
TOTAL		20.00	27.00	27.00	27.00

FIRE					
ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
Sr Administrative Analyst	2221	1.00	1.00	1.00	1.00
Administrative Assistant/Sr	2221	1.00	1.00	1.00	1.00
Battalion Chief	2222	3.00	3.00	3.00	3.00
Battalion Chief	Measure T	1.00	1.00	1.00	1.00
Fire Chief	2221	1.00	1.00	1.00	1.00
Office Assistant/Sr.	2223	1.00	1.00	1.00	1.00
TOTAL		8.00	8.00	8.00	8.00
OPERATIONS					
Fire Captain	2222	13.00	14.00	14.00	14.00
Fire Captain	Measure T	4.00	3.00	3.00	3.00
Fire Captain	Measure T	1.00	1.00	1.00	1.00
Fire Captain - Paramedic	2222	4.00	3.00	3.00	3.00
Fire Captain - Paramedic	Measure T	0.00	1.00	1.00	1.00
Fire Engineer	2222	6.00	3.00	3.00	3.00
Fire Engineer	Measure T	3.00	2.00	2.00	2.00
Fire Engineer/Paramedic	2222	11.00	14.00	14.00	14.00
Fire Engineer/Paramedic	Measure T	1.00	2.00	2.00	2.00
Firefighter/Paramedic	2222	22.00	22.00	22.00	22.00
Firefighter/Paramedic	Measure T	5.00	5.00	5.00	5.00
Firefighter/Paramedic	1413	0.00	0.00	4.00	4.00
Fire Marshal	2223	1.00	1.00	1.00	1.00
Fire Prevention Inspector/Sr	2223	2.00	2.00	2.00	2.00
TOTAL		73.00	73.00	77.00	77.00
TOTAL		81.00	81.00	85.00	85.00
PARKS & RECREATION					
ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
Parks & Recreation Director	3501	1.00	1.00	1.00	1.00
Sr Administrative Assistant	3501	1.00	1.00	1.00	1.00
TOTAL		2.00	2.00	2.00	2.00
RECREATION					
Administrative Assistant/Sr	3514	1.00	1.00	1.00	1.00
Recreation Coordinator	3514	4.00	4.00	4.00	4.00
Recreation Coordinator	1414	0.00	1.00	1.00	1.00
Management Analyst	3514	1.00	1.00	1.00	1.00
Recreation Supervisor	3514	4.00	4.00	4.00	4.00
TOTAL		10.00	11.00	11.00	11.00
TOTAL		12.00	13.00	13.00	13.00

POLICE					
ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
Admin. Technician	2101	1.00	1.00	1.00	1.00
Ass't Communications Operator	2101	5.00	2.00	2.00	2.00
Communications Operator	2101	18.00	20.00	20.00	20.00
Communications Super	2101	1.00	1.00	1.00	1.00
Community Outreach Coordinator	2102	1.00	1.00	1.00	1.00
Crime Analysis Techician	2101	1.00	1.00	2.00	2.00
Duty Officer	2101	1.00	1.00	1.00	1.00
Financial Analyst	2101	1.00	0.00	0.00	0.00
ID Technician/Sr. ID Tech	2104	2.00	2.00	2.00	2.00
ID Technician/Sr. ID Tech	1411	0.00	1.00	2.00	2.00
Investigation Technician	2104	2.00	2.00	2.00	2.00
Lead Police Records Spec	2101	3.00	3.00	3.00	3.00
Office Assistant/Sr.	2101	1.00	1.00	1.00	1.00
Police Captain	2101	1.00	1.00	1.00	1.00
Police Chief	2101	1.00	1.00	1.00	1.00
Police Lieutenant	2101	1.00	1.00	1.00	1.00
Police Lieutenant	2104	1.00	1.00	1.00	1.00
Police Officer	2101	1.00	0.00	0.00	0.00
Police Officer	2104	21.00	23.00	23.00	23.00
Police Officer	6324	2.00	2.00	2.00	2.00
Police Officer	6340	3.00	3.00	3.00	3.00
Police Officer	6341	1.00	1.00	1.00	1.00
Police Records Spec	2101	9.00	8.00	8.00	8.00
Police Records Spec	1411	0.00	0.00	1.00	1.00
Police Records Supervisor	2101	1.00	1.00	1.00	1.00
Police Sergeant	2101	2.00	2.00	2.00	2.00
Police Sergeant	2104	3.00	3.00	3.00	3.00
Police Specialist	2101	1.00	1.00	1.00	1.00
Police Systems Analyst	2101	1.00	1.00	0.00	0.00
Police Technician	2101	2.00	2.00	2.00	2.00
Sr. Comm Operator	2101	4.00	5.00	5.00	5.00
Sr. Admin Assist.	2101	1.00	1.00	1.00	1.00
Sr Police Records Specialist	2101	4.00	5.00	5.00	5.00
Sr Police Technician	2101	1.00	1.00	1.00	1.00
Support Services Manager	2101	1.00	1.00	1.00	1.00
Supervising Identification Technician	2104	1.00	1.00	1.00	1.00
TOTAL		100.00	101.00	103.00	103.00
OPERATIONS					
Community Service Officer	2102	2.00	2.00	2.00	2.00
Community Service Officer	1411	0.00	2.00	2.00	3.00
Community Resource Specialist	2102	1.00	1.00	1.00	1.00
Parking Enforcement Officer	2103	2.00	1.00	1.00	1.00
Police Agent	2102	2.00	2.00	4.00	4.00
Police Captain	2102	1.00	1.00	1.00	1.00
Police Lieutenant	2102	5.00	5.00	5.00	5.00
Police Officer/Recruit	2102	51.00	50.00	48.00	48.00
Police Officer/Recruit	1411	13.00	13.00	18.00	21.00
Police Officer	2103	8.00	8.00	8.00	8.00
Police Officer	Measure T	23.00	23.00	23.00	23.00
Police Sergeant	2102	13.00	13.00	13.00	13.00
Police Sergeant	2103	1.00	1.00	1.00	1.00
TOTAL		122.00	122.00	127.00	131.00
TOTAL		222.00	223.00	230.00	234.00

PUBLIC WORKS					
ADMINISTRATION	DIVISION	2016-17	2017-18	2018-19	2019-20
Admin Assistant/Sr	3106	1.00	0.00	0.00	0.00
Admin Assistant/Sr	3106/4421	0.00	1.00	1.00	1.00
Financial Analyst	3106	1.00	0.00	0.00	0.00
Management Analyst	3130	1.00	1.00	1.00	1.00
Public Works Director	3106	1.00	1.00	1.00	1.00
Office Assistant/Sr	3106	1.00	1.00	1.00	1.00
Accounting Assistant/Sr	3106	1.00	1.00	1.00	1.00
TOTAL		6.00	5.00	5.00	5.00
BUILDING MAINTENANCE					
Building Maint Supervisor	3123	1.00	1.00	1.00	1.00
Lead Custodial Service Worker	3123	2.00	2.00	2.00	2.00
Sr. Bldg Maint Tech	3123	2.00	2.00	2.00	2.00
Sr. Maintenance Electrician	3123	1.00	1.00	1.00	1.00
TOTAL		6.00	6.00	6.00	6.00
PARKS & URBAN FORESTRY					
Parks & Urban Forestry Mgr	3131	1.00	1.00	1.00	1.00
TOTAL		1.00	1.00	1.00	1.00
PARK MAINTENANCE					
Landscape and Irrigation Technician	3121	1.00	1.00	1.00	1.00
Landscape Inspector	1412	0.00	1.00	1.00	1.00
Landscape Inspector	3121	1.00	1.00	1.00	1.00
Park Maint Technician/Sr	3122	3.00	3.00	3.00	3.00
Park Maint Technician/Sr	1412	0.00	1.00	1.00	1.00
Park Maint Worker/Sr	3122	5.00	5.00	5.00	5.00
Park Maint Worker/Sr	3121	1.00	1.00	1.00	1.00
Park Maint Worker/Sr	1412	0.00	1.00	1.00	1.00
Park Maintenance Supv	3122	1.00	1.00	1.00	1.00
Park Ranger	3122	1.00	1.00	1.00	1.00
Urban Forestry Supv	3121	1.00	1.00	1.00	1.00
TOTAL		14.00	17.00	17.00	17.00
SOLID WASTE					
Lead Solid Waste Operator	4443	2.00	2.00	3.00	3.00
Lead Solid Waste Operator	4445	2.00	2.00	2.00	2.00
Office Assistant/Sr	4421	1.00	0.00	0.00	0.00
Maintenance Service Worker	4443	1.00	1.00	1.00	1.00
Public Works Manager	4418	1.00	1.00	1.00	1.00
Solid Waste Equip Worker	4445	2.00	2.00	2.00	2.00
Solid Waste Operator	4443	22.00	22.00	22.00	22.00
Solid Waste Operator	4444	2.00	2.00	2.00	2.00
Solid Waste Operator	4445	15.00	16.00	16.00	16.00
Solid Waste Supervisor	4443	2.00	2.00	2.00	2.00
Solid Waste Supervisor	4445	1.00	1.00	1.00	1.00
SW Maint & Delivery Wrkr	4443	2.00	2.00	2.00	2.00
SW Maint & Delivery Wrkr	4445	1.00	1.00	1.00	1.00
TOTAL		54.00	54.00	55.00	55.00
Traffic Safety					
Senior Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
Traffic Safety Worker	3126	1.00	1.00	1.00	1.00
Traffic Signal Technician	3126	1.00	1.00	1.00	1.00
TOTAL		3.00	3.00	3.00	3.00

<u>FLEET MAINTENANCE</u>					
Equipment Mechanic Trainee	5012	2.00	2.00	2.00	2.00
Fleet Maint Supervisor	5012	1.00	1.00	1.00	1.00
Lead Equip. Mechanic	5012	2.00	2.00	2.00	2.00
Mechanic Welder	5012	1.00	1.00	1.00	1.00
Sr Equipment Mechanic	5012	5.00	5.00	5.00	5.00
Sr Parts & Inventory Spec.	5013	1.00	1.00	1.00	1.00
TOTAL		12.00	12.00	12.00	12.00
<u>STREET MAINTENANCE</u>					
Heavy Equipment Operator	3124	3.00	3.00	3.00	3.00
Lead Street Maintenance Worker	3124	2.00	2.00	2.00	2.00
Street Maintenance & Traffic Control Supervisor	3124	1.00	1.00	1.00	1.00
Public Works Manager	3106	1.00	1.00	1.00	1.00
Street Maintenance Worker	3124	2.00	2.00	2.00	2.00
TOTAL		9.00	9.00	9.00	9.00
<u>WASTEWATER TREATMENT PLANT</u>					
Associate Engineer	4331	1.00	0.00	0.00	0.00
Lead Waste Water Trt Plant Operator	4332	1.00	1.00	1.00	1.00
Lead Waste Water Maint Tech	4334	1.00	1.00	1.00	1.00
Maint Mechanic Assistant	4336	2.00	2.00	2.00	2.00
Maintenance Mechanic	4334	4.00	5.00	5.00	5.00
Public Works Manager	4331	1.00	1.00	1.00	1.00
Sr Office Assistant	4331/4391	1.00	1.00	1.00	1.00
Sr WWTP Operator	4332	1.00	1.00	1.00	1.00
W.W.T.P. Maint Supervisor	4334	1.00	1.00	1.00	1.00
W.W.T.P. Operations Supervisor	4332	1.00	1.00	1.00	1.00
W.W.T.P. Superintendent	4331	1.00	1.00	1.00	1.00
WWTP Operator (I,II,III)	4332	7.00	7.00	7.00	7.00
TOTAL		22.00	22.00	22.00	22.00
<u>WASTEWATER COLLECTION</u>					
Heavy Equipment Operator	4881	1.00	1.00	1.00	1.00
Lead WW Maint Tech	4335	2.00	2.00	2.00	2.00
Maintenance Service Worker	4881	2.00	2.00	2.00	2.00
Quality Assurance Super	4333	1.00	1.00	1.00	1.00
Industrial WW Inspector/Sr	4333	1.00	1.00	1.00	1.00
Sr WW Maint Worker	4335	1.00	1.00	1.00	1.00
Sr WW Maint Worker	4881	1.00	1.00	1.00	1.00
Waste Water Maint. Wkr.	4881	1.00	1.00	1.00	1.00
Waste Water Maint. Wkr.	4335	3.00	3.00	3.00	3.00
WW Collections Supervisor	4335	1.00	1.00	1.00	1.00
TOTAL		14.00	14.00	14.00	14.00
* = contract position					
TOTAL					
		141.00	143.00	144.00	144.00
TOTAL POSITIONS					
		618.00	630.00	642.00	646.00

Salary Schedule

**CITY OF VISALIA
JOB CLASSIFICATIONS AND SALARY RANGES
FY 2017-2018
Citywide Classification by Monthly Salary**

BARGAIN UNIT	FLSA STATUS ¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31495	MAINTENANCE SERVICE WORKER	118.3	2580.37	3243.94
M	NE	31960	WASTE WATER TREATMENT PLANT OPERATOR TRAINEE	118.3	2580.37	3243.94
M	NE	31205	CONVENTION CENTER CREW LEADER	130.3	2909.19	3657.32
M	NE	31445	LEAD CUSTODIAL SERVICE WORKER	130.3	2909.19	3657.32
M	NE	31510	OFFICE ASSISTANT	130.3	2909.19	3657.32
M	NE	31540	PARKING ENFORCEMENT OFFICER	130.3	2909.19	3657.32
M	NE	31595	POLICE RECORDS SPECIALIST	130.3	2909.19	3657.32
M	NE	31053	ANIMAL CARE WORKER	135.3	3058.27	3844.74
M	NE	31490	MAINTENANCE MECHANIC ASSISTANT	135.3	3058.27	3844.74
M	NE	31535	PARK MAINTENANCE WORKER	135.3	3058.27	3844.74
M	NE	31885	STREET MAINTENANCE WORKER	135.3	3058.27	3844.74
M	NE	31915	TRAFFIC SAFETY WORKER	135.3	3058.27	3844.74
M	NE	31935	WASTE WATER MAINTENANCE WORKER	135.3	3058.27	3844.74
M	NE	31175	COMMUNITY SERVICE OFFICER	137.2	3116.90	3918.45
	NE	31929	VEHICLE ABATEMENT OFFICER (CONTRACT)	137.2	3116.90	3918.45
M	NE	31055	ANIMAL CONTROL OFFICER	137.2	3116.90	3918.45
M	NE	31001	ACCOUNTING ASSISTANT	142.2	3276.63	4119.25
M	NE	31233	COMMUNITY OUTREACH COORDINATOR	142.2	3276.63	4119.25
M	NE	31615	POLICE TECHNICIAN	142.2	3276.63	4119.25
M	NE	31742	SENIOR ANIMAL CONTROL OFFICER	142.2	3276.63	4119.25
M	NE	31795	SENIOR OFFICE ASSISTANT	142.2	3276.63	4119.25
M	NE	31820	SENIOR POLICE RECORDS SPECIALIST	142.2	3276.63	4119.25
M	NE	31060	ASSISTANT COMMUNICATIONS OPERATOR	145.2	3376.37	4244.63
M	NE	31025	ADMINISTRATIVE ASSISTANT	147.2	3444.54	4330.34
M	NE	31050	AIRPORT MAINTENANCE WORKER	147.2	3444.54	4330.34
M	NE	31046	AIRPORT OPERATIONS WORKER	147.2	3444.54	4330.34
M	NE	31302	EQUIPMENT MECHANIC TRAINEE	147.2	3444.54	4330.34
M	NE	31855	SOLID WASTE DELIVERY & MAINTENANCE WORKER	147.2	3444.54	4330.34
M	NE	31865	SOLID WASTE OPERATOR	147.2	3444.54	4330.34
CONF	NE	20025	ADMINISTRATIVE ASSISTANT (Confidential)	148.9	3503.57	4404.54
M	NE	31190	COMPUTER TECHNICIAN	150.2	3549.39	4462.15
M	NE	31950	WASTE WATER TREATMENT PLANT OPERATOR I	150.2	3549.39	4462.15
M	NE	31170	COMMUNITY RESOURCE SPECIALIST	152.2	3621.05	4552.24
M	NE	31224	CRIME ANALYSIS TECHNICIAN	152.2	3621.05	4552.24
M	NE	31280	DUTY OFFICER	152.2	3621.05	4552.24
M	NE	31410	INVESTIGATION TECHNICIAN	152.2	3621.05	4552.24
M	NE	31518	ON-SITE SALES REPRESENTATIVE	152.2	3621.05	4552.24
M	NE	31730	SENIOR ACCOUNTING ASSISTANT	152.2	3621.05	4552.24
M	NE	31740	SENIOR ADMINISTRATIVE ASSISTANT	152.2	3621.05	4552.24
M	NE	31810	SENIOR PARTS & INVENTORY SPECIALIST	152.2	3621.05	4552.24
CONF	NE	20740	SENIOR ADMINISTRATIVE ASSISTANT (Confidential)	153.9	3683.11	4630.25

BARGAIN UNIT	FLSA STATUS ¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31455	LEAD POLICE RECORDS SPECIALIST	154.2	3694.17	4644.16
M	NE	31825	SENIOR POLICE TECHNICIAN	154.2	3694.17	4644.16
M	NE	31115	BUILDING MAINTENANCE TECHNICIAN	155.2	3731.28	4690.81
M	NE	31405	INDUSTRIAL WASTE INSPECTOR	155.2	3731.28	4690.81
M	NE	31428	LANDSCAPE INSPECTOR	155.2	3731.28	4690.81
M	NE	31530	PARK MAINTENANCE TECHNICIAN	155.2	3731.28	4690.81
M	NE	31741	SENIOR AIRPORT OPERATIONS WORKER	155.2	3731.28	4690.81
M	NE	31744	SENIOR BUILDING MAINTENANCE WORKER	155.2	3731.28	4690.81
M	NE	31805	SENIOR PARK MAINTENANCE WORKER	155.2	3731.28	4690.81
M	NE	31835	SENIOR STREET MAINTENANCE WORKER	155.2	3731.28	4690.81
M	NE	31840	SENIOR TRAFFIC SAFETY WORKER	155.2	3731.28	4690.81
M	NE	31845	SENIOR WASTE WATER MAINTENANCE WORKER	155.2	3731.28	4690.81
M	NE	31860	SOLID WASTE EQUIPMENT SERVICE WORKER	155.2	3731.28	4690.81
M	NE	31953	WASTE WATER TREATMENT PLANT OPERATOR II	155.2	3731.28	4690.81
G	NE	51340	FIREFIGHTER TRAINEE	156.0	3761.23	4728.47
G	NE	51350	FIREFIGHTER PARAMEDIC TRAINEE	156.0	3761.23	4728.47
M	NE	31010	ACCOUNTING TECHNICIAN	157.2	3806.61	4785.52
M	NE	31040	ADMINISTRATIVE SERVICES TECHNICIAN	157.2	3806.61	4785.52
M	NE	31035	ADMINISTRATIVE TECHNICIAN	157.2	3806.61	4785.52
M	NE	31130	C.A.D. TECHNICIAN	157.2	3806.61	4785.52
M	NE	31160	COMMUNICATIONS OPERATOR	157.2	3806.61	4785.52
M	NE	31300	EQUIPMENT MECHANIC	157.2	3806.61	4785.52
M	E	31305	EVENTS COORDINATOR	157.2	3806.61	4785.52
M	NE	31380	HEAVY EQUIPMENT OPERATOR	157.2	3806.61	4785.52
M	NE	31480	MAINTENANCE ELECTRICIAN	157.2	3806.61	4785.52
M	NE	31485	MAINTENANCE MECHANIC	157.2	3806.61	4785.52
M	NE	31910	TRAFFIC ENGINEERING SPECIALIST	157.2	3806.61	4785.52
M	NE	31918	TRAFFIC SIGNAL TECHNICIAN	157.2	3806.61	4785.52
M	NE	31460	LEAD SOLID WASTE OPERATOR	160.1	3918.57	4926.26
M	NE	31470	LEAD STREET MAINTENANCE WORKER	160.1	3918.57	4926.26
M	NE	31465	LEAD TRAFFIC SAFETY WORKER	160.1	3918.57	4926.26
M	NE	31955	WASTE WATER TREATMENT PLANT OPERATOR III	160.1	3918.57	4926.26
E	NE	30020	ADMINISTRATIVE ANALYST	161.8	3985.72	5010.68
M	NE	31135	CODE ENFORCEMENT TECHNICIAN	162.1	3997.69	5025.73
M	NE	31195	CONSERVATION TECHNICIAN	162.1	3997.69	5025.73
M	NE	31430	LANDSCAPE AND IRRIGATION TECHNICIAN	162.1	3997.69	5025.73
M	NE	31442	LEAD CONVENTION CENTER CREW LEADER	162.1	3997.69	5025.73
M	NE	31444	LEAD CONVENTION CENTER TECHNICIAN	162.1	3997.69	5025.73
M	NE	31525	PARK RANGER	162.1	3997.69	5025.73
M	NE	31544	PERMIT TECHNICIAN	162.1	3997.69	5025.73
M	NE	31555	PLANNING TECHNICIAN	162.1	3997.69	5025.73
M	NE	31710	REVENUE & CODE COMPLIANCE SPECIALIST	162.1	3997.69	5025.73
M	NE	31745	SENIOR BUILDING MAINTENANCE TECHNICIAN	162.1	3997.69	5025.73
M	NE	31780	SENIOR INDUSTRIAL WASTE WATER INSPECTOR	162.1	3997.69	5025.73
M	NE	31790	SENIOR MAINTENANCE MECHANIC	162.1	3997.69	5025.73
M	NE	31800	SENIOR PARK MAINTENANCE TECHNICIAN	162.1	3997.69	5025.73
E	E	30610	POLICE SYSTEMS ANALYST	163.8	4066.19	5111.86
E	E	30680	RECREATION COORDINATOR	163.8	4066.19	5111.86
M	NE	31295	ENGINEERING TECHNICIAN	164.1	4078.40	5127.21
M	NE	31541	PAYROLL SPECIALIST	164.1	4078.40	5127.21
M	NE	31635	PUBLIC WORKS INSPECTOR	164.1	4078.40	5127.21

BARGAIN UNIT	FLSA STATUS ¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
M	NE	31560	POLICE OFFICER RECRUIT	167.1	4202.55	5283.27
M	NE	31750	SENIOR COMMUNICATION OPERATOR	167.1	4202.55	5283.27
M	NE	31475	LEAD WASTE WATER MAINTENANCE TECHNICIAN	169.1	4287.40	5389.95
M	NE	31505	MECHANIC / WELDER	169.1	4287.40	5389.95
M	NE	31765	SENIOR EQUIPMENT MECHANIC	169.1	4287.40	5389.95
M	NE	31785	SENIOR MAINTENANCE ELECTRICIAN	169.1	4287.40	5389.95
M	NE	31842	SENIOR TRAFFIC SIGNAL TECHNICIAN	169.1	4287.40	5389.95
M	NE	31746	SENIOR C.A.D. TECHNICIAN	170.1	4330.47	5444.09
M	NE	31760	SENIOR ENGINEERING TECHNICIAN	170.1	4330.47	5444.09
M	NE	31453	LEAD EQUIPMENT MECHANIC	171.1	4373.97	5498.78
M	NE	31850	SENIOR WASTE WATER TREATMENT PLANT OPERATOR	172.1	4417.91	5554.01
E	NE	30080	ASSISTANT PLANNER	172.7	4444.48	5587.42
M	NE	31105	BUILDING INSPECTOR	173.1	4462.28	5609.80
M	E	31220	CONVENTION CENTER SALES REPRESENTATIVE	173.1	4462.28	5609.80
M	NE	31340	FIRE PREVENTION INSPECTOR	173.1	4462.28	5609.80
M	NE	31545	PLAN CHECKER	173.1	4462.28	5609.80
E	NE	30575	POLICE SPECIALIST	174.7	4534.22	5700.24
E	NE	30735	SENIOR ADMINISTRATIVE ANALYST	174.7	4534.22	5700.24
M	NE	31815	SENIOR PAYROLL SPECIALIST	175.0	4547.83	5717.36
M	NE	31477	LEAD WASTEWATER TREATMENT PLANT OPERATOR	177.1	4644.30	5838.63
M	NE	31830	SENIOR PUBLIC WORKS INSPECTOR	180.1	4785.67	6016.35
E	NE	30095	BUILDING MAINTENANCE SUPERVISOR	180.7	4814.45	6052.54
E	E	30170	COMMUNICATIONS SUPERVISOR	180.7	4814.45	6052.54
E	NE	30345	FLEET MAINTENANCE SUPERVISOR	180.7	4814.45	6052.54
E	NE	30525	PARK MAINTENANCE SUPERVISOR	180.7	4814.45	6052.54
E	NE	30925	PARKS & URBAN FORESTRY SUPERVISOR	180.7	4814.45	6052.54
E	E	30670	POLICE RECORDS SUPERVISOR	180.7	4814.45	6052.54
E	E	30700	RECREATION SUPERVISOR	180.7	4814.45	6052.54
E	NE	30660	QUALITY ASSURANCE SUPERVISOR	180.7	4814.45	6052.54
E	NE	30875	SOLID WASTE SUPERVISOR	180.7	4814.45	6052.54
E	NE	30882	STREET MAINTENANCE & TRAFFIC CONTROL SUPERVISOR	180.7	4814.45	6052.54
E	NE	30935	WASTEWATER COLLECTIONS SUPERVISOR	180.7	4814.45	6052.54
E	NE	30940	WASTEWATER TREATMENT PLANT MAINT SUPERVISOR	180.7	4814.45	6052.54
E	NE	30945	WASTEWATER TREATMENT PLANT OPERATIONS SUPERVISOR	180.7	4814.45	6052.54
E	NE	30430	IDENTIFICATION TECHNICIAN	181.7	4862.82	6113.34
E	NE	30560	PLANS EXAMINER	182.7	4911.66	6174.75
M	NE	31140	COMBINED BUILDING INSPECTOR	183.0	4926.41	6193.29
E	E	30045	AIRPORT SUPERINTENDENT	184.7	5010.84	6299.42
E	E	30051	ANIMAL SERVICES SUPERINTENDENT	184.7	5010.84	6299.42
E	E	30215	CONV. CTR OPERATIONS SUPERINTENDENT	184.7	5010.84	6299.42
G	NE	51335	FIREFIGHTER	NR	5081.21	6375.71
M	NE	31748	SENIOR COMBINED BUILDING INSPECTOR	189.0	5230.89	6576.06
M	NE	31775	SENIOR FIRE PREVENTION INSPECTOR	189.0	5230.89	6576.06
E	NE	30820	SENIOR IDENTIFICATION TECHNICIAN	189.6	5262.35	6615.62
B	NE	41585	POLICE OFFICER	NR	5405.33	6757.96
E	E	30810	SENIOR PLANS EXAMINER	190.6	5315.21	6682.07

BARGAIN UNIT	FLSA STATUS ¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
E	E	30065	ASSISTANT ENGINEER	192.6	5422.53	6816.99
E	NE	30090	ASSOCIATE PLANNER	192.6	5422.53	6816.99
G	NE	51345	FIREFIGHTER / PARAMEDIC	NR	5589.31	7013.27
G	NE	51330	FIRE ENGINEER	NR	5607.82	7037.97
E	NE	30890	SUPERVISING IDENTIFICATION TECHNICIAN	196.3	5626.82	7073.82
B	NE	41565	POLICE AGENT	NR	5830.41	7277.65
G	NE	51333	FIRE ENGINEER - PARAMEDIC	NR	5888.22	7389.87
CONF	E	20300	COMMUNICATIONS MANAGER	201.6	5932.93	7458.64
E	E	30310	FINANCIAL ANALYST	201.6	5932.93	7458.64
E	E	30375	GIS ANALYST	201.6	5932.93	7458.64
E	E	30400	HOUSING SPECIALIST	201.6	5932.93	7458.64
E	E	30450	INFORMATION SYSTEMS ANALYST	201.6	5932.93	7458.64
E	E	30500	MANAGEMENT ANALYST	201.6	5932.93	7458.64
E	E	30516	NATURAL RESOURCE CONSERVATION ANALYST	201.6	5932.93	7458.64
CONF	E	20250	CHIEF DEPUTY CITY CLERK	203.6	6052.72	7609.24
CONF	E	20500	MANAGEMENT ANALYST - HR / RISK	203.6	6052.72	7609.24
E	E	30085	ASSOCIATE ENGINEER	204.6	6113.52	7685.68
E	E	30815	SENIOR PLANNER	204.6	6113.52	7685.68
E	E	30150	CIVIL ENGINEER	209.5	6420.39	8071.46
E	E	30320	FIRE MARSHAL	209.5	6420.39	8071.46
E	E	30360	GIS SUPERVISOR	209.5	6420.39	8071.46
E	E	30025	ADMINISTRATIVE SERVICES MANAGER	210.6	6491.37	8160.69
E	E	30600	POLICE SUPPORT SERVICES MANAGER	210.6	6491.37	8160.69
E	E	30685	RECREATION MANAGER	210.6	6491.37	8160.69
E	E	30955	WASTEWATER TREATMENT PLANT SUPERINTENDENT	210.6	6491.37	8160.69
G	NE	50315	FIRE CAPTAIN	NR	6558.43	8244.51
CONF	E	20750	SENIOR CHIEF DEPUTY CITY CLERK	214.6	6756.15	8493.56
A	NE	40600	POLICE SERGEANT	NR	6846.42	8584.95
G	NE	50320	FIRE CAPTAIN -PARAMEDIC	NR	6886.36	8656.72
CONF	E	20410	FINANCE MANAGER	218.5	7024.71	8831.18
CONF	E	20435	HUMAN RESOURCES MANAGER	218.5	7024.71	8831.18
CONF	E	20714	INSURANCE AND BENEFITS MANAGER	218.5	7024.71	8831.18
E	E	30195	CONVENTION CENTER MANAGER	219.5	7095.27	8919.89
E	E	30275	ECONOMIC DEVELOPMENT MANAGER	219.5	7095.27	8919.89
E	E	30785	INFORMATION SYSTEMS SUPERVISOR	219.5	7095.27	8919.89
E	E	30520	NEIGHBORHOOD PRESERVATION MANAGER	219.5	7095.27	8919.89
E	E	30530	PARKS & URBAN FORESTRY MANAGER	219.5	7095.27	8919.89
E	E	30620	PRINCIPAL PLANNER	219.5	7095.27	8919.89
E	E	30623	PROFESSIONAL LAND SURVEYOR	219.5	7095.27	8919.89
E	E	30645	PUBLIC WORKS MANAGER	219.5	7095.27	8919.89
E	E	30740	SENIOR CIVIL ENGINEER	219.5	7095.27	8919.89
E	E	30920	TRANSIT MANAGER	219.5	7095.27	8919.89
E	E	30930	WATER CONSERVATION MANAGER	219.5	7095.27	8919.89
E	E	30885	SUPERVISING CIVIL ENGINEER	224.5	7458.87	9376.99

BARGAIN UNIT	FLSA STATUS ¹	CLASS CODE	JOB TITLE	SALARY RANGE	MONTHLY MIN	MONTHLY MAX
E	E	30105	BUILDING OFFICIAL	227.5	7685.91	9662.42
E	E	30147	CITY PLANNER	227.5	7685.91	9662.42
CONF	E	20090	ASSISTANT FINANCE DIRECTOR	231.5	7999.42	10056.55
CONF	E	20145	FIRE BATTALION CHIEF	233.5	8160.94	10259.60
A	E	40580	POLICE LIEUTENANT	NR	8295.05	10374.58
E	E	30410	INFORMATION SERVICES MANAGER	235.5	8325.71	10466.76
A	E	40500	POLICE CAPTAIN	NR	9096.86	11438.21
CONF	E	20062	ASST COMMUNITY DEV DIRECTOR - DEVELOPMENT SERVICES	NR	9206.54	11574.08
CONF	E	20255	CITY ENGINEER	NR	9206.54	11574.08
CONF	E	20325	DEPUTY CITY MANAGER	NR	9206.54	11574.08
DH	E	10400	PARKS & RECREATION DIRECTOR	248.4	9471.47	11907.16
DH	E	10310	FINANCE DIRECTOR	253.4	9956.84	12517.34
DH	E	10320	FIRE CHIEF	NR	11450.28	13254.05
DH	E	10175	COMMUNITY DEVELOPMENT DIRECTOR	NR	11557.04	13377.64
DH	E	10450	PUBLIC WORKS DIRECTOR	NR	11557.04	13377.64
DH	E	10575	CHIEF OF POLICE	NR	11950.78	14070.09
DH	E	10135	ASSISTANT CITY MANAGER	NR	12665.36	14343.38
n/a	E	02151	CITY MANAGER ²	NR	15416.67	15416.67
n/a	E	01230	CITY COUNCIL ³	NR	890.24	931.02

FOOTNOTES

¹ FLSA Status: Non-exempt (NE) and Exempt (E)

² City Manager Salary set by contract approved by City Council

³ City Council Salary established by Visalia Municipal Ordinance Code Section 2.04.080

Community Profile

THE EARLY YEARS OF VISALIA

When California achieved statehood in 1850, Tulare County did not exist. The land that is now our County was part of the huge county of Mariposa. In 1852 some adventuresome pioneers settled in this area, then called "Four Creeks". It was a swampy area within a massive oak forest, with waterways flowing from the Sierra Nevada. Desirous of local autonomy, the group petitioned the state legislature for county status and July 10, 1852 Tulare County became its own official county.

In the heart of "Four Creeks Country" the site of John Wood's cabin became the first county seat, known as Woodsville. In the same year, just west of Woodsville, another settlement was beginning on the banks of a little creek. The early pioneers, fearful of attacks by Native Americans, built a log fort for protection but soon discovered that it was not necessary. One of the first inhabitants of the fort was Nathaniel Vise, who was responsible for surveying the new settlement in November 1852. In a letter that year he wrote, "The town contains from 60-80 inhabitants, 30 of whom are children who already attend school. The town is located upon one of the subdivisions of the Kaweah, and is destined to be the county seat of Tulare". In 1853, Visalia wrested the county seat designation from Woodsville, and that designation has remained with Visalia.

Named for Nathaniel Vise's ancestral home - Visalia, Kentucky - Visalia began to add residents at a rapid rate. In the mid 1850's the "Kern River Excitement", to the south, brought many transient miners through the town on their way to the promised gold fields. However, the gold failed to materialize and many returned to Visalia to live their lives. In 1858 the town received another boost. John Butterfield's Overland Stage chose Visalia as a timetable stop on the St. Louis to San Francisco route. Waterman Ormsby, a newspaper correspondent for the New York Herald, was a passenger on the inaugural trip. The reception given to him by Visalians so impressed him that he wrote, "The rousing cheers they gave us as we drove off...ought to be remembered in the history of the town, so I here immortalize them".

In 1860 the telegraph arrived in Visalia, indicating the serious unrest in the East, unrest that would ultimately develop into the Civil War. The nation was divided on state's rights issues, as was Visalia. The federal government, concerned about sedition, banned Visalia's pro-south Equal Rights Expositor newspaper and established a military garrison. Visalia's Camp Babbitt was established in 1862 to stop overt southern support as well as maintain law and order in the community. During the Civil War years, Visalia became incorporated, giving the town new rights. A Board of Trustees was elected with Nathan Baker appointed as President.

The town's second incorporation occurred in 1874, moving the 1,000 citizens into city status. A Common Council was formed with Summerfield Sheppard being appointed President and ex-officio Mayor. The mid-1870's brought a building boom to Visalia and the future of Visalia appeared bright. The end of the 19th century saw the railroad bypass Visalia slightly to the west and headlines of the day featured the adventures of local train robbers Chris Evans and John Sontag.

As Visalia entered the 1900's the City had grown to slightly more than 3,000 people. Automobiles began to arrive and soon outnumbered horses and wagons. The population of Visalia grew slowly but steadily throughout the early half of the 20th Century. It wasn't until the 1960's that Visalia, the Valley's best kept secret, was really discovered. By 1970 Visalia's population had grown to 27,268 according to the U. S. Census, nearly doubling from 15,791 in 1960.

VISALIA TODAY

The City of Visalia is located in Tulare County, which is located in the San Joaquin Valley, approximately 185 miles north of Los Angeles and 220 miles south of San Francisco. The City was founded in 1852 and incorporated in 1874. It became a charter city on February 26, 1923 with the charter being amended in 1974. The City operates under the Council-Manager form of government and provides a wide range of municipal services, including police and fire protection as well as public works, community development and other community services. The City currently has a land area of 37 square miles and a population of 129,582 as of January 2014.

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

Historically, Visalia's economy has been based upon agriculture and related industries. In recent years, however, the City has broadened its economic base to include many diversified industrial enterprises including manufacturers of school yearbooks, business forms, metal products, electronic components, food and fiber processing plants, distribution centers, and call centers for claims processing. It is the County seat and principal trading center for the County, which consistently ranks as one of the two most productive counties in the United States in terms of agricultural output. This economic growth has been accompanied by a significant increase in population and has established Visalia as a regional trading center serving not only Tulare County, but also southern Fresno County, Kings County, and northern Kern County. The City receives approximately 45% of the retail sales in Tulare County, while having about 28% of the population.

The climate of the area is warm and dry in the summer, mild in the winter with low humidity. January average high and low temperatures range from 55 degrees to 39 degrees. July average high and low temperatures range from 94 degrees to 67 degrees. Average yearly rainfall is 10.99 inches.

CITY OF VISALIA MISCELLANEOUS STATISTICS JUNE 30, 2017

Form of government:		Building Permits:	
Council Members elected by district	5	Residential	2,793
		Commercial	355
Permanent positions:	603	Miscellaneous	1,745
		Total	4,893
Public Works:		Fire Protection:	
Area in square miles	38	Stations	6
Miles of streets	516	Safety personnel	70
Traffic signalized intersections	123	Administrative personnel	11
		Volunteer personnel (reserves)	0
Sewers:		Calls for service - Calander year 2013	14,283
Number of accounts billed	39,640	Police Protection:	
Miles of sewer lines	507	Sworn personnel	145
Miles of storm sewer lines	276	Non-sworn personnel	63
Number of treatment plants	1	Police reserves	1
		Citizen volunteers	45
Refuse:		Calls for service - Calander year 2013	144,489
Number of residential accounts	38,014	Parks and Recreation:	
Number of commercial accounts	4,043	Developed City park acreage	269
Total refuse accounts	42,057	Parks	54
		Public libraries	1
Business licenses:		Recreation centers	5
New licenses issued during the year	1,375	Swimming pools	0
Total business licenses	12,098	Golf courses (public and private)	2

SOURCE: VARIOUS CITY OF VISALIA DEPARTMENTS AS APPROPRIATE

As of October 11, 1993, the Visalia City Council adopted an alternative method of secured property tax distribution known as the “Teeter Plan.” By adoption of a resolution, the City Council enrolled the City and the Community Redevelopment Agency in the program offered by the County of Tulare. Under the Teeter Plan, the City collected 100% of the secured property taxes levied each year. This eliminated the need to track delinquent property taxes on the secured roll and allowed for better revenue projections in future years. The County of Tulare was entitled to keep all delinquent taxes and penalties and interest when collected, in exchange for financing these delinquencies to all local agencies. This method began in the 1993-94 fiscal year.

As of fiscal year 2009-10, the “Teeter Plan” is no longer being offered by the County of Tulare. This means that the City will receive only the secured property taxes that are paid, and not 100% of the secured property taxes that are levied each year. The County of Tulare will collect the delinquent taxes, penalties, and interest on-behalf-of the City of Visalia. The City will now need to track delinquent property taxes on the secured roll, and this change may make revenue projections in future years more complicated.

In California, property subject to ad valorem taxes is classified as “secured” or “unsecured.” The “secured roll” is that part of the assessment roll containing real property of which the value is sufficient, in the opinion of the county assessor, to secure payment of the taxes. A tax levied on unsecured property does not become a lien against such unsecured property, but may become a lien on certain other property owned by the taxpayer. Every tax, which becomes a lien on secured property, has priority over all other liens arising pursuant to State law on such secured property, except liens of special taxes, regardless of the time of the creation of the other liens. Secured and unsecured properties are entered separately on the assessment roll maintained by the county assessor. The method of collecting delinquent taxes is substantially different for the two classifications of property.

Property taxes on the secured roll are due in two installments, on Nov. 1 and Feb. 1 of each fiscal year. If unpaid, such taxes become delinquent after Dec. 10 and after April 10, respectively, and a 10% penalty attaches to any delinquent payment. In addition, property on the secured roll with delinquent property taxes is declared to be in default and a delinquency certificate is recorded on or about June 30 of the fiscal year. Thereafter, payment of the delinquent taxes, a delinquency penalty, and a penalty of 1/1/2% per month to the time of payment are required. If taxes are unpaid for a period of five years or more, the property is deeded to the State. The county tax collector can enforce the payment of delinquent taxes, by the sale of the property securing the taxes, for the amount of taxes which are delinquent.

Historically, property taxes are levied for each fiscal year on taxable real and personal property situated in the taxing jurisdiction as of the preceding March 1. A bill enacted in 1983, SB 813 (Statutes of 1983, Chapter 498), provided for the supplemental assessment and taxation of property as of the occurrence of a change of ownership or completion of new construction. Thus, this legislation eliminated delays in the realization of increased property taxes from new

assessments. As amended, SB 813 provided increased revenue to taxing jurisdictions to the extent that supplemental assessments of new construction or changes of ownership occur subsequent to the March 1 lien date.

Property taxes on the unsecured roll are due on the March 1 lien date and become delinquent, if unpaid on the following August 31. A 10% penalty also attaches to delinquent taxes with respect to property on the unsecured roll, and further, an additional penalty of 1-1/2% per month accrues with respect to such taxes beginning the first day of the third month following the delinquency date. The

County has four ways of collecting unsecured personal property taxes: (a) a civil action against the taxpayer; (b) filing a certificate in the office of the county clerk specifying certain facts in order to obtain a judgment lien on certain property of the taxpayer, (c) filing a certificate of delinquency for record in the county recorder's office, in order to obtain lien on certain property of the taxpayer; and (d) seizure and sale of personal property, improvements or possessory interests belonging or assessed to the assessee.

**CITY OF VISALIA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS
(In Thousands)**

Fiscal Year Ended June 30	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percent of Levy		Amount	Percent of Levy
2008	20,197	20,197	100.00%	-	20,197	100.00%
2009	21,468	21,468	100.00%	-	21,468	100.00%
2010	21,518	21,518	100.00%	-	21,518	100.00%
2011	19,970	19,970	100.00%	-	19,970	100.00%
2012	19,198	19,198	100.00%	-	19,198	100.00%
2013	16,106	16,106	100.00%	-	16,106	100.00%
2014	17,167	17,167	100.00%	-	17,167	100.00%
2015	18,755	18,755	100.00%	-	18,755	100.00%
2016	19,764	19,764	100.00%	-	19,764	100.00%
2017	20,337	20,337	100.00%	-	20,337	100.00%

NOTE:

The amounts presented include secured City property taxes and Successor Agency tax increment. This schedule also includes amounts collected by the City and Redevelopment Agency that were passed-through to other agencies.

Source: Tulare County Auditor Controller's Office

**CITY OF VISALIA
PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND NINE YEARS AGO
(In Thousands)**

Taxpayer	2017			2008		
	Taxable Assessed Value	Percent Of Total City Taxable Assessed Value	Rank	Taxable Assessed Value	Percent Of Total City Taxable Assessed Value	Rank
California Dairies Inc.	\$ 178,141	1.86%	1	-	-	-
Marshalls of California LLC	55,640	0.58%	2	-	-	-
California Water Service	52,106	0.54%	3	-	-	-
Caldwell Mooney Partners	51,198	0.53%	4	-	-	-
Visalia Mall LP	44,491	0.46%	5	-	-	-
Perfection Pet Foods LLC	42,817	0.45%	6	-	-	-
Bank of America	37,993	0.40%	7	-	-	-
VWR International LLC	36,896	0.39%	8	-	-	-
Cottonwood Fresno Holdings LLC	36,500	0.38%	9	-	-	-
VF Outdoor Inc.	34,291	0.36%	10	-	-	-
Cottonwood Fresno Holdings LLC	-	-	-	59,475	0.74%	1
US Industrial Reit II	-	-	-	41,248	0.51%	2
Visalia Mall LP	-	-	-	38,492	0.48%	3
Bank of America NT & SA	-	-	-	34,154	0.42%	4
Midstate 99 Distribution Center	-	-	-	31,438	0.39%	5
Moore Business Forms Inc.	-	-	-	30,652	0.38%	6
California Dairies Inc.	-	-	-	30,391	0.38%	7
Oldfield Corwin & Lois	-	-	-	29,733	0.37%	8
Ennis Land Development LLC	-	-	-	28,645	0.36%	9
Imperial Bondware Corp.	-	-	-	27,865	0.35%	10
Total Ten Largest Tax Payers	\$ 570,073	5.95%		\$ 352,093	4.37%	
All Other Tax Payers	<u>\$ 9,010,667</u>	<u>94.05%</u>		<u>\$ 7,699,495</u>	<u>95.63%</u>	
Total Assessed Valuation - All Tax Payers	<u>\$ 9,580,740</u>	<u>100.00%</u>		<u>\$ 8,051,588</u>	<u>100.00%</u>	

The amounts shown above include assessed value data for both the City and the Successor Agency.

Source: Tulare County Auditor-Controller

CITY OF VISALIA
ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS
(In Thousands)

Fiscal Year Ended June 30	City		Taxable Assessed Value	Total Direct Tax Rate ¹
	Secured	Unsecured		
2008	7,745,837	305,751	8,051,588	0.116%
2009	8,111,663	366,379	8,478,042	0.116%
2010	7,587,665	386,405	7,974,070	0.116%
2011	7,613,423	382,545	7,995,968	0.115%
2012	7,516,654	389,762	7,906,416	0.115%
2013	7,291,841	409,092	7,700,933	0.115%
2014	7,669,621	409,634	8,079,255	0.115%
2015	8,186,023	442,930	8,628,953	0.115%
2016	8,672,154	438,480	9,110,634	0.115%
2017	9,144,989	435,751	9,580,740	0.115%

NOTE:

In 1978 the voters of the State of California passed Proposition 13 which limited property taxes to a total maximum rate of 1% based upon the assessed value of the property being taxed. Each year, the assessed value of property may be increased by an "inflation factor" (limited to a maximum increase of 2%). With few exceptions, property is only re-assessed at the time that it is sold to a new owner. At that point, the new assessed value is reassessed at the purchase price of the property sold. The assessed valuation data shown above represents the only data currently available with respect to the actual market value of taxable property and is subject to the limitations described above.

¹ The City's total direct tax rate varies by tax rate area. The rate provided comes from tax rate area 006-008 and is representative of other tax rate areas within the City.

Source: Tulare County Auditor Controller's Office

CITY OF VISALIA
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
MODIFIED ACCRUAL BASIS OF ACCOUNTING
LAST FIVE FISCAL YEARS
(In Thousands)

	Fiscal Year				
	2013	2014	2015	2016	2017
Revenues:					
Sales Tax	\$ 30,342	\$ 28,791	\$ 32,237	\$ 36,144	\$ 44,575
Property Tax	23,886	27,306	26,711	26,880	22,370
Other Taxes	6,276	6,920	7,662	7,608	7,681
Subventions and Grants	26,604	15,336	13,137	13,286	14,160
Licenses and Permits	109	61	109	87	81
Fees and Fines	6,433	8,751	9,199	10,520	10,552
Use of Money and Property	1,087	907	2,334	1,133	1,522
Charges for Current Services	5,042	5,589	6,257	7,014	7,859
Miscellaneous	4,256	2,253	2,067	2,477	2,578
Total Revenues	104,035	95,914	99,713	105,149	111,378
Expenditures					
Current:					
General Government	270	2,477	2,896	3,102	3,335
Community Development	5,384	5,209	6,684	5,119	5,245
Housing & Economic Development	598	-	-	-	-
Public Safety:					
Police	29,412	13,708	13,598	15,070	15,855
Fire	13,130	30,228	30,469	31,728	33,378
Public Works	7,875	3,239	5,563	8,958	8,874
Parks and Recreation	5,777	7,956	8,104	3,231	3,531
Capital Outlay	24,708	22,429	17,378	32,435	34,136
Debt Service:					
Principal Retirement	615	649	2,229	1,178	1,321
Interest and Fiscal Charges	294	189	138	694	548
Total Expenditures	88,063	86,084	87,059	101,515	106,223
Excess (Deficiency) of Revenues Over (Under) Expenditures	15,972	9,830	12,654	3,634	5,155
Other Financing Sources (Uses):					
Sales of Real Property	96	11	12	655	1,465
Proceeds from Sale of Capital	-	-	5	7	3
Issuance of Debt	-	-	1,558	13,121	-
Bond Premium	-	-	-	785	-
Transfers In	1,424	970	2,482	2,070	8,373
Transfers Out	(4,760)	(5,300)	(7,254)	(6,304)	(12,365)
Total Other Financing Sources (Uses)	(3,240)	(4,319)	(3,197)	10,334	(2,524)
Extraordinary Items	-	-	-	-	-
Net Change in Fund Balances	\$ 12,732	\$ 5,511	\$ 9,457	\$ 13,968	\$ 2,631
Debt Service as a Percentage of					
Noncapital Expenditures ¹	1.3%	1.2%	3.2%	2.4%	2.3%

The City of Visalia has elected to show only five years of data for this schedule.

¹ The calculation of debt service as a percentage of noncapital expenditures excludes capital outlays.

In 2007 the City created the Housing & Economic Development Department and in 2014 it was absorbed in Community Development.

**CITY OF VISALIA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS**

Calendar Year	Population (1)	Assessed Value (in thousands) (2)	Per Capita Assessed Value	Personal Income (in thousands) (3)	Per Capita Personal Income (3)	Unemployment Rate (4)
2008	120,958	8,051,588	66,565	12,373,222	28,823	10.4%
2009	123,670	8,478,042	68,554	12,206,416	27,933	17.1%
2010	124,184	7,974,070	64,212	13,264,191	29,936	16.9%
2011	125,770	7,995,968	63,576	14,291,362	31,944	17.1%
2012	127,061	7,906,416	62,225	14,403,090	31,957	16.5%
2013	128,443	7,700,933	59,956	15,219,419	33,571	14.5%
2014	129,481	8,079,201	62,397	16,675,688	36,560	13.2%
2015	128,447	8,628,953	67,179	16,781,126	36,621	11.0%
2016	130,977	8,628,953	65,881	17,366,455	37,717	10.3%
2017	133,151	9,580,740	71,954	NA	NA	9.9%

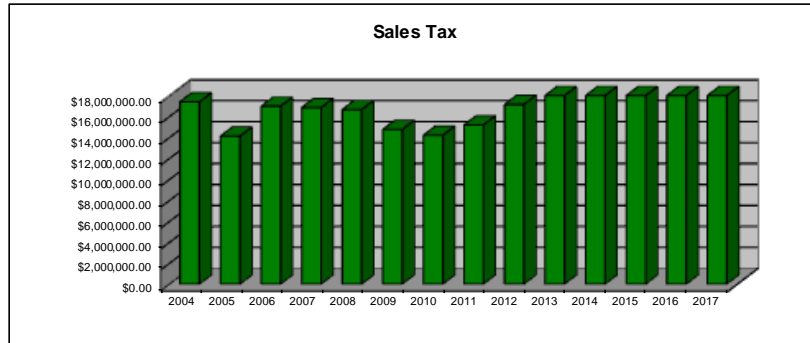
Sources: (1) State Department of Finance
 (2) Tulare County Auditor-Controller
 (3) US Department of Commerce Bureau of Economic Analysis*
 (4) US Department of Labor Bureau of Labor Statistics/State of California Employment Development Department*

* Rate for Tulare County as of June 30

Note:

Personal Income & Per Capita Personal Income Data from the Bureau of Economic Analysis is only available through 2016.

CITY OF VISALIA SALES TAX COLLECTIONS LAST TEN FISCAL YEARS



Fiscal Year	Sales Tax Collections (1)	Increase/ (Decrease)	Increase/ (Decrease)
2004	17,405,790		
2005	14,136,164	\$(3,269,626)	-23.1%
2006	16,982,141	\$ 2,845,977	16.8%
2007	16,855,914	\$ (126,227)	-0.7%
2008	16,666,119	\$ (189,795)	-1.1%
2009	14,770,380	\$(1,895,739)	-12.8%
2010	14,220,827	\$ (549,553)	-3.9%
2011	15,190,095	\$ 969,268	6.4%
2012	17,151,558	\$ 1,961,463	11.4%
2013	19,415,284	\$ 2,263,726	11.7%
2014	20,314,545	\$ 899,261	4.4%
2015	21,111,143	\$ 796,598	3.8%
2016	25,897,731	\$ 4,786,588	18.5%
2017	30,835,833	\$ 4,938,102	16.0%
		Average	3.6%

Top 25 Sales Tax Contributors

Best Buy Stores	MWI Veterinary Supply
Butler Animal Health Supply	Nissan of Visalia
CalCom Solar	Ross Stores
COSTCO Wholesale	Save Mart Supermarkets
Don Rose Propane and Oil Company	Target Stores
Ed Dena's Used Car Dealership	Tri-Animal Health Services
Giant Chevrolet GEO	Union 76 Service Stations
HILTI	Visalia Ford
Home Depot	Visalia Honda
J C Penney Company	Visalia Toyota
Lampe Chrysler Dodge Jeep Ram	VWR International
Lowe's Home Improvement	Wal Mart Stores
Macy's	

Note 1: Doesn't include Public Safety Proposition 172 sales tax revenue, or Measure T Public Safety sales tax revenue.

Debt Summary

**CITY OF VISALIA
LEGAL DEBT MARGIN INFORMATION
(In Thousands)**

	Fiscal Year 2017
Assessed valuation	\$ 9,580,740
Conversion percentage	25%
Adjusted assessed valuation	2,395,185
Debt limit percentage	15%
Debt limit	359,278
Total net debt applicable to limit: General obligation bonds	-
Legal debt margin	\$ 359,278
Total debt applicable to the limit as a percentage of debt limit	0.0%

NOTE:

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the state

Source: City Finance Department
Tulare County Tax Assessor's Office

DEBT SERVICE SUMMARY 2018-19

	Beginning Principal 07/01/18	2018-19 Debt Service			Ending Principal 06/30/19
		Principal	Interest	Total	
<u>GOVERNMENTAL ACTIVITY DEBT</u>					
General Fund (001)					
2015 - Cert of Participation *	\$5,677,320	\$ 370,601	\$ 218,950	\$ 589,551	\$5,306,719
2014 VPFA - Cert of Participation Series (1)(2) (396)*	846,400	90,400	36,656	127,056	756,000
2008 HUD Sec. 108 Loan A (611)	139,000	139,000	32,100	171,100	-
2008 HUD Sec. 108 Loan B (611)	131,000	131,000	3,026	134,026	-
Total General Fund (001)	6,793,720	731,001	290,732	1,021,733	6,062,719
Measure T- Police (121)					
2015 - Cert of Participation *	1,457,280	94,818	56,018	150,835	1,362,462
Total Measure T - Police (121)	1,457,280	94,818	56,018	150,835	1,362,462
Police Impact Fees (106)					
2015 - Cert of Participation *	3,992,340	259,875	153,533	413,408	3,732,465
Total Police Impact Fee (106)	3,992,340	259,875	153,533	413,408	3,732,465
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (381)	97,000	49,000	4,096	53,096	48,000
Orchard Walk (383)	360,000	45,000	25,668	70,668	315,000
Village West (382)	24,586	4,728	1,510	6,238	19,858
Total Other Funds	481,586	98,728	31,274	130,002	382,858
Total Governmental Activity	\$ 12,724,926	\$ 1,184,422	\$ 531,556	\$ 1,715,979	\$ 11,540,504
<u>BUSINESS-TYPE ACTIVITY DEBT</u>					
Convention Center (413)					
2015 - Cert of Participation	4,053,060	264,706	156,387	421,093	3,788,354
2014 VPFA - Certificate of Participation (2) (413)	4,443,600	474,600	192,444	667,044	3,969,000
Total Convention Center (413)	8,496,660	739,306	348,831	1,088,137	7,757,354
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	4,763,794	406,452	160,875	567,327	4,357,342
Total Animal Shelter (406)	4,763,794	406,452	160,875	567,327	4,357,342
Wastewater Treatment Plant Upgrade (431)					
Clean Water State Revolving (431)	96,040,359	2,330,535	2,016,848	4,347,383	93,709,824
Total Wastewater (431)	96,040,359	2,330,535	2,016,848	4,347,383	93,709,824
Total Business-Type Activity	\$ 105,247,753	\$ 3,211,587	\$ 2,370,167	\$ 5,581,754	\$ 102,036,166
<u>SUCCESSOR AGENCY ACTIVITY DEBT</u>					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	1,815,000	170,000	76,086	246,086	1,645,000
2004 Mooney Area Loan (363)	1,512,880	116,430	64,686	181,116	1,396,450
Total Successor Agency	3,327,880	286,430	140,772	427,202	3,041,450
Total Successor Agency Activity	\$ 3,327,880	\$ 286,430	\$ 140,772	\$ 427,202	\$ 3,041,450
Total Government Wide Debt Service	\$ 121,300,559	\$ 4,682,439	\$ 3,042,495	\$ 7,724,935	\$ 116,618,120

(1) The 2014 VPFA issue Series proceeds and corresponding debt's proportionate allocation was 84% to Business-Type activity (Convention Center) and 16% to Governmental activity (General Fund).

* Debt service for bonded debt in the governmental funds (Certificates of Participation and Tax Allocation Bonds) is recorded as a net transfer from the governmental fund to the debt service fund listed above. The transfer amount may be offset by interest earnings on bond reserves or other income from allocations. For detailed information on Transfers, see the Transfer worksheet in the Financial Summaries Section. Notes, Loans and Capital leases for governmental funds will be presented as debt service expenditures in the governmental funds.

DEBT SERVICE SUMMARY 2019-20

	Beginning Principal 07/01/19	2019-20 Debt Service			Ending Principal 06/30/20
		Principal	Interest	Total	
<u>GOVERNMENTAL ACTIVITY DEBT</u>					
General Fund (001)					
2015 - Cert of Participation *	\$5,307,060	\$ 381,832	\$ 207,607	\$ 589,439	\$4,925,228
2014 VPFA - Cert of Participation Series (1)(2) (396)*	756,000	94,400	32,960	127,360	661,600
<i>Total General Fund (001)</i>	6,063,060	476,232	240,567	716,799	5,586,828
Measure T- Police (121)					
2015 - Cert of Participation *	1,362,240	97,691	53,116	150,807	1,264,549
<i>Total Measure T - Police (121)</i>	1,362,240	97,691	53,116	150,807	1,264,549
Police Impact Fees (106)					
2015 - Cert of Participation *	3,731,970	267,750	145,579	413,329	3,464,220
<i>Total Police Impact Fee (106)</i>	3,731,970	267,750	145,579	413,329	3,464,220
Other Funds					
Los Rios / Casablanca 1915 Act Bonds (381)	48,000	48,000	1,356	49,356	-
Orchard Walk (383)	315,000	45,000	22,566	67,566	270,000
Village West (382)	19,858	4,728	1,226	5,954	15,130
<i>Total Other Funds</i>	382,858	97,728	25,148	122,876	285,130
Total Governmental Activity	\$ 11,540,128	\$ 939,401	\$ 464,410	\$ 1,403,811	\$ 10,600,727
<u>BUSINESS-TYPE ACTIVITY DEBT</u>					
Convention Center (413)					
2015 - Cert of Participation	3,788,730	272,727	148,285	421,013	3,516,003
2014 VPFA - Certificate of Participation (2) (413)	3,969,000	495,600	173,040	668,640	3,473,400
<i>Total Convention Center (413)</i>	7,757,730	768,327	321,325	1,089,653	6,989,403
Animal Shelter (406)					
2012 Animal Shelter Loan (406)	4,357,341	420,596	146,732	567,328	3,936,745
<i>Total Animal Shelter (406)</i>	4,357,341	420,596	146,732	567,328	3,936,745
Wastewater Treatment Plant Upgrade (431)					
Clean Water State Revolving (431)	93,709,824	2,379,476	1,967,906	4,347,382	91,330,348
<i>Total Wastewater (431)</i>	93,709,824	2,379,476	1,967,906	4,347,382	91,330,348
Total Business-Type Activity	\$ 105,824,895	\$ 3,568,399	\$ 2,435,963	\$ 6,004,363	\$ 102,256,496
<u>SUCCESSOR AGENCY ACTIVITY DEBT</u>					
Successor Agency					
2003 East Visalia District Tax Allocation Bond (396)*	1,645,000	180,000	69,626	249,626	1,465,000
2004 Mooney Area Loan (363)	1,396,450	121,562	59,555	181,117	1,274,888
<i>Total Successor Agency</i>	3,041,450	301,562	129,181	430,743	2,739,888
Total Successor Agency Activity	\$ 3,041,450	\$ 301,562	\$ 129,181	\$ 430,743	\$ 2,739,888
Total Government Wide Debt Service	\$ 120,406,473	\$ 4,809,362	\$ 3,029,555	\$ 7,838,917	\$ 115,597,111

(1) The 2014 VPFA issue Series proceeds and corresponding debt's proportionate allocation was 84% to Business-Type activity (Convention Center) and 16% to Governmental activity (General Fund).

* Debt service for bonded debt in the governmental funds (Certificates of Participation and Tax Allocation Bonds) is recorded as a net transfer from the governmental fund to the debt service fund listed above. The transfer amount may be offset by interest earnings on bond reserves or other income from allocations. For detailed information on Transfers, see the Transfer worksheet in the Financial Summaries Section. Notes, Loans and Capital leases for governmental funds will be presented as debt service expenditures in the governmental funds.

GENERAL FUND – HUD Sec. 108 LOAN PARKING STRUCTURE – Downtown (West) (A) 2008

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 2,069,000	
Amount paid off as of 7/1/16:	\$ 1,174,000	
Principal Outstanding as of 7/1/15:	\$ 895,000	
Principal Outstanding as of 7/1/18:	\$ 139,000	
Issue Date:	May 2008	
Maturity Date:	August 2018	(Fiscal Year 2018/19)
Interest Rate:	4.2%	
Tax Status:	Tax Exempt	
Fund Type:	Debt Service	
Where does the money come from?	General Fund	

Parking Structure – Downtown (West) (A) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		405,000
2017/2018	266,000	9,276	3,211	278,487	139,000
2018/2019	139,000	3,211		142,211	-

GENERAL FUND – HUD Sec. 108 LOAN PARKING STRUCTURE – Downtown (West) (B) 2008

In May of 2008, the City of Visalia participated in a Department of Housing and Urban Development (HUD) sponsored public offering of federally guaranteed loans. This loan was used to partially finance the completed construction of a downtown parking structure on West Acequia Ave. The City of Visalia has provided additional security for the loan, which in this case is a first position lien, any Community Block Grant (CDBG) program income realized by the City and all proceeds from any investments using Section 108 funds. The notes carry an interest rate of 4.2%.

HUD initially approved a loan amount of \$4.2 million. HUD has issued two loan documents one for \$2,069,000 and one for \$1,944,000. Both loans are identical, except for the loan amounts.

Original Principal Amount:	\$ 1,944,000
Amount paid off as of 7/1/16:	\$ 1,102,000
Principal Outstanding as of 7/1/16:	\$ 842,000
Principal Outstanding as of 7/1/18:	\$ 131,000
Issue Date:	May 2008
Maturity Date:	August 2018 (Fiscal Year 2018/19)
Interest Rate:	4.2%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Where does the money come from?	General Fund

Parking Structure – Downtown (West) (B) – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
	Aug	Aug	Feb		382,000
2017/2018	251,000	8,749	3,026	262,775	131,000
2018/2019	131,000	3,026		134,026	-

VISALIA PUBLIC FINANCE AUTHORITY REFUNDING CERTIFICATES OF PARTICIPATION - 2014

In 1996 the City issued debt for the purpose of refinancing two outstanding bond issues in an effort to reduce annual payments by extending the debt out an additional ten years. The City issued tax exempt Certificates of Participation (COP's) in the amounts of \$16,245,000 for Series 1996A and \$14,400,000 for Series 1996B. The purpose of these COP's was to (a) prepay the 1985 Visalia Convention Center Expansion project, originally executed in the amount of \$28,400,000; (b) prepay the 1991 Convention Center Expansion project, originally executed in the amount of \$6,200,000; and (c) purchase City Hall East.

In 2005 the City refunded the 1996 Certificates of Participation. The City refinanced its outstanding debt on the Convention Center and paid down the debt's principal by \$5 million. This action reduced the average interest cost from 5.7 to 4.0 percent and reduced the remaining term of the debt by 6 years.

In 2014 the City refunded the 2005 Certificates of Participation. The City refinanced its outstanding debt on the Convention Center to take advantage of historically low interest rates which results in an overall debt service savings.

The 2014 COP are split between Convention Center debt and General Fund debt. The General Fund is responsible for 16% of the debt and the Convention Center is responsible for 84% of the debt.

Original Principal Amount:	\$ 30,645,000
Amount refinanced May 2005:	\$ 21,590,000
Amount refinanced June 2014:	\$ 7,380,000
Amount paid off as of 7/1/14:	\$ 14,050,000
Principal Outstanding as of 7/1/14:	\$ 7,540,000
Principal Outstanding as of 7/1/16:	\$ 4,095,000
Issue Date:	June 2014
Maturity Date:	December 2025 (Fiscal Year 2025/26)
Interest Rate:	2 – 5% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Bonds maturing prior to Dec 1, 2024 are not subject to prepayment. Bonds maturing after Dec 1, 2025 may be paid off at any time after Dec 1, 2024 without premium.
Where does the money come from?	General Fund 16% / Convention Center 84%

2014 Refunding Certificates of Participation – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				5,835,000
2017/2018	545,000	251,300	796,300	5,290,000
2018/2019	565,000	229,100	794,100	4,725,000
2019/2020	590,000	206,000	796,000	4,135,000
2020/2021	615,000	181,900	796,900	3,520,000
2021/2022	640,000	156,800	796,800	2,880,000
2022/2023	670,000	127,250	797,250	2,210,000
2023/2024	700,000	93,000	793,000	1,510,000
2024/2025	735,000	57,125	792,125	775,000
2025/2026	775,000	19,375	794,375	0

SUCCESSOR AGENCY - EAST VISALIA – BOND 2003

Bonds were issued in 1990 for the East Visalia redevelopment area, which is roughly bound by the cross streets of Houston, Ben Maddox, Mineral King and Santa Fe. This bond issue repaid a portion of the East Area's outstanding General Fund loan and funded various improvement projects. The redevelopment district's purpose is to encourage better use of the area's land resources. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In June 2003, the 1990 bonds were refunded to take advantage of the historically low interest rates and to obtain a fixed rate of interest. Interest ranges by maturity from 2.0% to 4.4%. The prior debt had a variable rate of interest with a cap of 15% and was susceptible to rate fluctuations. By refinancing to a fixed rate the City also eliminated the need for the letter of credit and associated costs. Additional principal was issued to fund the reserve requirement and issuance costs. The debt was transferred to the Successor Agency on February 1, 2012, as a result of the dissolution of the Visalia Redevelopment Agency.

Original Principal Amount:	\$ 5,000,000
Amount Issued June 2003:	\$ 5,185,000
Amount paid off as of 7/1/16:	\$ 2,925,000
Principal Outstanding as of 7/1/16:	\$ 2,260,000
Principal Outstanding as of 7/1/18:	\$ 1,815,000
Original Issue Date:	September 1990
Refunding Date:	June 2003
Maturity Date:	July 2026 (Fiscal Year 2026/27)
Interest Rate:	Fixed 2.00 – 4.38% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Special Revenue
Ability to prepay:	Bonds maturing prior to Jul 1, 2013 are not subject to prepayment. Bonds maturing after July 1, 2014 may be paid off at any time after July 1, 2013 without premium.
Where does the money come from?	Tax Incremental Revenues

East Visalia Redevelopment – Debt Service Schedule

Fiscal Year	Principal	Interest		Fiscal Year	Balance
	July	July	January	Total	
					1,980,000
2017/2018	165,000	41,136	41,136	247,272	1,815,000
2018/2019	170,000	38,043	38,043	246,086	1,645,000
2019/2020	180,000	34,813	34,813	249,626	1,465,000
2020/2021	185,000	31,213	31,213	247,426	1,280,000
2021/2022	190,000	27,513	27,513	245,026	1,090,000
2022/2023	200,000	23,594	23,594	247,188	890,000
2023/2024	210,000	19,469	19,469	248,938	680,000
2024/2025	220,000	14,875	14,875	249,750	460,000
2025/2026	225,000	10,063	10,063	245,126	235,000
2026/2027	235,000	10,281		245,281	-

SUCCESSOR AGENCY - MOONEY – LOAN 2004

Bonds were issued in 1993 for the Mooney Boulevard and Central Visalia redevelopment project areas to encourage better use of the area's land resources. The bond proceeds repaid existing General Fund debt and funded projects in the two areas. The debt is paid from future increased property tax resulting from increased assessed values, generated from the projects/improvements within the district.

In November of 2004, the bonds were refinanced with Stockmen's Bank at a variable not to exceed 6.0%. The Loan resets every five years and is currently 4.3%. The debt was transferred to the Successor Agency on February 1, 2012, as a result of the dissolution of the Visalia Redevelopment Agency.

Original Principal Amount:	\$ 3,374,975
Amount refinanced November 2004:	\$ 2,707,250
Amount paid off as of 7/1/16:	\$ 873,940
Principal Outstanding as of 7/1/16:	\$ 1,833,310
Principal Outstanding as of 7/1/18:	\$ 1,512,880
Original Issue Date:	November 1993
Maturity Date:	August 2028 (Fiscal Year 2027/28)
Interest Rate:	Reset every 5 years, currently 4.3% (Maximum 6.0%)
Fund Type:	Special Revenue
Where does the money come from?	Tax increment revenues

Mooney– Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				1,624,396
2017/2018	111,516	69,601	181,116	1,512,880
2018/2019	116,430	64,686	181,116	1,396,450
2019/2020	121,562	59,555	181,116	1,274,888
2020/2021	126,764	54,353	181,116	1,148,124
2021/2022	132,506	48,610	181,116	1,015,618
2022/2023	138,346	42,770	181,116	877,273
2023/2024	144,443	36,673	181,116	732,829
2024/2025	150,720	30,397	181,116	582,110
2025/2026	157,452	23,665	181,116	424,658
2026/2027	164,391	16,725	181,116	260,267
2027/2028	171,636	9,480	181,116	88,631
2028/2029	88,631	1,927	90,558	

LOS RIOS/CASA BLANCA - BONDS

Assessment District 93-1 (AD 93-1) was formed in 1993 and is located on approximately 117 acres in the southeast section of the City, south of Highway 198, between Lovers Lane and Ben Maddox. The Assessment District was formed for the purpose of financing the public infrastructure and utility company improvements for the Los Rios and Casablanca subdivisions. 1915 Act Improvement bonds were sold to finance the needed public improvements to develop the area. Property owners within the district are responsible for paying an annual special assessment to repay the debt. The assessment calculation is based on the debt service payment plus administrative fees for the upcoming year which is then divided by square footage and assessed over the 117 acres. The annual assessment is then collected with the County property tax bill. As the lots were sold, the homeowner(s) is notified of the annual assessment and is given the option to prepay their portion of the outstanding balance from this debt issue.

In December 2001, the outstanding principal balance was refinanced over the same term in order to take advantage of lower interest rates. The refinance will save property owners in the assessment district an average of 10% each year through the remaining life of the assessment district.

The Los Rios / Casa Blanca debt was issued in an effort to assist the community with the development of the subdivision. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the subdivision who benefited from the infrastructure improvements.

Original Principal Amount:	\$ 1,545,000
Amount Refinanced:	\$ 637,000
Amount paid off as of 07/01/16:	\$ 398,000
Principal Outstanding as of 7/01/16:	\$ 239,000
Principal Outstanding as of 07/01/18:	\$ 97,000
Original Issue Date:	December 1993
Refinance Date:	December 2001
Maturity Date:	September 2019 (Fiscal Year 2019/20)
Interest Rate:	Fixed 5.65%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Outstanding bonds may be paid off, in whole or in part, on any interest date without premium.
Where does the money come from?	Property owners in the subdivision pay an annual special assessment with their property tax payment.

Los Rios/Casa Blanca – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal September</u>	<u>Interest September</u>	<u>Interest March</u>	<u>Total</u>	<u>Balance</u>
					148,000
2017/2018	51,000	4,181	2,740	57,921	97,000
2018/2019	49,000	2,740	1,356	53,096	48,000
2019/2020	48,000	1,356		49,356	0

The principal and interest schedule may not match the official statement due to the early retirement of outstanding debt. Property owners paying the special assessment have the option of paying the debt annually through 2020 or paying their outstanding balance in full at any time.

A simplified example is: 100 homes owe \$5,000 each in infrastructure improvements (100 homes x \$5,000 = \$500,000). 20 homes elect to immediately pay their portion of the improvements (20 homes x \$5,000 = \$100,000). The \$100,000 is used to pay down the principal balance of \$500,000, so that the outstanding balance is \$400,000. The remaining homes will continue to pay an annual payment plus interest and administrative fees for the next 20 years. The prepayment from the 20 homes has caused a change in the original payment schedule but the balance owed for each of the 80 homes remaining stays the same.

VILLAGE WEST - BONDS

The City issued a \$72,020 bond designated as the, "Limited Obligation Improvement Bonds, Village West Improvement Project, Series 2007" for the unpaid assessments levied upon the Village West Improvement Project special assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6% and mature on September 2, 2022 and were for the construction of street improvements in the Village West Subdivision.

The Village West debt was issued in an effort to assist the community with the improvements of the subdivision. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the subdivision who benefited from the infrastructure improvements.

Original Issue Date:	June 2007
Original Issue Amount:	\$ 72,020
Amount paid off as of 07/01/16:	\$ 33,252
Principal Outstanding as of 7/01/16:	\$ 38,768
Principal Outstanding as of 07/01/18:	\$ 24,586
Maturity Date:	September 2022 (Fiscal Year 2022/23)
Interest Rate:	Fixed 6.00%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Outstanding bonds may be paid off, in whole or in part, on any interest date without premium.
Where does the money come from?	Property owners in the subdivision pay an annual special assessment with their property tax payment.

Village West Debt Service Schedule

Due Fiscal Year Ending June 30,					
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>County Fee</u>	<u>Total</u>	<u>Balance</u>
					29,313
2017/2018	4,728	1,759	35	6,522	24,586
2018/2019	4,728	1,475	35	6,238	19,858
2019/2020	4,728	1,191	35	5,954	15,130
2020/2021	4,728	908	35	5,671	10,403
2021/2022	4,728	624	35	5,386	5,675
2022/2023	5,674	340	35	6,049	0

ORCHARD WALK - BONDS

The City issued a \$675,000 bond designated as the, "Limited Obligation Improvement Bonds, Orchard Walk East and West Undergrounding Utilities Assessment District Improvement Bond, Series 2011" for the unpaid assessments levied upon the Orchard Walk East and West Undergrounding Utilities assessment district. The City then purchased the bonds for the City's cash portfolio. The bonds yield 6.75% and mature on September 2, 2026 and were for the construction of underground electrical utilities at the Orchard Walk East and West commercial shopping center on Dinuba Boulevard between Riggins Avenue and Shannon Parkway.

The Orchard Walk debt was issued in an effort to assist the developer with reimbursement for the improvements. The debt issue is not an obligation of the City of Visalia. It is an obligation of the property owners of the shopping center who benefited from the infrastructure improvements.

Original Issue Date:	August 2011
Original Issue Amount:	\$ 675,000
Amount paid off as of 07/01/16:	\$ 180,000
Principal Outstanding as of 7/01/16:	\$ 495,000
Principal Outstanding as of 07/01/18:	\$ 360,000
Maturity Date:	September 2026 (Fiscal Year 2026/27)
Interest Rate:	Fixed 6.75%
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Outstanding bonds may be paid off, in whole or in part, on any interest date without premium.
Where does the money come from?	Property owners in the shopping center pay an annual special assessment with their property tax payment.

Orchard Walk Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>County Fee</u>	<u>Total</u>	<u>Balance</u>
					405,000
2017/2018	45,000	27,320	1,444	73,764	360,000
2018/2019	45,000	24,279	1,389	70,668	315,000
2019/2020	45,000	21,239	1,327	67,566	270,000
2020/2021	45,000	18,200	1,270	64,470	225,000
2021/2022	45,000	15,160	1,206	61,366	180,000
2022/2023	45,000	12,120	1,154	58,274	135,000
2023/2024	45,000	9,079	1,089	55,168	90,000
2024/2025	45,000	6,038	1,024	52,062	45,000
2025/2026	45,000	2,998	971	48,969	-

ANIMAL CONTROL FACILITY - 2012

On December 1, 2012, the City entered into a lease agreement with Municipal Finance Corporation for \$6,600,000 for the acquisition and construction of an animal control facility and shelter. The lease/leaseback involves two police substations and the animal control center site for the construction of the animal shelter. The fifteen year lease financing arrangement begins March 2013 at an interest rate of 3.45%. Principle and interest payments are due each September and March.

Original Principal Amount:	\$ 6,600,000
Amount paid off as of 7/1/16:	\$ 697,034
Principal Outstanding as of 7/1/16:	\$ 5,902,966
Principal Outstanding as of 7/1/18:	\$ 4,763,794
Issue Date:	December 2012
Maturity Date:	March 2028 (Fiscal Year 2027/28)
Interest Rate:	Fixed 3.45%
Tax Status:	Tax Exempt
Fund Type:	Business-Type
Ability to prepay:	Cannot be redeemed until March 21, 2018

Where does the money come from? General Fund Transfer

2012 Animal Control Facility – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				5,156,578
2017/2018	392,784	174,543	567,328	4,763,794
2018/2019	406,452	160,875	567,328	4,357,341
2019/2020	420,596	146,732	567,328	3,936,745
2020/2021	435,232	132,096	567,328	3,501,514
2021/2022	450,377	116,951	567,328	3,051,137
2022/2023	466,049	101,279	567,328	2,585,088
2023/2024	482,266	85,062	567,328	2,102,823
2024/2025	499,048	68,280	567,328	1,603,775
2025/2026	516,413	50,914	567,328	1,087,362
2026/2027	534,383	32,944	567,328	552,978
2027/2028	552,978	14,349	567,328	(0)

2015 CERTIFICATES OF PARTICIPATION

On September 10, 2015, the City issued \$17,910,000 of 2015 Certificates of Participation to (a) construct and equip the Visalia Emergency Communications Center (VECC), (b) to replace the City's Computer Aided Dispatch and Records Management System (CAD?RMS), (c) to make certain improvements to the Visalia Convention Center, (d) to purchase a municipal bond debt service reserve insurance policy for deposit into a debt service reserve fund established for the Certificates, and (e) to pay the costs related to the execution and delivery of the Certificates. The fifteen year financing arrangement begins December 2015 at interest rates ranging from 2% to 5% depending on maturity date. Principle and interest payments are due each June and December.

The 2015 COP are split between Convention Center debt, General Fund debt, Measure T debt, and Police Impact Fees debt. The General Fund is responsible for 37.4%, the Convention Center is responsible for 26.7%, the Measure T Fund is responsible for 9.6%, and Police Impact Fees are responsible for 26.3% of the debt.

Original Principal Amount:	\$ 17,910,000
Amount paid off as of 7/1/16:	\$ 1,267,756
Principal Outstanding as of 7/1/16:	\$ 17,105,000
Principal Outstanding as of 7/1/18:	\$ 15,180,000
Issue Date:	September 2015
Maturity Date:	December 2029 (Fiscal Year 2029/30)
Interest Rate:	2 – 5% (varies by maturity date)
Tax Status:	Tax Exempt
Fund Type:	Debt Service
Ability to prepay:	Bonds maturing prior to Dec 1, 2024 are not subject to prepayment. Bonds maturing after Dec 1, 2025 may be paid off at any time after Dec 1, 2024 without premium.

Where does the money come from?	General Fund 37.4% / Convention Center 26.7% / Measure T 26.7% / Police Impact Fees 26.3%
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2015 Certificates of Participation – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				16,150,000
2017/2018	970,000	604,488	1,574,488	15,180,000
2018/2019	990,000	584,888	1,574,888	14,190,000
2019/2020	1,020,000	554,588	1,574,588	13,170,000
2020/2021	1,070,000	507,438	1,577,438	12,100,000
2021/2022	1,125,000	452,563	1,577,563	10,975,000
2022/2023	1,175,000	400,938	1,575,938	9,800,000
2023/2024	1,230,000	346,688	1,576,688	8,570,000
2024/2025	1,295,000	283,563	1,578,563	7,275,000
2025/2026	1,360,000	217,188	1,577,188	5,915,000
2026/2027	1,415,000	161,963	1,576,963	4,500,000
2027/2028	1,455,000	118,913	1,573,913	3,045,000
2028/2029	1,500,000	73,650	1,573,650	1,545,000
2029/2030	1,545,000	25,106	1,570,106	-

WWTP Clean Water State Revolving

On March 27, 2014 the City of Visalia entered into agreement No. 13-818-550 with the State of California Water Resources Control Board for the maximum amount of \$117,490,000. The objective of the Wastewater Treatment Plant Upgrade is to produce recycled water suitable for the identified reuses in conformance with California Administrative Code Title 22 with a plant capacity of 22 million gallons per day. The reuses specified in the agreement point to recycled water for irrigation of the Valley Oaks Gold Course, Highway 198 and 99 interchange, local airport, parks, and agricultural land within the city. It would also allow for water exchange with Tulare Irrigation District.

The support facilities include an administration building, a 1 MW solar photovoltaic facility (to mitigate the project's power consumption), a new seepage receiving station, a primary sludge pipeline, primary sludge pumps, plant drain system flow meters, SCADA system, emergency backup generators, and an upgraded plant wide electrical.

The 30 year financing arrangement begins September 2018 at an interest rate of 2.1%. Principle and interest payments are due each September.

Original Principal Amount:	\$ 117,490,000
Amount borrowed as of 7/1/17:	\$ 92,580,432
CPI Interest as of 7/1/17:	\$ 3,459,927
Amount paid off as of 7/1/17:	\$ 0.00
Principal Outstanding as of 7/1/17:	\$ 96,040,359
Issue Date:	March 27, 2014
Maturity Date:	9/13/47 (Fiscal Year 2047/48)
Interest Rate:	2.1%
Tax Status:	Tax Exempt
Fund Type:	Business Type Activity
Ability to prepay:	Ability to prepay at any time

Where does the money come from? WWTP

WWTP Clean Water State Revolving – Debt Service Schedule

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Balance</u>
				96,040,359
2018/2019	2,330,535	2,016,848	4,347,382	93,709,824
2019/2020	2,379,476	1,967,906	4,347,382	91,330,349
2020/2021	2,429,445	1,917,937	4,347,382	88,900,904
2021/2022	2,480,463	1,866,919	4,347,382	86,420,441
2022/2023	2,532,553	1,814,829	4,347,382	83,887,888
2023/2024	2,585,736	1,761,646	4,347,382	81,302,151
2024/2025	2,640,037	1,707,345	4,347,382	78,662,114
2025/2026	2,695,478	1,651,904	4,347,382	75,966,637
2026/2027	2,752,083	1,595,299	4,347,382	73,214,554
2027/2028	2,809,877	1,537,506	4,347,382	70,404,677
2028/2029	2,868,884	1,478,498	4,347,382	67,535,793
2029/2030	2,929,130	1,418,252	4,347,382	64,606,663
2030/2031	2,990,642	1,356,740	4,347,382	61,616,021
2031/2032	3,053,446	1,293,936	4,347,382	58,562,575
2032/2033	3,117,568	1,229,814	4,347,382	55,445,007
2033/2034	3,183,037	1,164,345	4,347,382	52,261,970
2034/2035	3,249,881	1,097,501	4,347,382	49,012,089
2035/2036	3,318,128	1,029,254	4,347,382	45,693,961
2036/2037	3,387,809	959,573	4,347,382	42,306,152
2037/2038	3,458,953	888,429	4,347,382	38,847,199
2038/2039	3,531,591	815,791	4,347,382	35,315,608
2039/2040	3,605,754	741,628	4,347,382	31,709,854
2040/2041	3,681,475	665,907	4,347,382	28,028,379
2041/2042	3,758,786	588,596	4,347,382	24,269,592
2042/2043	3,837,721	509,661	4,347,382	20,431,872
2043/2044	3,918,313	429,069	4,347,382	16,513,559
2044/2045	4,000,597	346,785	4,347,382	12,512,961
2045/2046	4,084,610	262,772	4,347,382	8,428,351
2046/2047	4,170,387	176,995	4,347,382	4,257,965
2047/2048	4,257,965	89,417	4,347,382	-

POTENTIAL DEBT

The following describes potential debt which may be upcoming in the near-term for the City of Visalia. All potential debt is subject to City Council's adoption.

Budget & Fiscal Policies

Budget and Fiscal Policies

FINANCIAL PLAN PURPOSE

- A. **Two-Year Budget** - The City uses a two-year financial plan, emphasizing long-range planning and effective program management. The benefits identified from using a two-year plan are:
1. Reinforces the importance of long-range planning in managing the City's fiscal affairs,
 2. Concentrates on developing and budgeting for the accomplishment of significant objectives,
 3. Establishes realistic timeframes for achieving objectives,
 4. Creates a pro-active budget that provides for stable operations and assures the City's long-term fiscal health,
 5. Promotes more orderly spending patterns, and
 6. Reduces the amount of time and resources allocated to preparing annual budgets.
- B. **Measurable Objectives** - The two-year financial plan establishes measurable program objectives and allows reasonable time to accomplish those objectives.
- C. **Operating Carryover** - Operating program appropriations not spent during a fiscal year may be carried over for specific purposes into the following fiscal year with the approval of the City Manager or designee.
- D. **Goal Status Reports** - The status of major program objectives will be formally reported to the Council on an ongoing, periodic basis or more often, if appropriate, via the budget.
- E. **Mid-Year Budget Reviews** - The Council will formally review the City's fiscal condition, and amend appropriations if necessary, based on an analysis of the first six months of each fiscal year.
- F. **Balanced Budget** - The City will maintain a balanced budget over the two-year period of the financial plan.
1. Operating revenues must fully cover operating expenditures, including debt service and operating transfers, unless Council has a planned use of available fund balance.
 2. General Fund ending fund balance and enterprise funds ending working capital should be maintained at 25% of operating expenditures.
 3. Total expenditures can exceed operating revenues in a given year; however, in this situation, beginning fund balance can only be used to fund capital improvement plan projects, or other "one-time", non-recurring expenditures.

FINANCIAL REPORTING AND BUDGET ADMINISTRATION

A. **Annual Reporting** - The City will prepare annual financial statements as follows:

1. In accordance with Charter requirements, the City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditor's opinion.
2. The City will use generally accepted accounting principles in preparing its annual financial statements, and will strive to meet the requirements of the Government Finance Officers Association's (GFOA) Award for Excellence in Financial Reporting program.
3. The City will issue audited financial statements within 210 days after the fiscal year-end.

B. **Budget Administration** - As set forth in the City Charter, the Council may amend or supplement the budget at any time after its adoption by majority vote of the Council members. The City Manager has the authority to make administrative adjustments to the budget as long as those changes will not exceed a fund's appropriation for that year.

1. The City will use guidelines established by the GFOA's recommended practices on budgeting in preparing its biennial budget. The City will strive to meet the requirements of the GFOA's Distinguished Budget Presentation Award.

GENERAL REVENUE MANAGEMENT

A. **Diversified and Stable Base** - The City will seek to maintain a diversified and stable revenue base to assist in its protection from short-term fluctuations in any one revenue source.

B. **Long-Range Focus** - To emphasize and facilitate long-range financial planning, the City will maintain a five-year financial plan, at least in the General Fund.

USER FEES (COST RECOVERY)

A. **Ongoing Review** - Fees will be reviewed and updated annually, and biennially when appropriate, to ensure that they keep pace with changes in increased costs as well as changes in methods of service delivery.

B. **User Fee Cost Recovery Levels** - In setting user fees and cost recovery levels, fees will equal the cost unless some public purpose can be identified.

C. **Program Subsidy** - The City will biennially review user fees and charges and report to the Council the amount of program subsidy, if any, that is being provided by the General or Enterprise Funds.

DEBT MANAGEMENT

A. Debt maturity should be no longer than the useful life of the underlying asset.

B. Debt should be only for capital assets and not operations.

C. May not exceed 15% of assessed value of the asset.

APPROPRIATIONS LIMITATION

- A. The Council will annually adopt a resolution establishing the City's appropriation limit calculated in accordance with Article XIII-B of the Constitution of the State of California, Section 7900 of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriation limit.
- B. The supporting documentation used in calculating the City's appropriation limit and projected appropriations subject to the limit will be available for public and Council review prior to Council consideration of a resolution to adopt an appropriation limit. The Council will generally consider this resolution in connection with final approval of the budget.
- C. The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.

CAPITAL IMPROVEMENT PLAN (CIP)

- A. **CIP Projects - In excess of \$10,000.** Construction projects and equipment purchases which cost \$10,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays of less than \$10,000 will be included with the operating program budgets.
- B. **CIP Purpose** - The purpose of the CIP is to systematically plan, schedule, and finance capital projects and equipment purchases to ensure cost-effectiveness as well as conformance with established policies. This is a six-year plan. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets.
- C. **Project Manager** - Every CIP project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, request grant or other reimbursements, ensure that all regulations and laws are observed, and periodically report project status.
- D. **CIP Review Committee** - Headed by the Administrative Services Director or designee, this Committee will review project proposals, determine project phasing, recommend project managers, review and evaluate the draft CIP budget document, and report CIP project progress on an ongoing basis to the City Manager.
- E. **CIP Appropriation.** Unlike operating appropriations that lapse at the end of the fiscal year, CIP appropriations continue until the project is completed or specifically de-funded.

Investment Policy

CITY OF VISALIA

Statement of Investment Policy

INTRODUCTION

The City of Visalia (The City) strives to maintain the level of investment of all funds as near 100% as possible through daily and projected cash flow determinations. Investments are made so maturities match or precede the cash needs of the City. The City will insure that principal invested is protected from loss while maintaining adequate cash availability and maximizing yield on invested funds.

The basic premise underlying the City's investment philosophy is to insure that money is always available when needed. A minimum amount of 6% of the adopted operating budget is maintained in immediately available investments, such as the State Treasurer's Local Agency Investment Fund or other cash equivalents. This may include commercial paper, banker's acceptances, or new repurchase agreements.

The City's portfolio will be limited to an average life of three years or less. When the market warrants purchase of longer maturities to capture a higher rate of return, purchases will be limited to United States Treasury Notes and Bonds, Federal Agencies, Medium Term Notes, and Mortgage Backed Securities.

The City will attempt to ladder the portfolio with staggered maturities so that a portion of the portfolio will mature each year. In addition, the economy and various markets are monitored carefully to assess the probable course of interest rates. In a market with low or increasing interest rates, the City will attempt to invest in securities with shorter maturities. This makes funds available for other investments when the interest rates are higher. When interest rates appear to be near a relative high rate, the City will attempt to purchase investments with medium to long-term maturities to lock in the higher rate of return. When interest rates are falling, the City will invest in securities with longer maturities to hold the higher rate for a longer period of time.

City will also take advantage of any new investment instrument that becomes eligible for municipal investment only after a detailed review of the investment, and its safety, liquidity and yield are completed.

1.0 Policy

It is the policy of the City to invest public funds in a manner which will provide the greatest security with the maximum investment return while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds.

2.0 Scope

It is intended that this Investment Policy cover all funds and investment activities under the direct authority of the City organization.

3.0 Prudence

As a charter city, the City operates its pooled cash investments under the prudent investor rule. Investments shall be made with the judgment and care, under the circumstances then prevailing which investors of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. This affords the City a broad spectrum of investment opportunities as long as the investment is deemed prudent and is allowable under current legislation of the State of California, the charter of the City, and this investment policy. Investments will be made in a range of instruments to insure diversification of the City's portfolio and liquidity of assets in an emergency situation.

3.1 The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Future State of California legislative actions affecting this investment policy (adding further restrictions to the type and length of investments) shall not apply to those investments held prior to the enactment of said legislation unless specifically identified in the legislative action.

4.0 Objective

The primary objectives, in priority order, of the City of Visalia's investment activities shall be:

4.1 **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- a. Credit Risk, which is the risk of loss due to the failure of the security issuer or backer, will be minimized by:
 - Limiting investments to the types of securities listed in Section 8.0 of this Investment Policy
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 7.0
 - Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
- b. Interest Rate Risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity
 - Investing funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy as outlined in Section 13.0.

4.2 **Liquidity:** The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

4.3 Return on Investments: The City's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

5.0 Delegation of Authority:

Authority to manage the City's investment program is derived from the City's Charter. On November 21, 1983 Council delegated responsibility (Resolution 83-96) for the investment program is to the Finance Director (Treasurer), who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to: safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. Annually, Council will review and adopt by resolution the updated Investment Policy, in which Council will delegate responsibility for the investment program to the Treasurer.

6.0 Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Treasurer any material interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City, particularly with regard to the time of purchases and sales.

7.0 Authorized Financial Dealers and Institutions:

The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of California. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by State laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer with the following:

- Audited Financial Statements
- Proof of National Association of Security Dealers certification
- Completed broker/dealer questionnaire
- Certification of having read this investment policy
- Compliance with City of Visalia insurance requirements for professional services agreements for

general, professional and automotive liability.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Treasurer. In addition, a current audited financial statement is required to be on file for each financial institution and broker/dealer in which the City conducts investment transactions.

The City shall also be open to contracting investment management services for a portion of the portfolio. That portion shall be limited to longer term investments of two years or longer. Any investment management firm contracted shall meet criteria established by the Treasurer. All investments made under contract will be purchased in the City's name and in accordance with the guidelines established by the City's investment policy.

8.0 Authorized and Suitable Investments

The City is empowered by statute to invest in the following types of securities:

A. Securities of the U.S. Government

Securities of the U.S. Government include U.S. Treasury bills, notes and bonds.

U.S. Treasury Bills - are issued by the U.S. Treasury and are available in maturities out to one year. They are non-interest bearing and sold on a discount basis. The face amount is paid at maturity.

Treasury Notes - are issued by the U.S. Treasury with maturities from two to ten years. They are issued in coupon form and many issues are also available in registered form. Interest is payable at six month intervals until maturity.

Treasury Bonds - are issued by the U.S. Treasury with maturities of ten years to thirty years. The City may purchase the interest and/or principal of a U.S. Treasury Bond. A principal only instrument is commonly called a "stripped" or "zero" coupon. Stripped coupons are sold at a discount basis. The face amount is paid at maturity.

B. Securities of U.S. Government Agencies

The capital of U.S. government agencies was initially financed by the United States Treasury. As the agencies have grown and operated profitably over the years, the Treasury's investment has been replaced in a large measure by private capital. At the present time, obligations of only a few agencies are backed by the full faith and credit of the U.S. Government. The obligations of all the federal agencies described in the following sections are not guaranteed by the U.S. Government with the exception of Government National Mortgage Association, but are considered to be investments of the highest quality.

Federal National Mortgage Association - (Fannie Mae) Is a quasi- public corporation created by an act of Congress to assist the home mortgage market by purchasing mortgages insured by the Federal Housing Administration and the Farmers Home Administration, as well as those guaranteed by the Veterans Administration. FNMA issues Notes and Bonds. Notes are issued with maturities of less than one year with interest paid at maturity. Bonds are issued for 15 and 30 year maturities with interest paid semi-annually. Interest is computed on a 30/360 day basis. There is a strong secondary market in these securities. A secondary market means these instruments are actively traded; they are bought and sold daily.

Government National Mortgage Association - (Ginnie Mae) is a wholly owned corporate

instrumentality of the United States within the Department of Housing and Urban Development. A certificate collateralized by FHA/VA residential mortgages represents a share in a pool of FHA or VA mortgages. Ginnie Mae's are registered securities. Principal and interest are paid monthly and sent directly from the issuer of the pool, usually a mortgage banker, to the City. Original maturities range from 12 to 30 years with a 7 to 12 year assumed average life. (Assumed average life is due to prepayments of mortgages).

Federal Home Loan Banks - provide credit to member lending institutions such as savings and loan associations, cooperative banks, insurance companies and savings banks. The agency offers bonds in the public market with maturities of one year to ten years. These bonds are usually offered on a quarterly basis depending on the current demands of the housing industry. Interest is paid semi-annually on a 30/360 day basis.

Federal Farm Credit Banks - are debt instruments issued to meet the financial needs of farmers and the national agricultural industry. Discount notes are issued monthly with 6 and 9 month maturities. Discount notes pay interest at maturity. Longer term debentures (2-5 years) are also issued. Debentures pay interest semi-annually on a 30/360 day basis. These issues enjoy an established secondary market.

Small Business Administration Loans - (SBA) The Small Business Administration is an independent agency of the United States government which furnishes financial and management assistance to small businesses. The SBA guarantees the principal portion of the loans it approves. The City purchases the guaranteed portion of these loans. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate which is usually tied to the prime rate. Principal and interest are paid monthly on a 30/360 day basis.

Federal Home Loan Mortgage Corporation - (Freddie Macs) A publicly held government-sponsored enterprise created on July 24, 1970 pursuant to the Federal Home Loan Mortgage Corporation Act, Title III of the Emergency Home Finance Act of 1970, as amended. Freddie Mac's statutory mission is to provide stability in the secondary market for home mortgages, to respond appropriately to the private capital market and to provide ongoing assistance to the secondary market for home mortgages by increasing the liquidity of mortgage investments and improving the distribution of investment capital available for home mortgage financing. Maturity can be for 1 year to 30 years. These loans can be either set at a fixed rate or variable rate.

Other U.S. government securities available to the City for investment purposes include: Student Loan Marketing Association (SLMA or Sallie Mae), Aid for International Development (AID), and debentures of Tennessee Valley Authority (TVA). However, these instruments are not offered on a regular basis and do not offer the same liquidity as the before mentioned instruments.

C. Securities of the State of California or Its Sub-Divisions

The State of California and its sub-divisions occasionally provide a good investment alternative, such as notes, bonds and other evidences of indebtedness. They are used to meet the financial needs of State, or other agencies of the State. These investments, during certain market conditions, can provide a higher yield even without the tax benefit that the private sector takes advantage of. The City will only purchase California securities with credit ratings of A or better by a nationally recognized rating agency; and with maturities of 5 years or less. Their interest is calculated on a 30/360 day basis like Agency bonds. Interest is paid semi-annually.

D. Time Deposits and Certificates of Deposit

Time Deposits are placed with commercial banks, savings association, or state or federal credit unions. A time deposit is a receipt for funds deposited in a financial institution for a specified period of time at a specified rate of interest. Generally, the time is 3 months to 2 years. Denominations can be any agreed upon amount and interest is normally calculated using actual number of days on a 360-day year and paid monthly. Deposits are insured by the Federal Deposit Insurance Corporation (FDIC) currently up to \$250,000 per institution and Certificates of Deposit can be supported by either 110% U.S. Government agency notes or 150% mortgages currently held by the bank or savings and loan. An institution must meet the following criteria to be considered by the City:

- The institution must maintain a net worth to asset ratio of at least 3% and a positive earnings record.
- The institution must make available a current FDIC call report or FHLB report. A call report presents the solvency of the institution to the agency with oversight responsibility of that institution.

E. Negotiable Certificates of Deposit

Negotiable Certificates of Deposit are a form of Certificate of Deposit which have been an important money market instrument since 1961 when commercial banks began issuing them and a secondary market developed to provide liquidity. Since these certificates of deposit can be traded in the secondary market, they are negotiable instruments, hence their name negotiable certificate of deposit. They are supported only by the strength of the institution from which they are purchased. Interest is paid semi-annually computed on a 30/360 day basis. Maturities range from 3 months to 2 years. Negotiable Certificates of Deposit are generally issued in blocks of \$1 million, \$5 million, \$10 million, etc.

The City will restrict its investments in Negotiable Certificates of Deposit to the 100 largest United States banks according to asset size. The profitability of the financial institution as well as its financial stability is also taken into account prior to placing the investment.

F. Banker's Acceptance Notes

A banker's acceptance (B.A.) is a unique credit instrument used to finance both domestic and international transactions. As a money market instrument, it is an attractive short-term investment. When a bank "accepts" such a time draft, it becomes, in effect, a predated certified check payable to the bearer at some future, specified date. Little risk is involved because the commercial bank assumes primary liability once the draft is accepted. Banker's acceptances are frequently in odd amounts. Maturities normally range from 30 up to 180 days. Banker's acceptances are sold at a discount. This means the face amount is received at maturity. The City will purchase Banker's acceptances from only the 100 largest United States banks according to asset size. The profitability of the financial institution as well as its financial stability is also taken into account prior to placing the investment.

G. Commercial Paper

Commercial paper is the trade name applied to unsecured promissory notes issued by finance and industrial companies to raise funds on a short term basis. Commercial paper can be purchased on an interest bearing or discount basis. Interest bearing instruments pay interest

semi-annually. Discounted instruments pay interest at maturity. The City will invest in commercial paper only if the paper attains the highest ranking or attains the highest letter and number rating as provided for by a nationally recognized statistical-rating organization (NRSRO). Maturities range from 30 to 180 days with interest computed on a 30/360 day basis.

H. Medium Term Notes

In recent years, this financing mechanism has grown, providing capital to the private sector, and diminishing the Negotiable Certificate of Deposit market. The trend towards medium term notes is related to buyer and seller flexibility and convenience. The notes are issued on any given date and maturing on a negotiated date. They generally range from 2 to 5 years in maturity. This market provides an excellent alternative to Negotiable C.D.'s. The City will only purchase Medium Term Notes with credit ratings of A or better by a nationally recognized rating agency; and with maturities of 5 years or less. Their interest is calculated on a 30/360 day basis like Agency bonds. Interest is paid semi-annually.

Local Agency Investment Fund demand deposit

The Local Agency Investment Fund (LAIF) was established by the State to enable treasurers to place funds in a pool for investment. The LAIF has been particularly beneficial to those jurisdictions with small portfolios. Each agency is limited to an investment of \$65.0 million per account. The City uses this fund for short term liquidity, investment, and yield when rates are declining. Funds are available on demand and interest is paid quarterly. Presently, the City maintains two LAIF accounts.

J. Repurchase Agreement

Closely associated with the functioning of the Federal funds market is the negotiation of repurchase agreements or repo's. Banks may buy temporarily idle funds from a customer by selling U.S. Government or other securities with the contractual agreement to repurchase the same security on a future date determined by negotiation. For the use of funds, the customer receives an interest payment from the bank; the interest rate reflects both the prevailing demand for Federal funds and the maturity of the repo. Repurchase Agreements are usually executed for \$100,000 or more. The City will require physical delivery of the securities backing the repo to its safekeeping agent. The institution from which the City purchases a repo must transfer on an ongoing basis sufficient securities to compensate for changing market conditions and to insure that the market value of securities is valued at 102 percent or greater of the funds borrowed against those securities. Generally, maturities range from 1 to 90 days with interest paid at maturity, and may not exceed one year. A Master Repurchase Agreement is required.

K. Reverse Repurchase Agreements

Reverse Repurchase Agreements, on the other hand simply reverses the above process of purchasing repurchase agreements. The City, in effect, sells a particular security to a firm for a stated period of time, not to exceed 92 days. Interest is paid at maturity. The City pays the firm interest on the cash it receives while receiving the interest on original security. The City will in turn purchase a short term security at a higher rate of interest. Reverse repurchase agreements may also be used to alleviate a temporary cash shortage. The City of Visalia will never utilize the reverse repurchase agreement in order to meet its cash needs. Reinvestment of reverse repurchases will be in securities of shorter or equal maturities to a reverse repurchase agreement. Reverse repurchase agreements cannot exceed 20% of the investment portfolio.

L. Money Market Mutual Funds

Money Market Mutual Funds are shares issued by diversified management companies who invest in the securities and obligations as authorized by subdivisions (a) to (j), inclusive, or subdivisions (m) or (n) of Government Code Section 53630 and comply with the investment restrictions of Article 2 (commencing with Section 53630 of the California Government Code). To be eligible for investment pursuant to this subdivision, these companies shall either: (1) attain the highest ranking or the highest letter and numerical rating provided by not less than two nationally recognized rating services, or (2) have an investment adviser registered with the Securities and Exchange Commission with not less than five year's experience investing in the securities and obligations as authorized by subdivisions (a) to (j), inclusive, or subdivisions (m) or (n) of Government Code section 53630, and with assets under management in excess of five hundred million dollars (\$500,000,000). The purchase price of shares purchased pursuant to this subdivision shall not include any commission that these companies may charge and shall not exceed 20 percent of the investment portfolio.

9.0 Other Investment Pools:

A thorough investigation of investment pools, as authorized by statute, shall be conducted prior to the City's investment. The City uses the Local Agency Investment Fund (LAIF) that was established by the State to enable treasurers to place funds in a pool for investments. Any pool shall provide the following:

- A description of eligible investment securities, and a written statement of investment policy and objectives (i.e. are reserves, retained earnings, etc. utilized by the pool and is the pool eligible for bond proceeds and/or will it accept such proceeds)
- A description of interest calculations and distribution methods, and how gains and losses are treated
- A description of how the securities are safeguarded (including the settlement processes), and how often securities are priced and the program audited
- A description of who may invest in the program
- A description of how deposits and withdrawals will be made, how often they are allowed and any minimum or maximum limitations
- A reporting schedule for receiving statements and portfolio activity
- A fee schedule and method of assessment

10.0 Collateralization:

Collateralization will be required on two types of investments: certificates of deposit and repurchase (and reverse) agreements. Deposits are insured by the Federal Deposit Insurance Corporation (FDIC) currently up to \$250,000 per institution and Certificates of Deposit can be supported by either 110% U.S. Government agency notes or 150% mortgages currently held by the bank or savings and loan.

11.0 Safekeeping and Custody:

Securities purchased with invested funds that are in a negotiable, bearer, registered, or nonregistered format, shall require delivery of all the securities to the City, including those

purchased for the City by financial advisors, consultants, or managers using the City's funds, by book entry, physical delivery, or by third party custodial agreement. The transfer of securities to the counterparty bank's customer book entry account may be used for book-entry delivery.

To insure the safety and internal accounting controls necessary to establish a stable and accurate investment system, the City uses an investment confirmation document. This document is prepared by Treasury and approved by accounting personnel. Copies are also distributed to the City accounting department, Treasury investment file, and the institutions with which the order to transfer funds was placed (safekeeping). This transaction control document, or "Confirmation" form, contains information regarding the type of investment; amount invested; interest rate; purchase and maturity dates; and any delivery instructions. This confirmation is matched to the Broker's Confirmation and held in the Treasury's file until the security is sold or matures.

12.0 Diversification:

The City operates its investment pool with many State and self-imposed constraints. It does not buy stocks and it does not speculate. Currently Government Code Section 53600 (et seq) restricts the City portfolio to:

- o 30% in Negotiable Certificates of Deposit
- o 25% in Commercial Paper
- o 20% in Money Market Mutual Funds
- o 40% in Bankers Acceptance Notes
- o 30% in Medium Term Notes
- o 20% in Repurchase Agreements

These restrictions primarily apply to short-term investments and are interpreted to apply at the time of investment. If, as the portfolio mix changes over time, a particular segment exceeds these restrictions the prudent investor rule shall apply.

The City will be selective in purchasing long-term negotiable certificates of deposit and medium term notes, placing such an investment only with a large stable institution.

13.0 Maximum Maturities

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. The City will operate a portfolio with an average life of three years or less. This is to insure liquidity and the ability to move with changing markets and interest rates.

No investments shall be made in investments with maturities greater than five (5) years without specific Council approval not less than ninety days prior to the investment. Exception: Mortgage Backed Securities, such as Federal National Mortgage Association (Fannie Mae) and Government National Mortgage Association (Ginnie Mae) which have maturities greater than five (5) years, and not to exceed 30 years may be purchased. While the final maturity on these investments is greater than five (5) years, the return of principal and interest is received on a monthly basis (as mortgages are being paid, refinanced, and pre-paid), therefore minimizing the investment risk. At no point, will investments with maturities greater than five (5) years exceed 20% of the portfolio value.

14.0 Internal Control

To assure compliance with policies and procedures, the Treasurer, along with finance staff, shall form an investment committee. The committee will meet to review the investment portfolio and collectively establish investment goals and parameters for purchases. The committee will also collectively decide on investment purchases and sales of holdings.

15.0 Performance Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

15.1 Market Yield (Benchmark): The City's investment strategy is passive. Passive investment portfolio management generally indicates that the Treasurer will purchase an instrument and hold it through maturity, and then reinvest the monies. Although the City's investment strategy is passive, this will not restrict the Treasurer from evaluating when swaps are appropriate or if the sale of an instrument is prudent prior to final maturity. Given this strategy, a series of appropriate benchmarks shall be established against which portfolio performance shall be compared on a regular basis. The benchmarks shall be reflective of the actual securities being purchased and risks undertaken and the benchmarks shall have a similar weighted average maturity as the portfolio.

16.0 Reporting

Quarterly, the Treasurer will issue a report for Council's review of the City's current investment portfolio, detailing securities purchase and maturity date, face and market value, credit quality, and any reverse activities.

Periodically, the long-term investments will be reviewed in order to determine if it is advantageous to sell those securities and purchase others. The review will consider current market conditions and various spread relationships among security types. Additionally, a statement will be issued indicating the findings of the analysis. The monitoring of the conditions set forth in this policy statement is the responsibility of the Treasurer.

17.0 Investment Policy Adoption

The City's investment policy shall be adopted by resolution. The policy shall be reviewed annually by the City Council and any modifications made thereto must be approved by them.

Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
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U.S. Treasury Bills	91 day and 182 day Bills auctioned each Monday for settlement on Thursday. 52 week bills auctioned every fourth Thursday for settlement on the following Thursday.	Issued at a discount from par. Paid at maturity. Discount is based on the actual number of days on a 360 day basis. Paid at maturity.	Yes
U.S. Treasury Notes	2 to 10 years.	Paid semi-annual based on the actual days in the month and half-year.	Yes
U.S. Treasury Bonds	10 to 30 years.	Paid semi-annual based on the actual days in the month and half-year.	Yes
Strips or Zeros	10 to 30 years.	Issued at a discount from par. Paid at maturity on a 30/360 day basis.	Yes
FNMA(Federal National Mortgage Association)	Discount notes are issued with maturities less than one year. 15 year and 30 year mortgage-backed securities with a 7 and 15 year assumed average life.	Issued at a discount from par. Paid at maturity on a 30/360 day basis. Principal and interest paid semi-annually on a 30/360 day basis.	No No
GNMA(Gov't National Mortgage Association)	Various maturities from 12 to 30 years with an assumed average life of 7 to 12 years.	Principal and interest paid monthly on a 30/360 day basis.	Yes
FHLB(Fed Home Loan Bank)	Bonds of maturities from 1 to 10 years.	Paid semi-annually on 30/360 day basis.	No

Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
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FFCB(Fed Farm Credit Bank)	6 and 9 month offered monthly.	Paid at maturity on a 30/360 day basis.	No
	Debentures are issued with 2 to 5 years maturities	Paid semi-annually on a 30/360 day basis.	No
SBA(Small Bus. Administration)	Loans to Small Businesses. The principal portion of the loan is guaranteed by the SBA. 1 to 30 years.	Principal and interest paid monthly. On a 30/360 day basis. Can be a fixed or variable rate which is usually tied to prime rate.	No
FHLMC(Fed. Home Loan Mortgage Corporation)	30 year final with 12 year assumed average life.	Principal and interest paid monthly on a 30/360 day basis.	No
California Securities	Debentures are issued with 2 to 5 years maturities.	Paid semi-annually on a 30/360 day basis.	No
CD(Certificate of Deposit)	3 months to 5 years.	Paid monthly on a actual/360 day basis.	No
NCD(Negotiable Certificates of Deposit)	3 months to 2 years. Some issues have quarterly floating rates.	Paid semi-annually. Floaters pay quarterly.	No
BA Notes(Banker's Acceptance Notes)	30 to 180 days.	Issued at a discount from par. Paid at maturity.	No
Commercial Paper	Unsecured promissory note issued by finance and industrial companies to raise short term capital. Generally 30 to 180 days.	Can be interest bearing or a discounted note. If interest bearing, paid semi-annually. If discounted, paid at maturity.	No
MTN(Medium Term Notes)	2 to 5 years. Extended maturity commercial paper.	Paid semi-annually on a 30/360 day basis.	No

Exhibit A

City of Visalia - Summary of Eligible Investments

Type of Issue	Original Maturities	Interest Payments	U.S. Govt. Guaranteed?
LAIF(Local Agency Investment Fund) State Pool	Funds are available on demand. Investments are restricted by Gov't. Code, same as the City's.	Paid quarterly.	No
Repurchase Agreements	Negotiated. A short term investment transaction with a contractual agreement to repurchase the same securities at a future date. In essence, the City loans the Bank money for a specified time collateralized by marketable securities. Terms are from 1 to 90 days.	Paid at maturity.	No
Reverse Repurchase Agreements	Negotiated. This transaction is the mirror image of the repurchase agreement. Instead of the City loaning the Bank money, the Bank loans the City funds. The City then "repurchases" securities with matched maturities to the end of the contract. Terms are from 1 to 90 days.	Paid at maturity.	No
Money Market Mutual Funds	Funds are available on demand. Shares issued by a diversified management company.	Paid Monthly	No
Other Investment Pools	Funds are available on demand.	Paid quarterly	No

Budget Process

BUDGET PREPARATION

The City of Visalia has three major areas that encompass the budget process:

1. Operating Budget
2. Capital Improvement Program (CIP)
3. Narratives (Accomplishments/Goals/Performance Measurements)

The official budget process began on January 2016 with a memorandum from the Finance Director that outlined the strategy for completing the three major areas of the budget and adopting the budget by June 30th.

Budget Process Responsibilities. Table I, Budget Process Responsibilities, identifies the budget process responsibilities for Finance and the Departments.

Table 1
Budget Process

Budget Activity	Finance	Departments	Due Date
Assumptions page	Prepare	Review	Nov/Dec
Presentation to Department Head Group			12/12/17
Information Meeting			12/15/17
Finance meeting with City Manager for Budget Forecast (Rev /Exp)			1/10/18
Departments meet with City Manager & Finance to discuss goals, operating changes			1/11/18
Finance's Responsibility			
General Revenues	Prepare	Review	1/26/18
Salaries and Benefits for FT employees	Prepare	Review	1/26/18
Operationing and Maintenance Costs	Prepare	Review	1/26/18
Allocated Costs	Prepare	Review	On-Going
Inter-fund Transfers	Prepare	Review	4/27/18
Department's Responsibility			
Submit Capital Projects	Review	Prepare	1/26/18
Department Mission Statement & Descriptions	Review	Prepare	1/26/18
Depart Performance Measures	Review	Prepare	1/26/18
Depart. Accomplishments & Objectives	Review	Prepare	1/26/18
New Employee Requests for FTE and Hourly**	Review	Prepare	2/16/18
Grant Revenues	Review	Prepare	2/23/18
Salaries/Benefits for existing hourly employees	Review	Prepare	2/23/18
Over-time	Review	Prepare	2/23/18
New Operations and Maintenance Costs	Review	Prepare	2/23/18
Minor Capital Outlay Requests*	Review	Prepare	2/23/18
Departmental line item budget Review by Finance	Review	Review	3/9/18
Department Summary to City Manager	Prepare		3/23/18
Complete Document to City Manager			5/4/18
Final Draft Submitted to City Council			5/14/18
1st Presentation to City Council			6/4/18
2nd Presentation to City Council			6/18/18
* Note: Please submit Capital Outlay sheets to justify requests.			
** Note: Please do not include in budget numbers. These will be added by Finance as they are approved.			

Budget Kick-off. To provide further guidance and to answer any questions, Finance held a *Budget Kick-off Meeting on **December 15, 2017 from 9:00 to 10:00 AM** in the Council Chambers.*

The agenda for this meeting is as follows:

- I. Operating Budget
 - Overview of process
 - Overview of instructions
 - Support available
- II. Narratives
- III. Capital Improvements Program (CIP) Budget
 - Overview of process

OPERATING BUDGET INSTRUCTIONS

The largest sections of the budget document are the departmental operating budget pages. The following is a description of the Operating Budget process:

Budget Calendar

- | | |
|----------|---|
| Dec 15 | Budget Kick-Off Meeting, Council Chambers. |
| Jan 26 | Finance e-mails budget numbers |
| Jan 26 | Departmental budget items due: <ul style="list-style-type: none">• Department Descriptions• Narratives• Mission Statement• Performance Measures |
| | Departmental budget items due: |
| Feb 16 | <ul style="list-style-type: none">• New employee requests (FTE & Hourly) |
| Feb 23 | <ul style="list-style-type: none">• Departmental revenues• Salaries & benefits for existing hourly employees• Over-time cost• New operations and maintenance costs• Minor capital outlay requests |
| March 9 | Departmental review with Finance |
| March 23 | Departmental review with the City Manager |
| May 4 | Draft budget to City Manager, Department Heads |
| May 14 | Presentation of budget to Council |

June 4 First Public Hearing
June 18 Second Public Hearing and adoption

Capital Improvement Program (CIP) Budget Instructions

All General Fund CIP projects were ranked using the following criteria:

- Implementation of a Council priority
- Support of City of Visalia General Plan
- Resolution of a health and safety concern
- Results in a savings of money or avoids additional costs
- Promotion of efficient operations

The scale to be applied to ranking General Fund CIP projects is:

Level 1 Ranking	Definition
1	Items of highest importance
2	Useful, but of lower priority
3	Would provide improvements, but can wait

The following sub-rankings can be applied to level 1 rankings:

Sub-ranking	Definition
A	Health and safety or urgent need
B	Highly desirable and useful

Level 2 Ranking	Definition
+ / -	Moves higher level rankings higher or lower

Upon completion of initial rankings by Finance, CIP review committee members will meet to discuss and agree on any proposed changes to the assigned rankings. Projects beyond fiscal years 16/17 and 17/18 will not be ranked as Council will only be approving appropriations for these years.

The CIP committee will be comprised of one City staff member from each department submitting a General Fund CIP request or having existing General Fund CIP funding.

NARRATIVE INSTRUCTIONS

Accomplishments and Objectives

When presenting information about accomplishments and objectives, it is particularly important to highlight information which supports the City Council's goals. Further, for the

objectives to be meaningful, they need to be something that can follow the SMART rubric for evaluation: Specific, Measurable, Appropriate, Reasonable and Time-bound. Consider dividing objectives in to service level objectives and annual, finite project goals. Please limit your accomplishments and objectives to the top five.

Performance Measures

Performance measures should be indicators which reveal the effectiveness, efficiency or workload. For consistency in measurement from year to year, the same measures should be used and updated for the most recent time periods. For example, the upcoming two year budget performance measures should cover a 5 year period, actuals for fiscal year 2013/14 and 2014/15, projections for 2015/16, and estimates for both 2016/17 and 2017/18.

BUDGET REVIEW

The Finance department compiled all the budget information and assisted each department in completing the goals, objectives and performance measurements. The Finance Director met with each Department Head to review budget requests. Revisions were made as necessary and a meeting was held with the City Manager to go over final details of the budget.

BUDGET ADOPTION

Two public hearings are required prior to the adoption of the budget. The first public hearing was held June 6th and the second on June 20th. The City Council adopted a resolution to adopt the 2016-17 & 2017-18 budget on June 20th. Once approved, the budget becomes the basis for operations and capital expenditures during the fiscal year.

BUDGET AMENDMENTS

In accordance with Charter requirements, after adoption, the City Council may amend or supplement the budget by motion. Amendments to appropriations can occur throughout the year or during Mid-Year or Mid-Cycle Budget Reviews.

Glossary of Terms

GLOSSARY

Activity - A specific and distinguishable service performed by one or more organizational components of a government to accomplish a desirable government function (e.g., fire activities are within the public safety function)

Accounting System - The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Agency Fund - A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

Annual Budget - A budget applicable to a single fiscal year.

Annual Financial Report - A financial report applicable to a single fiscal year.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

Authority - A government or public agency created to perform a single function or a restricted group of related activities.

Bond Covenant - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Budget - A plan of proposed capital outlays and the means of financing them.

Capitalized Expenditures - Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Improvement Program (CIP) - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Cost Accounting - The method of accounting that provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Certificates of Participation (COPS) – COPS are long-term financing instruments issued to fund the acquisition of equipment or the acquisition, construction or rehabilitation of real property. They are usually structured as a lease arrangement, with payments made from the General Fund.

Contributed Capital – Contributed capital is created when transfers of equity or assets are received by a proprietary fund. This can be a transfer of cash, fixed assets or as a grant proceeds.

Debt Financing - Borrowing funds as needed and pledging future revenues to make (finance) current expenditures or capital projects.

Debt Service Fund - A fund to account for debt service payments, as well as any accumulation of resources in anticipation of future principle and interest requirements.

Deficit - The result of an excess of expenditures over resources.

Deficit Bonds - Approved by voters in March of 2004, proceeds from the bonds were used to cover the shortfall in the state's budget for fiscal year 2003-04. Bond payments came via the "triple flip", whereby the state reallocated .25% of cities sales tax proceeds with property tax.

Designation of Fund Balance - The designation indicates that a portion of fund equity is not available for appropriation based on Council's plan for future uses.

Employee Services - Salaries plus fringe benefits earned by employees of the organization for work performed.

Encumbrances - Commitments to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund - A fund established to account for operations financed and operated in a manner similar to private business enterprises. In this case the governing body intends that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Entitlement - The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

Equity – The difference between assets and liabilities of a fund.

Financial Resources – Cash and other assets that, in the normal course of operations, will become cash.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets – Long-lived tangible assets such as buildings, equipment, improvements and vehicles.

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Balance – Reserved – Used to indicate that a portion of fund balance has been restricted for a specific purpose.

Full-Time Equivalent (FTE) - The amount of time, 2,080 hours per year, worked by a full-time employee.

General Fund - The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting.

Grants - Contributions or gifts of cash or other assets from another government entity to be used for a specific purpose.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Letter of Credit - A financial institutions written guarantee of a customer's drafts, up to a specified amount, for a certain period of time.

Materials & Services - Expenses which are charged directly as a part of the cost of a service.

Measure T – A measure approved by the citizens of Visalia in March 2004. The measure increases the sales tax rate by .25% beginning in July 2004. Proceeds from the increased tax rate are restricted for public safety services.

Net Income (Loss) - Proprietary fund excess (deficit) of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses and operating transfers out.

Non-Operating Expenses - Proprietary fund expenses not directly related to the fund's primary activities (e.g., interest expense).

Non-Operating Revenues - Proprietary fund revenues incidental to, or byproducts of, the fund's primary activities. (e.g., interest expense).

Operating Budget - Plans of current expenditures and the proposed means of financing them.

Operating Expenses - Proprietary fund expenses related directly to the fund's primary activities.

Operating Income - The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues - Proprietary fund revenues directly related to the fund's primary activities. They consist primarily of user charges for goods and services.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Purpose - A general statement explaining the reason a particular program or division exists.

Property Tax Swap – The state's swap of reduced Vehicle License Fees (VLF) with property tax. The swap permanently reduced the VLF fee, which cities receive, from 2% of the value of the vehicle to .65%. The reduction in the VLF is backfilled by the state with property taxes.

Proprietary Fund - The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private section (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds.

Reimbursements – Repayments of amounts remitted on behalf of another fund.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Reserved Fund Balance - Those portions of the difference between fund assets and fund liabilities of governmental and similar trust funds that cannot be appropriated for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfers – Nonrecurring or non-routine transfers of equity between funds.

Retained Earnings - An equity account reflecting the accumulated earning of an enterprise or internal service fund.

Revenue Bonds - Cities, counties and special districts can pledge the restricted revenues of an enterprise system or other special fund to repay bonds or COPs. The most common uses of revenue financing are for water, power, transportation, sewer, and sanitation.

Revenues - 1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. 2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers-in are classified separately from revenues.

Risk Management - All the ways and means used to avoid accidental loss or to reduce its consequences if it does occur.

Self-Insurance - A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses. Because no insurance is involved, the term self-insurance is a misnomer.

Service Level Measure - A statement describing an activity conducted or performed by the program/division. A program will usually have many Service Level Measures. Service Level Measures provide quantifiable and qualitative information as to the level of service to be provided in relation to the level of funding indicated in the budget.

Service Reimbursements - Transactions that constitute reimbursements to a department/division for expenditures or expenses initially made from it but that properly apply to another department/division.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Specific Program Objectives - An "action" statement indicating the new or special activities proposed for a program.

Subventions - Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City come from the State of California and include motor vehicle in-lieu, and gasoline taxes.

Taxes – Compulsory charges levied by a government to finance services performed for the common benefit.

Tax Revenue Anticipation Notes (TRANS) – TRANS are short-term debt instruments that provide public entities with a means to ease cash shortfalls caused by the cyclical nature of property tax receipts.

Triple flip – The state's reallocation of .25% of the City's 1% sales tax portion to fund the state's deficit bonds approved by voters in the March 2004 elections. The City will receive an equal portion of property tax revenue based on sales tax receipts from the Education Revenue Augmentation Fund (ERAF) which funds schools. The schools are fully compensated for the lost ERAF from the state's general fund.

Trust Fund - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

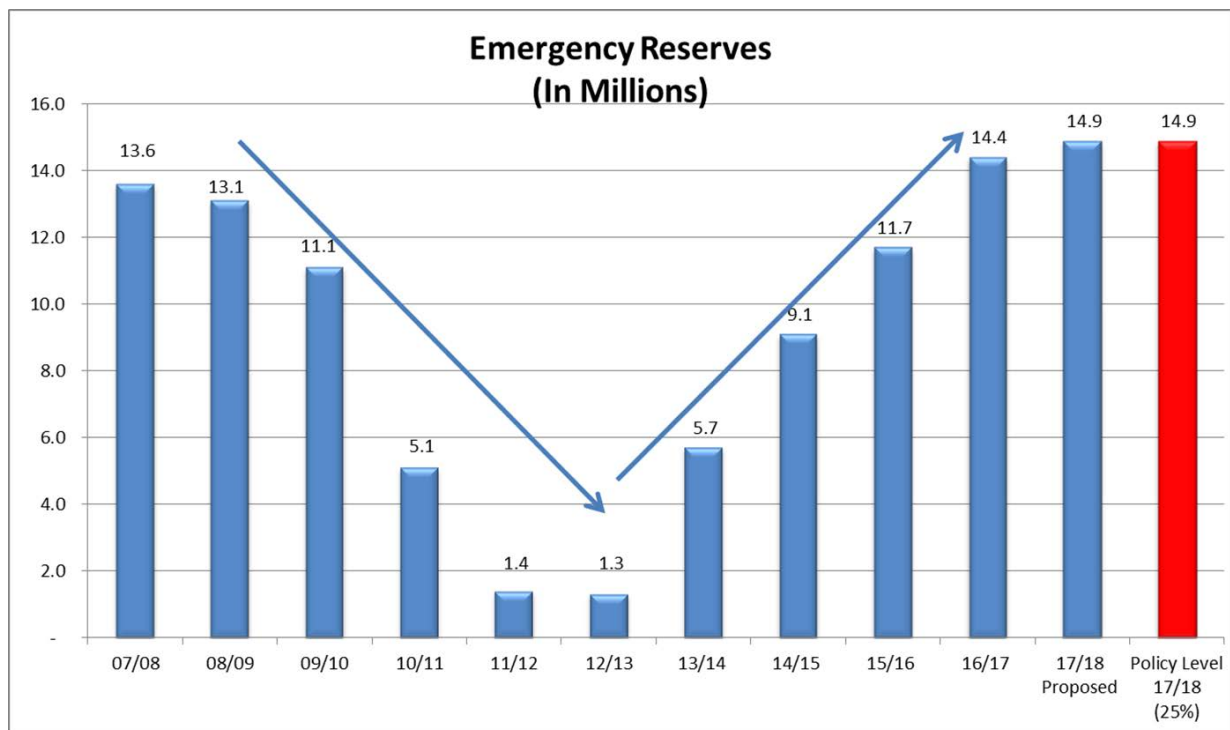
Variable Rate Debt – An interest rate on a debt issue which changes at intervals according to an index or a formula or other standard of measurement as stated in the bond contract.

Reserves

Part of the City of Visalia's Budget and Fiscal Policies state that the General Fund ending fund balance and enterprise funds ending working capital should be maintained at 25% of operating expenditures. In March 2018, Council adopted a policy for the General Fund Emergency Reserves. The policy is as follows:

- All surpluses be deposited into reserve to maintain fund at 25% of operating expenditures.
- Remaining surplus be deposited into the Civic Center Reserve Fund for future buildings
- 1 time monies & land sales be deposited into the Civic Center Reserve Fund for future buildings

Below is a chart summarizing the General Fund Emergency Reserves.



Council Strategic Planning Workshop Report

Visalia City Council Goals and Action Plan for 2018 **February 8-9, 2018**

Facilitated and Reported by
Vicki Stasch, M.S. Management Consulting

On February 8-9, 2018 the Visalia City Council met for their annual goal setting retreat. Prior to the retreat Councilmembers and staff provided input as to areas of common interest and concern. Every attempt was made to focus time and effort on issues of mutual interest and concern. The Council members reviewed the goals established in 2017 and discussed expectations between the council and city manager which are listed below. They reviewed the financial obligations of the city over the next decade as a preface to discussing issues. They then identified goals and developed action plans on priority issues for 2018. Below is an outline summary of the results. Under the goal areas are the actions directed for staff to pursue. Staff members have more specific notes on all of the issues discussed.

Council and City Manager Working Relationship Expectations

Council expectations of City Manager and staff:

- To be kept informed of important issues in a timely manner. The goal is for Council to be informed prior to reading about an issue or incident in the news. It is acknowledged that in this age of digital/social media it can be difficult to stay ahead of the news.
- All memos should include data based information, and if using statistics also show comparative trends.
- State if information is “confidential” or for “internal use only” and trust council to keep it confidential.
- On urgent issues please give immediate notification. If time is of essence, telephone or text rather than email
- Continue face-to-face meetings with city manager and individual Council members.
- If staff needs our immediate response (same day to an issue) please phone or text rather than email
- Keep lines of communication open with all agencies
- Keep communications brief, concise and to the point

City Manager expectations of Council

- Keep him informed and updated on projects being explored and developments or status of ongoing projects or issues.

- Focus on issues as a total Council. Councilmembers may and will have individual interests, ideas, and projects, but the City can only devote staff time, resources, and funds to projects that have majority Council support.
- Be open and candid with the manager to best equip him and the Council to be successful as a team.

Issues Discussed with Goals and Action Plans

- 1) Develop a plan for addressing increased PERS obligations
 - a. Explore outsourcing or privatizing of some services where possible and appropriate and/or replacing some staff work with technology.
 - b. Place pressure on state legislature to remedy the PERS issue.
- 2) Develop phasing, funding and timing for Civic Center.
 - a. Focus on building a large facility to accommodate as many staff as possible including police department.
 - b. Complete the infrastructure for the project to expedite development, to spread the cost of the overall project, to make progress before major construction is ready to begin, and as a way to attract partners and private investors.
 - c. Determine and report overall staffing and space needs.
 - d. Identify funding options: sales of current city properties and other mechanisms.
 - e. Identify opportunities to vacate city hall west and east even if temporary.
 - f. Revise land sale policy to accumulate funds for Civic Center project.
 - g. Discuss potential partnership opportunities on the Civic Center site with allied agencies.
 - h. Research Stockyards situation and identify challenges and opportunities to encourage relocation.
 - i. Maintain an eye toward “Classic” vision for ultimate Civic Center facility. Council wants a “timeless” architecture that will serve the community for decades.

3) Develop a Measure N policy for allocating emerging needs funds and for funds collected that exceed expectations

- a. Ideas for emerging needs policy: beneficial to entire community, projects that are within scope of Measure N. Communicate to the tax payers how these funds will be used once the policy is created.
- b. Recommendations for excess funds: to be proportionally distributed per Measure N current plan, with an emphasis on accelerating plan elements when possible.
- c. Direct staff to report to Council on a draft policy.

4) Continue efforts to reduce homelessness

- a. Continue and find funding to expand ECO jobs program for the homeless in partnership with the WIB. Recognizing that qualifying participants may limit our ability to fully staff openings, maximize participation to greatest extent possible.
- b. Explore ways to fund a mental health worker as a HOPE team member. Negotiate with County mental health to provide a position.
- c. Continue with the county wide task force to end homelessness.
- d. Reach out to the faith community to explore small houses on their campuses.
- e. Research validity of comments regarding prisoner releases creating additional homeless challenge.
- f. Attempt to quantify the proportion of homeless population that refuse structured assistance.

5) **Clarify city growth areas and in-fill plans**

- a. Tier I to be completed per general plan. Tier II projected to begin in 5 years.
- b. Explore high density construction.
- c. Staff directed to contact the Olson Company to get ideas for in-fill areas and Sr. housing possibilities.
- d. City Manager to meet with Dave Paynter to discuss his plans/vision for Sequoia Mall site. (This has already occurred.)

- 6) Develop ways to improve circulation in areas of growth
 - a. Determine methods to accommodate parking and traffic flow on east Main to Burke and submit a cost estimate to council.
 - b. Explore option of extending one-way portion of East Main Street.
 - c. Develop a plan to widen Shirk north of Goshen.
 - d. Open Chinowith at Goshen and abandon the School/Goshen crossing. Potentially eliminate Leslie crossing as second move.
 - e. Set up a meeting with CALTRANS director /area director to influence them to develop Highway 63 north of 198 as pedestrian friendly. Greg Collins and Ted Smalley at Tulare County to be included in this meeting
- 7) Continue efforts to support and facilitate expansion of 4-year university programs and facilities in Visalia.

**Measure T Public Safety
Plan Certification**

**Legal Documents Supporting
Budget**

City of Visalia Budget Policy

Article IX Fiscal Administration

Section 1. Indebtedness: No indebtedness shall be incurred on behalf of the City, for any purpose, unless and until the same shall have been authorized by ordinance, resolution or order of the Council.

Section 2. Fiscal Officer: A fiscal officer shall be appointed by the City Manager subject to the approval of the City Council, and the City manager shall establish the qualifications, duties and functions of such fiscal officer.

Section 3. Demands Against the City: Moneys shall be drawn from the City Treasury only in the manner prescribed by ordinance of the Council.

Section 4. Filing of Claims: Except as otherwise provided by the provisions of State law applicable to chartered cities, claims against the City shall be filed as prescribed by ordinance.

Section 5. The Fiscal Year: The fiscal year of the City shall commence upon the first day of July of each year, or at such other time as may be fixed by ordinance.

Section 6. Annual Budget: On such date in each year as shall be fixed by the Council, the City Manager shall send to the Council a careful estimate, in writing, of the amounts required for the business and proper conduct of the various departments, offices, boards and commissions of the City, over which he has control during the next ensuring year. The City Manager shall also at said time submit to the Council an estimate of the amount of income from fines, licenses, and other sources of revenue, exclusive of taxes upon property, and the probable amount required to be levied and raised by taxation.

Section 7. Public Hearing on the Budget: After reviewing the proposed budget as submitted by the City Manager and making such revisions as it may deem advisable, the Council shall determine the time for holding of a public hearing upon, and shall cause a notice thereof to be published not less than ten (10) days prior to said hearing by at least one insertion in the official newspaper of the City.

Copies of the proposed budget shall be available for inspection by the public at the office of the City Clerk at least ten (10) days prior to said hearing.

At the time so advertised or at any time such public hearing from time to time be adjourned, the Council shall hold a public hearing on the proposed budget at which interested persons desiring to be heard shall be given such opportunity.

Section 8. Adoption of the Budget: After the conclusion of the public hearing, the Council shall further consider the proposed budget and make any revisions thereof that it may deem advisable, and thereafter it shall adopt the budget with revisions, if any. Upon final adoption, the budget shall be in effect for the ensuing fiscal year.

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the various departments or activities therein described. All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered.

At any meeting after the adoption of the budget, the Council may amend or supplement the budget by motion.

Section 9. Tax System: The Council shall by ordinance provide a system for the assessment, levy and collection of City taxes upon property.

Section 10. The Council shall have power by ordinance to authorize the transfer to and the assumption and discharge by officers of the County of Tulare, of any function of the City relating to the assessment of property for taxation, and equalization of such assessment, the collection of taxes levied for municipal purposes, the collection of assessments levied for local improvements, the sale of property for non-payment of taxes levied for municipal purposes or for non-payment of assessments levied for local improvements, and the redemption of property from sales for either of said purposes and may repeal any such ordinances.

Section 11. Tax Rate: The total property tax for any one year shall not exceed one per cent of the assessed valuation, unless a special tax be authorized, as provided in this Charter; and the proceeds of any such special tax shall be used for no other purpose than that specified for which it was voted; provided, however, that in addition to said one per cent there shall be included in every annual levy, a sufficient amount to cover all liabilities of the City for principal and interest of all bonds or judgments due and unpaid or to become due during the ensuing fiscal year and not otherwise provided for.

Special Levies: Special levies in addition to the above may be made annually in amounts not to exceed the limits hereinafter enumerated in this section, respectively, on each \$100 of the assessed value of the taxable property in the City:

1) For the support and maintenance of free public libraries and reading rooms, Thirty Cents (\$.30).

(2) For the support and maintenance of parks, playgrounds and recreation centers, Thirty Cents (\$.30).

The City shall spend each fiscal period not less than the total amount raised each year from special levies for the free public libraries and reading rooms, and the parks, playgrounds and recreation centers.

Section 12. Special Taxes and Bonds:

(a) Whenever the Council shall determine that the public interest demands a special tax for a specified purpose, either for any specified number of years or for an indefinite period of time, in excess of the maximum tax rates provided for in Section 11 of this Article IX, the Council may submit to the qualified voters of the City at a regular or special election a proposition to authorize such tax for such purpose and for such number of years for an indefinite period of time, but no such special tax shall be levied unless authorized by the affirmative votes of the same number of voters voting on such proposition as is at the time required to authorize indebtedness of the City evidenced by general obligation bonds.

(b) No indebtedness evidenced by general obligation bonds shall be incurred by the City unless authorized by the affirmative votes of that number of voters voting on the proposition for incurring such indebtedness that shall at the time be required by the Constitution and general laws of the State. All proceedings for the incurring of indebtedness evidenced by general obligation bonds of the City shall be taken in accordance with the Constitution and general laws of the State. All proceedings for the incurring of indebtedness evidenced by general obligation bonds of the City shall be taken in accordance with the Constitution and general laws of the State, except as provided in Section 13 of this Article IX.

Section 13. Limit of General Obligation Bonded Indebtedness: The general obligation bonded indebtedness of the City shall at no time exceed a total of twenty per cent of the assessed valuation of all property taxable for City purposes.

Section 14. City Promotion: The Council may appropriate and spend money from the funds of the City for any or all of the following purposes: Reception and entertainment of public guests, assistance of public celebrations, fairs and exhibitions, to aid or carry on the work of immigration to the City, to encourage and promote industrial and commercial development and tourism; and generally, for the purpose of advertising the City; provided, however, that the aggregate expenditures from property taxes for all of said purposes shall not exceed in one fiscal year the sum

of four (\$.04) cents on each One Hundred Dollars (\$100) of the assessed value of property within the City.



City of Visalia **NOTICE OF PUBLIC HEARING**

A public hearing will be held before the Visalia City Council on Monday, June 27, 2016 at 5:00 p.m., at the Visalia City Hall Council Chambers located at 707 W. Acequia, Visalia, CA 93291 to consider the following:

Public Hearing for the adoption of a proposed multi-year budget for fiscal years 2016-17 and 2017-18 for the City of Visalia.

This budget appropriates funding for operational and debt expenditures, capital projects and cash transfers between funds.

A copy of the proposed budget is available for inspection at City Hall Administration, 220 N. Santa Fe Street, Visalia, CA. 93292.

If you should have any questions pertaining to the public hearing or to the proposed budget please contact Renee Nagel, Finance Director, at (559) 713-4375.

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

Michelle Nicholson
Chief Deputy City Clerk

